

# **ARTICLE VIII: ADMINISTRATION**

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## **POLICY 5-8.1 PURPOSE AND OBJECTIVES**

The primary purpose of the Poquoson City Public Schools administration is to create and foster an environment that is conducive to a successful teaching-learning process. All administrative duties and functions should be appraised in terms of their contribution to better instruction and more effective learning. A second major purpose of the administration is to facilitate efficiency and economy of operation without adversely affecting the educational goals of the community.

The school environment should be responsive and conducive to learning. The physical environment facilitates and enhances the learning experiences available to each student. A responsive environment includes competent, dedicated teachers using a variety of techniques and a classroom atmosphere where students can function and develop according to their abilities. Safety, physical comfort, and appearance also are vital environmental components.

The Poquoson City Public Schools administrative staff shall be under the direction of the Division Superintendent and shall be appointed by the Poquoson City School Board upon recommendation of the Division Superintendent. The administrative staff shall initiate, coordinate and supervise all matters relating to the teaching-learning process in accordance with the objectives of the Division Superintendent as defined by the School Board.

**LEGAL REFERENCE:** Code of Virginia, 1950, as amended, § 22.1-78.

*Adopted: November 2002*

*Reviewed: August 2011*

**POLICY 5-8.2 DEFINITIONS**

As used in the Poquoson City School Board Policy and Regulation Manual, except where noted otherwise, the terms “administrative staff” and/or supervisor shall apply to the following:

- Division Superintendent;
- Deputy Superintendent of Instruction and Support Services;
- Executive Director of Finance;
- Executive Director of Operations;
- Director;
- Principal;
- Assistant Principal;
- Supervisor;
- Coordinator;
- other positions of a supervisory nature as approved from time to time by the School Board upon recommendation of the Division Superintendent.

As used in this Article 8, the term “support personnel” shall include, but not be limited to:

- Social Worker;
- School Psychologist;
- Speech Pathologist;
- Secretarial Staff, and
- other positions of a support nature as approved from time to time by the School Board upon recommendation of the Division Superintendent.

**LEGAL REFERENCE:** Code of Virginia, 1950, as amended, § 22.1-78.

*Adopted: November 2002*

*Reviewed: August 2011*

## **POLICY 5-8.3 OFFICE OF THE DIVISION SUPERINTENDENT**

### **Qualifications**

The Division Superintendent shall possess at minimum the qualifications specified in the Code of Virginia and by the Virginia Board of Education. Eligibility shall be limited to individuals whose records indicate they possess the following attributes:

- Good character;
- Management talent;
- Leadership;
- Knowledge of school law;
- Understanding of special education; and
- Outstanding ability in vocational and academic education.

The Poquoson City School Board may require additional qualifications as it from time to time deems appropriate.

### **Recruitment and Selection Procedures**

The School Board, by such means as it desires, shall make an active search to identify the person for the position of Division Superintendent it believes can translate most effectively into action the policies of the School Board and the aspirations of the community. The School Board may retain outside assistance, such as university placement services or independent consultants during the Division Superintendent recruitment and selection process.

### **Appointment**

Except as provided below, the School Board shall, within 180 days after a vacancy occurs other than by expiration of term, appoint a Division Superintendent from eligible candidates licensed by the Virginia Board of Education.

If the School Board fails to appoint a Division Superintendent within 180 days of a vacancy, the Board of Education will appoint a superintendent for the division. If the School Board has not appointed a Division Superintendent within 120 days of a vacancy, it will submit a written report to the Superintendent of Public Instruction demonstrating its efforts to make an appointment. Upon request, the School Board shall be granted up to an additional 180 days within which to appoint a division superintendent. Within 30 days of the additional time granted by the Superintendent of Public Instruction, the School Board will submit in writing, a list of its preferred candidates, not to exceed three, for the position to the Board of Education. The Board of Education may consider these candidates and other eligible individuals. The Board of Education may authorize the Superintendent of Public Instruction to conduct the search for a Division Superintendent. If the Board of Education appoints a Division Superintendent, the contract for the Division Superintendent shall be negotiated by the School Board.

