

SECTION C: General School Administration

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## ADMINISTRATION GOALS

The New Kent School Board places the primary responsibility and authority for the administration of the school division in the superintendent. The superintendent is responsible for the direction, leadership, and coordination of students and staff in their efforts to reach educational goals adopted by the school board.

The school board expects the division superintendent to provide leadership in:

1. Decision-making
2. Communication
3. Planning, organizing, implementing, and evaluating educational programs.
4. Developing and maintaining close working relationships and channels of communication within the school system and community.

Adopted: July 1, 1998  
Revised: April 2, 2012

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Legal Ref.: Code of Virginia, 1950, as amended, §§ 22.1-70, 22.1-78, and 22.1-253.13:7.

Cross Refs.: CBA           Qualifications and Duties of the Superintendent  
              CBG           Evaluation of the Superintendent

## QUALIFICATIONS AND DUTIES FOR THE SUPERINTENDENT

### QUALIFICATIONS

The superintendent meets or exceeds the requirements set by the Board of Education.

The superintendent annually participates in high-quality professional development activities at the local, state, or national levels, on topics including the Standards of Quality, Board of Education regulations, and the Guidelines for Uniform Performance Standards and Evaluation Criteria for Teachers, Principals, and Superintendents.

### MAJOR DUTIES

1. As chief executive officer of the school board, the superintendent
  - a. attends school board meetings and such meetings,
  - b. implements school board policies and ensures that they are posted on the division's website,
  - c. reports to the school board about the status of programs, personnel and operations of the school division,
  - d. recommends actions to the school board,
  - e. facilitates communication between the school board and school personnel,
  - f. assists the chairman in developing agenda of meetings of the school board, and
  - g. provides copies of memoranda, handbooks, manuals and guides relating to policies and procedures as information to the board.
2. As the educational leader of the school division, the superintendent
  - a. supervises the principals and directors,
  - b. oversees planning and evaluation of curriculum and instruction,
  - c. develops for approval by the school board procedures for adopting textbooks and other instruction materials,
  - d. visits schools on a regular basis,

- e. maintains a current knowledge of developments in curriculum and instruction, and
  - f. requires such periodic reports from staff members as appear necessary for adequately reporting to the board and the public.
3. The superintendent enforces school laws and regulations, including
- a. observing directions and regulations prescribed by the Superintendent of Public Instruction or Board of Education ,
  - b. reporting information to the Superintendent of Public Instruction as required,
  - c. promptly distributes all reports, forms, laws and regulations received from the Superintendent of Public Instruction,
  - d. enforcing school laws, regulations and decisions of the Superintendent of Public Instruction and of the Board of Education,
  - e. developing and maintaining procedures, guidelines and regulations to implement school board policy. If board action is required by law or the board has specifically asked that certain types of regulations be given prior board approval, these procedures, regulations and guidelines are presented to the school board for approval and, when approved, placed in the school board policy manual. The administrative procedures, guidelines and regulations are communicated to the staff and made available for their information, and
  - f. Prepares the annual calendar for adoption.
4. The superintendent oversees staff personnel management, including
- a. organizing recruitment of personnel,
  - b. reassigning personnel in accordance with school board policy,
  - c. administering personnel policies and programs,
  - d. supervising evaluation of personnel,
  - e. providing for maintenance of up-to-date job descriptions for all personnel, and
  - f. promoting a positive atmosphere in order to encourage close and harmonious employee-employer relations.

5. The superintendent oversees facility management, including
  - a. preparing long- and short-range plans for facilities and sites,
  - b. providing for the maintenance of school property and safety of personnel and property,
  - c. inspecting or providing for the inspection of school property on a regular basis,
  - d. overseeing the utilization of school property,
  - e. monitoring any construction, renovation and demolition of school facilities,
  - f. representing the school division before local or state agencies which control building requirements or provide financing for buildings, and
  - g. closing public school buildings which appear to be unfit for occupancy.
6. The superintendent oversees financial management by
  - a. preparing the budget for school board approval,
  - b. ensuring that expenditures are within the limits approved by the school board,
  - c. reporting to the school board on the financial condition of the school division,
  - d. establishing procedures for procurement of equipment and supplies, and
  - e. ensuring that an accurate record of all receipts and disbursements of school funds is kept.
7. The superintendent directs community relations activities, including
  - a. articulating educational programs and needs to the community,
  - b. responding to concerns expressed in the community,
  - c. maintaining contact with the news media,
  - d. participating in community affairs, and
  - e. involving the community in planning and problem solving for the school division.

