

Superintendent of Schools for School Administrative Unit 16
Brentwood ~ East Kingston ~ Exeter ~ Exeter Region Cooperative ~
Kensington ~ Newfields ~ Stratham

PROFILE

The Superintendent's responsibility shall be the administration of the school system in accordance with the School Board's policies and New Hampshire General Laws.

A. Educational Leadership

The Superintendent's decisions must focus on addressing the needs of all students. In order to provide effective leadership, the Superintendent should keep abreast of the latest developments in the field of education. Curriculum development and evaluation, professional development and evaluation, and student assessment should all be considered in the formulation of short and long range goals and objectives. The Superintendent will:

- Communicate a vision of high expectations and on-going improvement for academic achievement in every classroom, and for all students based on their learning styles.
- Hold principals accountable to high standards and demand high expectations for student achievement as measured in a variety of ways, including, student presentations of comprehensive projects, portfolios, and high rates of student participation in a broad range of educational experiences, as well as improved standardized test scores and college placement.
- Provide inspiring and appreciative leadership of teachers and involve teachers in the decision making process.
- Be able to bring together varying stakeholders within the community and build consensus to support district initiatives.
- Value the stability of the teaching force in the SAU and be committed to supporting new teachers during their first few years.
- Be approachable and have an open-door policy.
- Value innovation and recognize that schools need to embrace change and innovation in order to stay current and to prepare students for a changing world.
- Be an excellent communicator and an excellent communications facilitator.

B. Personal Qualities and Characteristics

It is expected that the Superintendent will, at all times, represent the school system in a professional manner. The Superintendent should encourage open communication with students, staff, administrators, School Board members, and members of the community.

The Superintendent will:

- Have had extensive experience in the classroom and at the administrative level.
- Be a strong leader who can set a direction for the district and who can command the respect of the community.
- Be able to work effectively with school boards and be able to balance the leadership and advisory roles that a superintendent has with boards.
- Lead change initiatives developed in response to clearly identified needs within the district, that are grounded in research, and that can be substantiated through appropriate interpretation of contemporary data.

- Support and extend the district's commitment to maintaining an emphasis on challenging academic programs that provide appropriate challenges for all students.
- Effectively utilize the various sources of educational expertise that presently exist in the district by skillful delegation and accountability.
- Love learners and learning.
- Have a community presence, know the teachers, and know the towns.
- Possess or be eligible for certification as a Superintendent in the State of New Hampshire.

C. Relationship with School Boards

SAU 16 has school boards representing elementary schools in each of the towns and a board for the secondary schools. At times the boards meet independently, jointly, or representatives of the district boards meet. Each board relies on the Superintendent (and/or his/her designee) to establish clear direction for the school board meetings by providing agendas and support materials that allow for good policy formation and informed decision-making. It is expected that the Superintendent will support and implement policies and directives and effectively communicate these to students, staff, parents and members of the community. The Superintendent will:

- Keep the School Board(s) informed on issues, SAU needs, and operations of the school system.
- Supply professional advice to the School Board(s) on items requiring School Board action, with appropriate recommendations based on thorough study, data collection and analysis.
- Respond to School Board directives and initiatives in a timely manner.
- Realize that each community within the SAU is unique with different wants, needs and desires.

D. Budget Management

The Superintendent has the responsibility to present the budget to the School Boards, for their approval, in a manner that promotes each member's full understanding. The budget should take into consideration the needs of the entire SAU based on a formal assessment process. The need to promote the school system and engender community support for school finances is an integral component of the budgetary process. The Superintendent will:

- Thoroughly evaluate the needs of the district, from both an educational and facility perspective.
- Advocate for the needs of the district.
- Use budgeting as a management tool in translating school district development plans and objectives into program budgets to the School Board(s), the school district staff, and the community.
- Make budget recommendations that articulate the impact of fiscally sound decisions on the district's programs.
- Understand and be sensitive to the districts' financial climate in building support for the responsible funding of the school budget, judiciously employing compromise and conviction.
- Foster community support by speaking to and addressing community concerns with data that is supportable and verifiable.

E. General Management/Organizational Leadership

The Superintendent is responsible for the management of affairs of SAU 16 and the seven school districts. The Superintendent is expected to provide leadership to the school board(s) in the development of their goals and objectives and also to guide the staff in meeting these goals and objectives. It is important that the Superintendent be familiar with and have a strong understanding of State and Federal laws, New Hampshire Department of Education regulations and SAU16 policies. The Superintendent will:

- Supervise operations insisting on competent and efficient performance.
- Apply strategic planning techniques that foster sound systematic approaches and facilitate constructive change.
- Lead in an honest, open and proactive manner.
- Hire good people, delegate work, and have confidence in their ability to deliver. In a large district, there is a need for the differentiation of roles and for the Superintendent to be the leader and coordinator of talent, not a micro-manager.
- Have a strong work ethic.

F. Personnel Management

The Superintendent is responsible, either directly or indirectly, for the hiring of all school personnel. Personnel decisions should be approached in a non-discriminatory and impartial manner. It is the Superintendent's responsibility to foster an environment that is conducive to good teaching. The Superintendent should be alert to issues that affect staff morale, should be actively involved in the staff evaluation process and provide a balanced staff development program. The school board(s) should be kept informed of appropriate matters in collective bargaining, performance standards, professional development and grievances. The superintendent will:

- Supervise the staffing of all public schools and upon receipt and review of credentials will nominate staff to the various school boards.
- Assist the school principals in providing a quality evaluation process for the various staffs.
- Utilize staff evaluation as a means to improve instruction and student achievement.
- Support professional development.
- Delegate authority and responsibility to appropriate staff members, encourage collaboration in planning and program development and to empower teachers in the decision making process.
- Demonstrate an appreciation of, and a sensitivity to, the diversity of individuals.