### **Term of Office**

The Division Superintendent shall serve for an initial term of not less than two years or more than four years. Subsequent terms shall be specified by the School Board but shall not exceed four years. All contract terms for the Division Superintendent shall expire on June 30. The School Board shall not renegotiate the Division Superintendent's contract during the period following the appointment of new members and the date such members are qualified.

### **Oath**

Before taking office, the Division Superintendent shall take and subscribe the oath as specified by law.

## **Compensation**

The Division Superintendent's contract shall be negotiated from time to time as provided by state law and School Board policy. The contract shall set forth the Division Superintendent's compensation and benefit package. The School Board shall not renegotiate the Division Superintendent's contract during the period following the appointment of new members and the date such members are qualified and assume office. When the Division Superintendent's contract is being renegotiated, each member of the School Board will be notified at least 30 days in advance of any meeting at which a vote is planned on the renegotiated contract unless the members agree unanimously to take the vote without the 30 days notice. Each member's vote on the renegotiated contract will be recorded in the minutes of the meeting.

Any severance benefits provided to the departing Division Superintendent will be publicly announced prior to the Division Superintendent's departure.

## **Division Superintendent: Powers/Duties/Responsibilities**

The powers and duties of the Division Superintendent are fixed by the Virginia Board of Education with additional specific duties prescribed by the School Board and include, but are not limited, to the following:

1. The Division Superintendent shall be the executive officer of the School Board and shall be responsible for seeing that all policies of the School Board are carried out in the Poquoson City Public Schools.
2. It shall be the duty of the Division Superintendent to observe such directives and regulations as the Superintendent of Public Instruction or the Virginia Board of Education may prescribe.
3. The Division Superintendent shall keep in his/her office records of all receipts and disbursements of school funds and all statistical information which may be required by the Virginia Board of Education.
4. It shall be the duty of the Division Superintendent to inspect the accounts of the clerk of the School Board periodically and see that such accounts are neatly and correctly kept and that all school funds are properly accounted for.
5. The Division Superintendent shall distribute promptly all reports, forms, laws, and regulations which may be received from the Superintendent of Public Instruction, and in accordance with his/her directions.
6. The Division Superintendent shall explain the school division and give information about it on all suitable occasions. The Division Superintendent shall take care that all school laws and regulations are strictly enforced and that the decisions of the Superintendent of Public Instruction and the Virginia Board of Education upon controversies relating to the school laws of the state or the regulations published by the Virginia Board of Education are complied with by persons concerned. In case such decisions are not complied with, the Division Superintendent shall inform the Superintendent of Public Instruction thereof, and shall state the circumstances therewith.
7. The Division Superintendent shall periodically visit and inspect each public school in order that he/she may have first-hand knowledge of the condition of the schools. He/she shall inquire into all matters relating to the management of the schools, the courses of study, methods of instruction, and use of textbooks, and shall give particular attention to the maintenance level of the various school buildings.

8. The Division Superintendent shall have the authority to take lawful measures to abate nuisances and to condemn school buildings which are not fit and sanitary, and that for any reason are likely to endanger the health and safety of students.
9. It shall be the responsibility of the Division Superintendent to promote the improvement and efficiency of teachers by all suitable and proper methods.
10. If, during the time when schools are normally in session, unusual conditions exist (e.g. epidemics, bad weather, etc.) and in the opinion of the Division Superintendent the operation of schools under these conditions would endanger the students, he/she shall be empowered to suspend operations until the danger no longer threatens the welfare of students.
11. It shall be the responsibility of the Division Superintendent to direct, supervise, and coordinate the work of all the schools, officers, and employees of the School Board, and all such employees shall be responsible to the Division Superintendent in all matters.
12. The Division Superintendent shall make periodic reports to the School Board on the general condition of the schools and the effectiveness of the instructional program; such reports shall be accompanied by the Division Superintendent's recommendations for improvement.
13. The Division Superintendent, with the assistance of the clerk of the School Board, shall submit monthly and annual financial reports showing receipts, disbursements and balances.
14. The Division Superintendent shall make recommendations for filling personnel vacancies and shall recommend dismissal of employees whose services are unsatisfactory.
15. The Division Superintendent shall attend all meetings of the School Board and all committee meetings, with the right of discussion but without the right to vote as provided by law.
16. The Division Superintendent shall, subject to the approval of the School Board, make and enforce such regulations as may be conducive to the effective instruction of students in the various schools.
17. The Division Superintendent shall plan and direct such meetings of School Board personnel as he/she may deem necessary for the purposes of giving instructions that may be helpful to personnel in discharging their duties, improving methods of teaching, and building morale.
18. The Division Superintendent shall be responsible for selecting and recommending suitable instructional materials and equipment and for the organization of the various schools in terms of assigning instructors and allotting classroom space so that an effective instructional program may be maintained.
19. The Division Superintendent shall ensure that school records and teachers' registers are properly kept and that all necessary reports are accurately and properly made by School Board personnel.
20. The Division Superintendent shall devise and maintain a system of reports that will keep parents informed of the progress, attendance, conduct, and health of students.
21. The Division Superintendent shall keep himself/herself informed of accomplishments of other school systems, their plans, organization, methods of instruction, and other efforts which may be of value to him/her in keeping the School Board informed of the progress being made in the education of children and youth.