8. The superintendent oversees pupil personnel services by
  - a. monitoring pupil personnel services,
  - b. providing for an adequate pupil record system,
  - c. implementing policies and programs relating to behavior and discipline of pupils,
  - d. maintaining the programs for the health and safety of pupils,
  - e. facilitating communication between the school division and community agencies,
  - f. establishing or altering attendance boundaries for all the schools for approval by the board, and
  - g. consolidating classes, assigning pupils to buildings and classes, transfers individual pupils from any school to another, and may, for cause, suspend pupils from school. The expulsion of any pupil shall be subject to the recommendation of the superintendent and approval by the board.
  
9. Delegation of Authority
  - a. The superintendent may delegate duties to subordinate officers or employees as required for the effective administration of the school system except in such matters where the statutes or the policies of the board prohibit. Work completed upon delegation of the superintendent shall be deemed as having been done by the superintendent.
  - b. All reports or recommendations to the board from any officer or employee under the direction of the superintendent of schools shall be made first to the superintendent of schools unless otherwise directed by the board.

Adopted: July 1, 1998  
Revised: November 5, 2001  
Revised: August 1, 2011  
Revised: July 2, 2012  
Revised: May 8, 2015  
Revised: April 15, 2019

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Legal Ref.: Constitution of Virginia, article VIII, section 5.

Code of Virginia, 1950, as amended, sections 22.1-58 through 22.1-70,22.1-136; 22.1-253.13:5, 22.1-253.13:7.

8 VAC 20-23-50.

8 VAC 20-23-630.

8 VAC 20-390-10.

8 VAC 20-390-40.

8 VAC 20-390-50.

8 VAC 20-390-60.

8 VAC 20-390-70.

8 VAC 20-390-80.

8 VAC 20-390-90.

8 VAC 20-390-100.

8 VAC 20-390-110.

## APPOINTMENT AND TERM OF THE DIVISION SUPERINTENDENT

The school board appoints the superintendent from the list of eligibles certified by the Board of Education and determines the term of employment. The superintendent's term expires June 30. The superintendent serves an initial term of not less than two years or more than four years. At the expiration of the initial term, the superintendent is eligible to hold office for the term specified by the school board, not to exceed four years.

Except as provided below, if the school board fails to appoint a division superintendent within 180 days of a vacancy, the Virginia Board of Education will appoint a superintendent for the division.

If the school board has not appointed a superintendent within 120 days of a vacancy, it will submit a written report to the Superintendent of Public Instruction demonstrating its timely efforts to make an appointment and containing a status report with a timeline for making the appointment prior to the 180-day deadline. On request, the school board will be granted up to an additional 180 days within which to appoint a superintendent.

If the school board does not appoint a superintendent within 180 days of a vacancy, or request additional time within which to make the appointment, it will immediately notify the Virginia Board of Education, in writing, of its failure to make an appointment. If there has been no extension, within 30 days of the 180<sup>th</sup> day after the vacancy occurs, the school board will submit, in writing, its preferred candidates(s), not to exceed three, for the position. The Virginia Board of Education may consider these candidates and other eligible individuals. The Virginia Board of Education may authorize the State Superintendent of Public Instruction to conduct the search for a division superintendent.

If the Virginia Board of Education appoints a superintendent, the contract for the superintendent will be negotiated by the school board.

Adopted:	July 1, 1998	Reviewed:	November 19, 2012
Revised:	September 4, 2002	Revised:	May 8, 2015
Revised:	August 7, 2006	Revised:	August 7, 2018
Revised:	July 12, 2010		

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Legal Ref.: Code of Virginia, 1950, as amended, §§ 22.1-58, 22.1-60, 22.1-61.

