

ADMINISTRATION: 2000 SERIES

This series deals with the administrative machinery at the executive level. Here is recorded the board's action in activating all administrative and supervisory jobs – to the extent that the board has that function under the law. Job descriptions of those positions will also be found here, or a reference to where they may be found if their number justifies a separate manual.

In addition, you should find here an organization chart, a statement of the line of responsibility, evidence of problem-solving and communications devices like councils, cabinets, and committees for executives – all supported by a clear statement of the philosophy of administration subscribed to or by the board and superintendent.

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The Concept of Administration

The school committee will determine the policies to guide the decision-making process governing all activities of the schools. In setting these policies, it will seek the advice and assistance of the faculty, staff, and other relevant persons through the superintendent of schools.

Each employee and pupil is responsible for following the approved policies until modified. The administration is charged with the responsibility for organizing the staff for effective administration of the schools and for preparing in detail, where applicable, the rules and regulations for implementing the approved policies. If a situation demanding decision is not covered by an existing policy or by regulations, the superintendent or his designee is empowered to make the decision he deems best, later reporting to the school committee.

The superintendent is responsible to the school committee for the administration of the schools under applicable laws and the policies of the school committee. He shall select his staff and faculty and recommend them to the school committee for appointment. He shall make, or designate the appropriate official to make the necessary administrative decisions.

It shall be the intent of the school committee to make available a sufficient number of qualified officials to administer the schools efficiently and to require the superintendent to organize it to secure a clear understanding of the functions of each official and of the relationship between and among them; to establish clear lines of communication, both vertically and horizontally; and to establish the necessary councils, cabinets, and committees to provide for efficient operation of the schools. To engage in this process in an orderly fashion, each group shall be given particular responsibilities, and channels shall be established so that the recommendations or decisions of each group can be heard and reviewed by the chief administrative officer concerned and, where appropriate, by the school committee.

It shall be the policy in the organization and administration of the schools to balance responsibility with commensurate authority subject to the reserve and legal powers of the school committee. This means that a member of the staff when assigned a responsibility or a position shall be given the authority to make the decisions necessary to perform the tasks.

In order that the schools may operate effectively with good morale and participation of its personnel, the following principles are considered by the school committee to be fundamental:

1. The institution shall establish an effective system for the recruitment of qualified personnel for each position.
2. Each officer shall be responsible and accountable for making and following a plan of development for all staff assigned to his area of operation.
3. The administration shall devise an orderly plan whereby the suggestions or criticisms of the operation of the schools shall be heard and receive consideration.
4. The structure, policies and rules and regulations of the schools shall be evaluated and critically reviewed at regular intervals, and the superintendent shall be responsible for devising a plan to make this possible.

5. The administration shall be responsible and accountable for establishing and operating a system of communication by which each member of the staff and faculty can be kept informed of the proposals and problems of the faculty and administrative staff.
6. The superintendent, principals, and related administrative officers shall be responsible and accountable for keeping the teaching staff dynamic and experimental in their course offerings, and for balancing the program to keep it in harmony with the school objectives and changing social conditions and free from domination of vested interests.

Legal Reference: General Laws of Rhode Island 16-21-11 General Powers and duties of superintendents.

Policy Adopted: 4/24/72

**CRANSTON PUBLIC SCHOOLS
CRANSTON, RHODE ISLAND**

Central Administrative and Supervisory Personnel

It is the intent of the school committee to activate a sufficient number of such positions to promote the attainment of our school's goals.

In each case, the school committee will delegate to the superintendent the task of writing, or causing to be written, a job description for the position.

The school committee wishes the superintendent to maintain continuously a comprehensive, coordinated set of job descriptions for all such positions so as to promote efficiency and economy in the staff's operations.

Legal Reference: General laws of Rhode Island 16-2-9 Selection and compensation of superintendent. 16-2-11 General Powers and duties of superintendent.

Policy Adopted: 4/24/72
Policy Amended: 8/15/16 (Resolution No. 16-08-17)

CRANSTON PUBLIC SCHOOLS
CRANSTON, RHODE ISLAND

Administrative Operations

To guide the superintendent in determining the pattern of his/her administrative operation, the school committee offers the following statements of intent:

1. The school committee will devote its major effort to clarifying and establishing goals for the school system, weighing and adopting policies to guide the professional staff, to appraising results achieved in relation to the goals, and to performing such ministerial functions as required by law and state regulations.
2. The school committee does not wish unnecessary barriers erected between itself and members of the professional staff or between and among residents and parents of the district, students, and members of the professional staff. The school committee values the freest possible interchange of ideas outside the established framework of direct responsibility as preeminently desirable in the school system. Nothing should be allowed to interrupt the free and open flow of ideas and assistance among personnel at every level.
3. The school committee encourages the superintendent to keep abreast of and to apply the best known administrative concepts and procedures designed to harness the total talents of the school system's personnel in enthusiastic pursuit of the school's' goals.

Policy Adopted: 4/24/72

**CRANSTON PUBLIC SCHOOLS
CRANSTON, RHODE ISLAND**

Organizational Units and Structural Relationships

The administrative organization of the district shall be considered as an orderly means of achieving the district's primary objective, an effective program of instruction for pupils.

The general administrative organization of the district shall be known as the single executive type of school administration with the school committee as the governing body and with all activities under the direction of the superintendent of schools.

An organization chart for the district shall be prepared by the superintendent and approved by the school committee to designate clearly the relationships of all employees within the district organization. The organization chart shall be kept up to date and changes shall be approved by the school committee.

Line of Responsibility

Each employee in the district is responsible to the school committee through the superintendent.

All personnel shall refer matters requiring administrative action to the administrative officer immediately in charge of the area in which the problem arises.

Administrative officers shall refer such matters to the next higher authority when necessary.

Legal Reference: General laws of Rhode Island 16-2-11 General Powers and duties of superintendent.

Policy Adopted: 4/24/72
Policy Amended: 8/15/16 (Resolution No. 16-08-17)

CRANSTON PUBLIC SCHOOLS
CRANSTON, RHODE ISLAND

Administrative Leeway in Absence of Board Policy

In cases where emergency action must be taken within the school system and where the school committee has provided no guides for administrative action, the superintendent shall have power to act, but his decisions shall be subject to review by action of the school committee at its regular meeting. It shall be the duty of the superintendent to inform the committee promptly of such action and of the need for policy.

Policy Adopted: 4/24/72

**CRANSTON PUBLIC SCHOOLS
CRANSTON, RHODE ISLAND**

Control and Communication Systems

The superintendent of schools is directed to establish and maintain an orderly plan for preserving and making accessible the policies adopted by the school committee and the administrative rules and regulations needed to put them into effect.

Accessibility is to extend at least to all employees of the school system, to members of the school committee, and to the community.

Policy Adopted: 4/24/72
Policy Amended: 8/15/16 (Resolution No. 16-08-17)

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