22. The Division Superintendent shall prepare the annual school budget and submit it to the School Board for adoption; furthermore, he/she shall direct all expenditures within the appropriations made by the School Board.
23. The Division Superintendent shall issue such administrative bulletins, notices, manuals, memos or other communications as he/she may deem necessary in the effective administration and operation of the schools.
24. The Division Superintendent shall prepare the annual school calendar for adoption by the School Board.
25. The Division Superintendent shall serve as the professional consultant to the School Board and impartially give his/her professional opinions and knowledge in all deliberations where such may be helpful.
26. The Division Superintendent shall be responsible for the direction and supervision of the student transportation system and shall make recommendations to the School Board for changes in bus routes.
27. The Division Superintendent shall recommend and supervise needed repairs to the various school buildings, including renovations.
28. The Division Superintendent shall answer all correspondence relating to the business of the School Board office, and shall maintain a filing system for all official records, reports and papers.
29. The Division Superintendent shall be held personally responsible for any of his specific duties that he may delegate to other persons or employees. All reports and recommendations to the School Board from any officer or employee under the direction and supervision of the Division Superintendent shall be made through the Division Superintendent, unless otherwise officially directed by the School Board. All School Board directions requiring specific courses of action by personnel other than the Division Superintendent shall be channeled through the Division Superintendent, the intent being that the School Board and its members shall deal only with the Division Superintendent in respect to all matters for which he/she is responsible.
30. The Division Superintendent shall direct the adoption of all textbooks and shall oversee the distribution and inventory thereof.
31. The enumeration of specific duties in this section, or elsewhere, shall not be construed to lessen the responsibility for those duties of a general nature imposed on the Division Superintendent by the nature of his position.

In addition to the above duties, and in keeping with applicable law, the Division Superintendent shall do the following:

32. The Division Superintendent shall prepare and maintain a policy manual in cooperation with school division personnel.
33. The Division Superintendent shall develop the capability, procedures, and organizational structure to enable the school division to plan for future needs.
34. The Division Superintendent shall involve the community and his/her staff in the preparation of a six-year school improvement plan, which shall be updated biennially. Such a plan shall be based on a study of the extent to which students are achieving the broad objectives formulated by the Virginia Board of Education and shall be designed to raise the level of

student performance. This plan shall be reviewed and approved by the School Board and submitted to the State Superintendent of Public Instruction for approval by the Board of Education.

35. The Division Superintendent shall, as directed by the Virginia Board of Education, make annual follow-up studies of former students (dropouts and graduates) who enter employment or who continued their education beyond high school as a means of assessing the effectiveness of the school program.
36. The Division Superintendent and his/her staff shall provide an effective program of instructional supervision and assistance to principals and teachers that is consistent with the objectives of the school division and that incorporates all provisions of applicable law.
37. The Division Superintendent and his/her staff shall provide for the cooperative evaluation of central office personnel and principals and shall provide assistance to principals in the cooperative evaluation of teachers and other School Board employees, as required by applicable law.
38. The Division Superintendent shall at least annually survey the school division to identify critical shortages of (i) teachers and administrative personnel by subject matter and (ii) school bus drivers and report such critical shortages to the School Board, the Superintendent of Public Education, and the Virginia Retirement System, as required by Virginia Code §§22.1-70.3 and 22/1-79(9).