Procedures for Appointment of a School Division Superintendent by the Virginia Board of Education (adopted by the Virginia Board of Education March 22, 2006) (available at [http://www.pen.k12.va.us/VDOE/VA\\_Board/Meetings/2006/mar22min.pdf](http://www.pen.k12.va.us/VDOE/VA_Board/Meetings/2006/mar22min.pdf)).

Cross Refs.: CBA Qualifications and Duties of the Superintendent  
CBD Superintendent's Compensation and Benefits  
CBG Evaluations of the Superintendent



## DISCLOSURE STATEMENT REQUIRED OF SUPERINTENDENT

The division superintendent, as a condition to assuming employment, files a disclosure statement of his or her personal interests and other information as is required on the form prescribed by the Virginia Conflict of Interest and Ethics Advisory Council pursuant to Code of Virginia § 2.2-3117. The disclosure statement is filed on or before the day the superintendent assumes employment for the preceding 12-month period complete through the last day of the month immediately preceding the month in which the superintendent assumes employment. However, if the superintendent assumes employment in January, the superintendent files a disclosure form on or before February 1 for the preceding year complete through December 31. Completed forms are filed and maintained as public records for five years in the office of the clerk of the New Kent County School Board. After the initial disclosure, the division superintendent must file this statement annually on or before February 1.

Adopted: November 6, 2000  
Revised: November 5, 2001  
Revised: June 3, 2002  
Revised: May 7, 2007  
Reviewed: November 19, 2012  
Revised: January 7, 2015  
Revised: April 28, 2017  
Revised: August 7, 2017

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Legal Ref.: Code of Virginia, 1950, as amended, §§ 2.2-3115, 2.2-3117, 2.2-3118.2.

## SUPERINTENDENT'S CONTRACT, COMPENSATION AND BENEFITS

The superintendent's contract sets forth the superintendent's compensation and benefit package. The superintendent's contract is available to the public pursuant to the Virginia Freedom of Information Act.

The school board shall not renegotiate a superintendent's contract during the period following the election or appointment of new members and the date such members are qualified and assume office.

When the 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.

Adopted: July 1, 1998  
Revised: September 4, 2002  
Revised: September 3, 2003  
Reviewed: November 19, 2012  
Revised: May 6, 2013  
Revised: April 24, 2018

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Legal Ref.: Code of Virginia, 1950, as amended, §§ 2.2-3705.1, 22.1-60.

Cross Ref.: CBB Appointment and Term of the Division Superintendent

## SEVERANCE BENEFITS

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

Adopted: August 6, 2007

Reviewed: November 19, 2012

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Legal Ref.: Code of Virginia, 1950, as amended, § 15.2-1510.1

## EVALUATION OF THE SUPERINTENDENT

It is the responsibility of the school board to maintain and improve the quality of administration and instruction. One of the primary methods used in carrying out this responsibility is to work with the superintendent in improving his or her effectiveness.

Annually, the superintendent provides the school board with a work plan designed to implement the goals set for the division by the school board. The school board evaluates the superintendent annually. The school board develops the instrument to evaluate the superintendent after consulting (1) the uniform performance standards and criteria developed by the Board of Education and (2) the superintendent. The superintendent's evaluations will include student academic progress as a significant component and an overall summative rating. Evaluations include identification of areas of individual strengths and weaknesses and recommendations for appropriate professional activities. Informal evaluations may also take place as the board deems appropriate, provided that specific criteria for such appraisals be communicated to the superintendent.

Each board member is involved in assessing the superintendent's job performance on a continuing basis and by completing the annual evaluation instrument. Upon conclusion of the annual performance appraisal, the evaluation is reviewed with the superintendent by the board or its designees.

Adopted: July 1, 1998  
Revised: September 8, 1999  
Revised: November 6, 2000  
Revised: August 2, 2004  
Revised: August 1, 2011  
Reviewed: November 19, 2012  
Revised: June 17, 2013  
Revised: April 24, 2018

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Legal Ref.: Code of Virginia, 1950, as amended, §§ 22.1-60.1, 22.1-253.13:5

Guidelines for Uniform Performance Standards and Evaluation Criteria for Superintendents (Virginia Board of Education, as revised on July 23, 2015)

Cross Ref.: CBA Qualifications and Duties for the Superintendent

ADMINISTRATIVE ORGANIZATION PLAN

This policy was deleted by NKSB on 4/2/12 per 2/2012  
VSBA recommendations.