#### **Division Superintendent: Evaluation**

The School Board believes that the evaluation of the management of the division is important to an assessment of division objectives and their fulfillment. The Division Superintendent shall be evaluated annually consistent with the performance objectives set forth in Guidelines for Uniform Performance Standards and Evaluation Criteria for Teachers, Administrators and Superintendents as required by Virginia Code §22.1-253.13:5, and as follows:

1. In a number of informal ways which include, but are not limited to, the ongoing personal contact between the Division Superintendent and the School Board members and observations by School Board members of the various phases of the school division's operations.
2. A formalized evaluation questionnaire covering the performance of the Division Superintendent and the status of the school division. Said evaluation instrument shall be designed by both the School Board and the Division Superintendent well in advance of the month of April, when it shall be utilized as the Division Superintendent's annual evaluation.

The areas of evaluation shall include:

1. Appraisal of the main areas in which the Division Superintendent functions:
  - a. Mission, Vision, and Goals.
  - b. Planning and Assessment
  - c. Instructional Leadership
  - d. Organizational Leadership and Safety
  - e. Communication and Community Relations
  - f. Professionalism
  - g. Division-wide Student Academic Progress

The evaluation of the Division Superintendent must be based on an evaluation of the joint responsibilities of the School Board and Division Superintendent. The work of the Division Superintendent is circumscribed by the regulations and policies of the School Board, the manner in which the School Board works and the resources available to the school division. The effectiveness of the School Board is greatly influenced by the quality of the work of the Division Superintendent. Since the School Board and Division Superintendent must work together, they shall jointly and objectively evaluate each other so as to increase the effectiveness of their performance record.

### **An Instrument for Appraising Effectiveness**

Evaluation of the Division Superintendent is an important responsibility which the Poquoson City School Board should carry out in a systematic way. With the increasing emphasis on accountability, it is essential that the School Board fulfill its duty of seriously and competently evaluating the performance of its executive officer.

The School Board shall annually evaluate the Division Superintendent based on criteria established by all applicable law and such criteria as the School Board shall from time to time perceive.

Informal evaluation occurs whenever the School Board makes a decision to extend the Division Superintendent's contract, increase his/her salary or not to renew his contract; however, a systematic approach to this process requires setting up formal procedures for evaluation as a regular and scheduled School Board activity and against standards agreed to by the evaluatee and the evaluators.

**LEGAL REFERENCE:** Code of Virginia, 1950, as amended, §§ 2.2-3115, 2.2-3117, 22.1-58 through 22.1-70.3; 22.1-79(9), 22.1-253.13:5, 15.2-1510.1; Virginia Board of Education Guidelines for Uniform Performance Standards and Evaluation Criteria For Teachers, Administrators and Superintendents (2000); and Regulations Governing Licensure For School Personnel, 8 VAC 20-21-10, et seq.; and Rules Governing Division Superintendents of Schools, 8 VAC 20-390-10, et seq.; Virginia Board of Education Procedures for Appointment of a School Division Superintendent by the Virginia Board of Education (adopted March 2006).

*Adopted: November 2002*

*Revised: July 2003, July 2004, July 2005, August 2006, July 2007; August 2011, October 2014, August 2018, June 2020*

## **POLICY 5-8.4 ADMINISTRATIVE AND SUPERVISORY PERSONNEL**

### **Qualifications**

The Poquoson City School Board, upon the recommendation of the Division Superintendent, shall determine the qualifications for administrative and supervisory personnel. These qualifications shall be included in the job descriptions for the positions and shall meet, at a minimum, requirements of the Virginia Board of Education, where applicable.

### **Appointment**

The School Board, upon the recommendation of the Division Superintendent, shall appoint administrative and supervisory personnel on an annual basis for the months stated in their contracts and at a salary determined by the School Board.

### **Responsibilities**

Each administrative and supervisory position shall have a job description defining the responsibilities of the position. The School Board shall approve the establishment and general scope of these positions and shall delegate to the Division Superintendent the responsibility for specific assignments and duties. Administrative and supervisory personnel shall be responsible to an immediate supervisor for their actions and for actions of subordinates assigned to them in their job descriptions.

### **Assignment**

The initial assignment of administrative personnel to individual schools shall be reserved to the School Board upon recommendation by the Division Superintendent.