## SCHOOL BUILDING ADMINISTRATION

The New Kent County School Board, upon recommendation of the superintendent, employs principals and assistant principals who hold licenses as prescribed by the Board of Education

A principal provided instructional leadership in, is responsible for the administration of and supervises the operation and management of the school or schools and property to which he has been assigned, in accordance with the rules and regulations of the school board and under the supervision of the superintendent.

A principal may submit recommendations to the superintendent for the appointment, assignment, promotion, transfer and dismissal of all personnel assigned to his supervision.

Adopted: July 1, 1998  
Revised: September 4, 2002  
Revised: November 19, 2012  
Revised: May 6, 2013  
Revised: June 17, 2013

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Legal Refs.: Code of Virginia, 1950, as amended, §§ 22.1-78, 22.1-293.

Guidelines for Uniform Performance Standards and Evaluation Criteria for Principals,  
Virginia Board of Education

Cross Refs.: EB School Crisis, Emergency Management, and Medical Emergency Response Plan  
DGC School Activity Funds  
DGD Funds for Instructional Materials and Office Supplies  
GCN Evaluation of Professional Staff

SCHOOL BUILDING ADMINISTRATION  
DUTIES OF PRINCIPALS AND ASSISTANT PRINCIPALS

The principal is the instructional leader of the school and is responsible for assuring that a quality educational program is provided for all students by the professional instructional personnel within the building. He/she must provide leadership in assessing the needs of the students within the appropriate resources which will maximize their achievement. He/she must establish close ties between the school and the community and build trust and confidence on the part of the parents.

Each principal shall be nominated by the superintendent and approved by the school board.

To be appointed a school principal, a person must possess a valid endorsement.

The duties of the principals are:

A. Administration

Within the limits of the law, board policies and regulations, and instructions from the superintendent, the principals shall have charge of their respective buildings, both as administrative and supervisory officers.

B. Job Description

Job descriptions approved by the superintendent shall be maintained by each principal for those personnel under his/her supervision.

C. Performance

Principals shall perform all duties pertaining to their positions under the immediate supervision of the Superintendent of schools and his/her assistants.

D. Policy Implementation

The principal is a representative of the superintendent and shall support and carry out approved decisions and policies.

The principal shall exercise line authority over all personnel in the school facility.

The assistant principal shall:

- A. Perform the duties of the principal in the absence of the principal.
- B. Be responsible for all duties as assigned by the building principal.

NKSB Review: November 19, 2012



## POLICY IMPLEMENTATION

### Development of Regulations

The school board authorizes the superintendent to promulgate such regulations as are necessary to carry out the policies adopted by the board. If board action is required by law or the board asks that certain regulations or types of regulations be approved by the board, the superintendent will present those regulations to the board for action. The superintendent shall make all regulations available to school board members, employees and the public and shall see that the regulations are placed in the School Board Policy Manual or are kept with the Policy Manual.

### Dissemination of Policies and Regulations

Administrators and supervisors will be responsible for informing staff members of all newly adopted or revised policies and regulations.

Adopted: July 1, 1998  
Revised: May 7, 2007  
Revised: July 2, 2012  
Revised: November 19, 2012  
Revised: June 17, 2013

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Legal Ref.: Code of Virginia, 1950, as amended, § 22.1-78.

Cross Ref.: BF Board Policy Manual  
BFC Policy Adoption

## ADMINISTRATION IN POLICY ABSENCE

In cases where action must be taken by the school division and the school board has provided no guidelines for administrative action, the superintendent has the power to act, but the superintendent's decisions are subject to review by the school board at its next regular meeting. It is the duty of the superintendent to inform the school board promptly of such action and of the need for policy.

Adopted: July 1, 1998  
Revised: August 1, 2011  
Reviewed: November 19, 2012  
Revised: July 13, 2015

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Legal Refs.: Code of Virginia, 1950, as amended, sections 22.1-70, 22.1-78

ADMINISTRATIVE REPORTS

This policy was deleted by NKSB on 4/2/12 per 2/2012  
VSBA recommendations.