### **Transfer**

After initial assignment, the subsequent transfer of administrative personnel to any school within the division is the prerogative of the Division Superintendent with the approval of the School Board. Such transfers shall not affect the salaries of the individuals concerned for that school year. The Division Superintendent shall submit appropriate reports and explanations upon the request of the School Board.

**LEGAL REFERENCE:** Code of Virginia, 1950, as amended, § 22.1-297.

*Adopted: November 2002*

*Reviewed: August 2011*

## **POLICY 5-8.5 PRINCIPALS**

### **Principals**

Principals are the educational leaders and the administrative heads of the schools to which they are assigned. Principals are directly responsible to the Division Superintendent in all matters relating to the operation of the schools in Poquoson City. They must organize the faculties of the schools into effective units and, together with the aid of faculty members, students, and parents, set the standards and establish the ideals of the individual schools within the framework of the policies and regulations of the Poquoson City School Board and the Virginia Board of Education.

Principals must be prepared to make prompt decisions, establish esprit de corps among teachers and students, build and maintain mutually beneficial relationships between the home and the school, and carry out such administrative policies which will result in good teaching-learning situations. In order to develop effective instructional programs within the schools, principals must work cooperatively with parents, teachers, and students in planning and carrying out all phases of the work of the schools. Through their self-control, thoughtfulness, consideration, courtesy, patience, and friendliness, principals set a pattern that determines, to a large extent, the professional and human relationships that will exist in the various schools.

#### Appointment and Term

The School Board, upon recommendation of the Division Superintendent, shall annually appoint principals and establish their terms of employment. Each principal must hold a certificate prescribed by the Virginia Board of Education.

#### Duties and Responsibilities

The principal shall be responsible to the Division Superintendent and shall represent the Division Superintendent in matters concerning the operation of the school. The principal shall coordinate efforts with members of the central office staff and cooperate with them in their subjects of specialization.

The principal's duties shall include the organization, administration, maintenance and supervision of the entire program of the school. The principal shall maintain harmonious relations between the school and community and perform duties assigned by the Division Superintendent and/or the School Board.

### **Assistant Principals**

#### Appointment and Term of Employment

Assistant principals shall, in the absence of the principal, assume responsibility for the operation of the school. They must make necessary emergency decisions involving students, teachers, or other personnel and shall perform such duties as may be prescribed by the principal and in his absence shall act as the executive officer of the school. When there is more than one assistant principal in a school, the principal shall designate the one who shall act as the executive officer in his absence.

#### **Probation and Reassignment**

Probationary terms of service for principals, assistant principals and supervisors, and their reassignment to teaching position shall be as mandated in applicable law.

See Administrative Performance Review System.

See Superintendent's Regulations 5-8.5 A through K.

**LEGAL REFERENCE:** Code of Virginia, 1950, as amended, §§ 22.1-253.13:5, 22.1-293, 22.1-294, 22.1-297.

*Adopted: November 2002*  
*Revised: August 2011*

## **POLICY 5-8.6 TEMPORARY PERSONNEL**

### **Administrative Internships**

A program of administrative internships shall be established for the Poquoson City Public Schools through which members of the professional staff and graduate students shall be eligible to act as temporary assistants to members of the administrative staff.

The purposes of the program shall be to:

1. provide specific administrative services which have been clearly recognized as desirable for the improvement of the school division;
2. promote among the staff a better understanding of the functions performed by the various departments of the school division; and
3. develop administrative ability among staff members and graduate students who have a potential for and an interest in school administration.

The program shall be designed so as to:

1. require an expenditure of funds in keeping with its value as one part of the total plan of growth opportunities for the professional staff;
2. select the best qualified applicants; and
3. operate without harm to other functions of the school division.

**LEGAL REFERENCE:** Code of Virginia, 1950, as amended, § 22.1-78.

*Adopted: November 2002*

*Reviewed: August 2011*

**POLICY 5-8.7 EVALUATION OF ADMINISTRATIVE STAFF**

The evaluation of the Poquoson City Public Schools administrative staff is the responsibility of the Division Superintendent and/or his designee. These evaluations shall be based upon:

1. the effectiveness of the administrator in his role as defined by the applicable job description;
2. the accomplishments of both short- and long- range objectives defined early in the year; and
3. the subjective judgement of the administrator's immediate superior.