## REPORTING ACTS OF VIOLENCE AND SUBSTANCE ABUSE

### I. Acts Reported to the Principal

- A. Except as may otherwise be required by federal law, regulation, or jurisprudence, reports are made to the superintendent and to the principal (or designee) on all incidents involving:
- (i) the assault, or assault and battery, without bodily injury of any person on a school bus, on school property, or at a school-sponsored activity;
  - (ii) the assault and battery which results in bodily injury, sexual assault, death, shooting, stabbing, cutting, or wounding of any person, abduction of any person as described in Va. Code § 18.2-47 or Va. Code § 18.2-48, or stalking of any person as described in Va. Code § 18.2-60.3, on a school bus, on school property, or at a school-sponsored activity;
  - (iii) any conduct involving alcohol, marijuana, a controlled substance, imitation controlled substance or an anabolic steroid on a school bus, on school property, or at a school-sponsored activity, including the theft or attempted theft of student prescription medications;
  - (iv) any threats against school personnel while on a school bus, on school property or at a school-sponsored activity,
  - (v) the illegal carrying of a firearm, as defined in Va. Code § 22.1-277.07, onto school property,
  - (vi) any illegal conduct involving firebombs, explosive materials or devices, or hoax explosive devices as defined in Va. Code § 18.2-85, or explosive or incendiary devices, as defined in Va. Code § 18.2-433.1, or chemical bombs as described in Va. Code § 18.2-87.1, on a school bus, on school property or at a school-sponsored activity,
  - (vii) any threats or false threats to bomb, as described in Va. Code § 18.2-83, made against school personnel or involving school property or school buses;
  - (viii) the arrest of any student for an incident occurring on a school bus, on school property, or at a school-sponsored activity, including the charge therefore; and
  - (ix) any illegal possession of weapons, alcohol, drugs, or tobacco products.

The principal of each school collects and maintains information on the above listed acts which occur on school property, on a school bus, or at a school-sponsored activity.

- B. The superintendent and the principal or his designee receive reports from local law enforcement authorities on offenses, wherever committed, by students enrolled at the school if the offense would be a felony if committed by an adult or would be a violation of the Drug Control Act (Va. Code § 54.1-3400 et seq.) and occurred on a school bus, on school property, or at a school-sponsored activity, or would be an adult misdemeanor involving any incidents described in clauses (i) through (viii) of subsection A and whether the student is released to the custody of his parent or, if 18 years of age or more, is released on bond. The superintendent may request that

the reports include information regarding terms of release from detention, court dates, and terms of disposition orders entered by the court. When the division superintendent receives notification that a juvenile has committed an act that would be a crime if committed by an adult pursuant to subsection G of Va. Code § 16.1-260, the superintendent reports such information to the principal of the school in which the juvenile is enrolled.

## II. Reporting Duties of the Principal and Superintendent

The principal or designee reports all incidents required to be reported pursuant to section I of this policy to the superintendent. The superintendent annually reports all such incidents to the Department of Education for the purpose of recording the frequency of such incidents on forms that are provided by the department and makes such information available to the public.

In submitting reports of such incidents, principals and superintendents will accurately indicate any offenses, arrests, or charges as recorded by law-enforcement authorities and required to be reported by such authorities pursuant to subsection I.B. of this policy.

Except as may otherwise be required by federal law, regulation, or jurisprudence, the principal immediately reports to local law-enforcement officials any of the acts listed in clauses (ii) through (vii) of subsection I. A. of this policy which may constitute a criminal offense and may report to the local law enforcement agency any incident described in clause (i) of subsection I.A.

In addition, except as may be prohibited by federal law, regulation, or jurisprudence, the principal also immediately reports any act enumerated in clauses (ii) through (v) of subsection A of this policy that may constitute a criminal offense to the parents of any minor student who is the specific object of such act. Further, the principal reports that the incident has been reported to local law enforcement as required by law and that the parents may contact local law enforcement for further information, if they so desire.

The principal or principal's designee notifies the parent of any student involved in an incident required to be reported pursuant to this policy, regardless of whether disciplinary action is taken against such student or the nature of the disciplinary action. Such notice relates to only the relevant student's involvement and does not include information regarding other students.