These evaluations shall include those performance criteria required by applicable law and shall be the basis for the recommendations of the Division Superintendent as to the continued employment and compensation of the individuals concerned.

See Administrative Performance Review System.

See Superintendent's Regulation 5-8.7.

**LEGAL REFERENCE:** Code of Virginia, 1950, as amended, §§ 22.1-253.13:1, 22.1-253.13:5, 22.1-294, 22.1-297; Virginia Board of Education Guidelines for Uniform Performance Standards and Evaluation Criteria for Teachers, Administrators and Superintendents (2000).

*Adopted: November 2002*

*Revised: August 2011*

**POLICY 5-8.8 ADMINISTRATION: CONDITIONS OF EMPLOYMENT**

**Salary Schedule**

The Poquoson City School Board shall adopt and maintain under continuous review a system of compensation for administrators and supervisors. It shall be based upon the responsibilities of the positions, classification of the positions, the employees' experiences in relevant positions, and the employees' educational achievements.

The initial placement of an individual upon the administrative salary schedule shall take into consideration:

1. type and length of previous experience in this or similar positions;
2. salary scale of positions with similar duties and responsibilities; and
3. recommendations of the Division Superintendent.

The annual advancement of an individual upon the salary schedule shall depend upon the following criteria:

1. position level;
2. the annual evaluation of performance;
3. recommendation of the Division Superintendent; and
4. availability of funds.

**Vacation and Leave**

Administrators and supervisors with twelve-month contracts shall be entitled to leave as specified in Section V, Article VII of the Poquoson City School Board Policy and Regulation Manual.

**LEGAL REFERENCE:** Code of Virginia, 1950, as amended, § 22.1-79.

*Adopted: November 2002*

*Reviewed: August 2011*

## **POLICY 5-8.9 PROFESSIONAL DEVELOPMENT**

There shall be an organized program of professional development for all administrative employees of the Poquoson City School Board directed towards increasing their knowledge, improving their performance and upgrading the school division. The Division Superintendent shall allocate such time of administrative employees as he judges to be necessary for the program. The Division Superintendent is authorized to employ non-school persons to assist or conduct these programs to the extent that funds have been approved in the annual budget.

### **Meetings Conferences and Conventions**

#### Division Superintendent

The Division Superintendent may attend conventions, conferences, institutes, and meetings that may prove beneficial to him/her and the school division. The Division Superintendent shall designate an administrator in the central office to assume temporarily his/her responsibilities when he/she must travel outside the school division. The expenses paid or shared by the School Board for conventions, meetings, and institutes that the Division Superintendent attends shall be limited to travel, food, lodging, and fees.

#### Administrators, Supervisors and Support Personnel

The School Board encourages the attendance of administrative employees at conventions, meetings and institutes which will provide enrichment and professional growth. All such attendance shall be approved in advance by the Division Superintendent or his/her designee and shall be within the limits of the approved budget.

**LEGAL REFERENCE:** Code of Virginia, 1950, as amended, § 22.1-253.13:5.

*Adopted: November 2002*

*Reviewed: August 2011*

**POLICY 5-8.10**

**COMMUNICATIONS WITH THE STAFF**

**Staff to Board**

The Division Superintendent shall establish a system of communications between the School Board and its employees in order that the views of all school employees can be received in an orderly and constructive manner. Cabinets, councils and committees designed to accomplish this objective shall have as one function the recommendation to the School Board of revisions in School Board policies. The Division Superintendent shall communicate such recommendations to the School Board.

**Board to Staff**

Administrative regulations implementing School Board policies shall be included in the appropriate staff handbooks. Monthly extracts of School Board minutes to include such matters that are of interest to employees or the community at large shall be circulated to the staff.

**Generally**

The Division Superintendent may issue such administrative bulletins, circulars, memoranda, manuals or booklets as may be deemed necessary for the effective administration of the school division. All regulations or instructions shall be consistent with policies adopted by the School Board and shall be binding on all employees.

**LEGAL REFERENCE:** Code of Virginia, 1950, as amended § 22.1-253.13:7.

*Adopted: November 2002*

*Reviewed: August 2011*