## III. Prevention and Intervention Activities

Whenever any student commits any reportable incident as set forth in this policy, such student is required to participate in such prevention and intervention activities as deemed appropriate by the superintendent or superintendent's designee.

IV. Purpose

The purpose of reporting acts of violence and substance abuse is to develop a program of prevention activities to provide a safe environment conducive to learning.

Adopted:	July 1, 1998	Revised:	August 7, 2006
Revised:	November 6, 2000	Revised:	May 7, 2007
Revised:	November 5, 2001	Revised:	May 2, 2011
Revised:	June 3, 2002	Revised:	August 1, 2011
Revised:	September 4, 2002	Revised:	September 10, 2012
Revised:	September 3, 2003	Revised:	May 8, 2015
Revised:	August 2, 2004	Revised:	May 9, 2016
Revised:	August 1, 2005	Revised:	August 7, 2018

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Legal Refs.: Code of Virginia, 1950, as amended, §§ 8.01-47, 22.1-279.3:1, 22.1-279.9.

8 VAC 20-560-10

## SCHOOL DIVISION ANNUAL REPORT

The school board, with the assistance of the superintendent, makes a report on or before September 15 of each year covering the work of the schools for the year ending June 30, to the Board of Education on forms supplied by the Superintendent of Public Instruction.

Adopted: July 1, 1998  
Revised: September 8, 1999  
Reviewed: November 19, 2012  
Revised: July 13, 2015

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Legal Ref.: Code of Virginia, 1950, as amended, section 22.1-81.

## QUALITY PROFILES

### I. Division Information

The New Kent County School Board annually prepares and disseminates information on the school division and each school within the division. The information is concise, presented in an understandable and uniform format, and, to the extent practicable, presented in a language that parents can understand. The information is accessible to the public and shows how students in the division achieved on the state's student academic assessments compared to students in the state as a whole and how students at the individual schools achieved compared to students in the division and in the state.

### II. School Quality Profiles

The New Kent County School Board ensures that every school in the division annually provides parents and the community a School Quality Profile in a manner prescribed by the Board of Education. The School Quality Profile includes designated information for the most recent three-year period. The School Quality Profile includes information designated by the Board of Education to include indicators of the following: accountability, assessments, enrollment and demographics, college and career readiness, finance, learning environment, and teacher quality. Specific indicators include:

- Virginia Assessment Program results by percentage of participation and proficiency and disaggregated by student reporting groups;
- accreditation status;
- attendance and absenteeism for student;
- information related to school safety to include incidents of crime and violence; and
- information related to qualifications and educational attainment of the teaching staff.

In addition, School Quality Profiles for secondary schools include the following:

- Advanced Placement (AP) information to include percentage of students who take AP courses and percentage of students who take AP tests.
- International Baccalaureate (IB) and Cambridge course information to include percentage of students who are enrolled in IB or Cambridge programs and percentage of students who receive IB or Cambridge Diplomas.
- college-level course information to include percentage of students who take college-level courses including dual enrollment courses.
- number and percentage of (i) graduates by diploma type as prescribed by the Board of Education, (ii) certificates awarded to the senior class including high school equivalency preparation program credentials approved by the Board of Education, and (iii) students who do not complete high school.
- number and percentage of drop-outs.



- the number of Board-approved industry certifications obtained.
- the number of state licensure examinations passed.
- the number of national occupational competency assessments passed.
- the number of Armed Services Vocational Aptitude Battery assessments passed.
- the number of Virginia workplace readiness skills assessments passed.
- the number of career and technical education completers who graduated. A “career and technical education completer” is a student who has met the requirements for a career and technical concentration or specialization and all requirements for high school graduation or an approved alternative education program.

Adopted: May 3, 2004

Revised: August 6, 2007

Revised: July 12, 2010

Revised: October 4, 2010

Reviewed: November 19, 2012

Revised: November 18, 2013

Revised: July 7, 2014

Revised: September 7, 2018

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Legal Ref.: 20 U.S.C. § 6311.

34 C.F.R. 200.11.

Code of Virginia, 1950, as amended, §22.1-253.13:3, 22.1-253.13:4.

8 VAC 20-131-270