



CRITICAL EVENTS THROUGHOUT THE YEAR

NEW SUPERINTENDENTS GUIDANCE DOCUMENT

CRITICAL EVENTS AND TOPICS

Superintendents encounter many scheduled responsibilities and tasks that require a background of information and experience to handle with confidence and effectiveness. At the same time, the superintendent's role is often event-driven and requires the analysis of new situations and reactions that offer a sense of confidence and security to those involved.

This list of “critical events and topics” provides a reference for new superintendents to structure their calendars throughout the year. The list has been organized according to:

- **SCHEDULED** - events and topics which occur on a regularly scheduled basis throughout the year. Mentors and colleagues may wish to schedule these discussions according to past patterns of occurrence in the colleague's district.
- **PREDICTABLE** – events and topics that are not regularly scheduled but are common to a superintendent's experience, i.e., at some point will predictably occur.
- **UNPREDICTABLE** – events and topics that are not predictable or may not occur. These are often surprises that may be unique to an individual superintendent's experience.

SOURCE: *Developed by Council mentors, August 2004.*

SCHEDULED EVENTS AND TOPICS

- Developing a Budget Calendar and Handbook/Budget Cycle
- Reviewing Emergency/Safety Plans
- Report Card Issues
- Personnel Hiring Cycles and Contractual Requirements
- New Teacher Orientations and Superintendent Role
- Teacher/Administrator Tenure Decisions
- District Goal Setting
- School Board Retreat/Board of Education Evaluation

-
- Superintendent Evaluation Process
 - Superintendent to Board Communications
 - Board Elections
 - Budget Presentations and Vote
 - Contract Negotiations
 - School Report Cards
 - Traditions/ Celebrations/ Ceremonies/ Recognitions- Superintendent's Role
 - Staff Development
 - Financial Audits and Response
 - Policy Development
 - Management of Committees, e.g. Board, District Level
 - Review of Multi-Year Plans, e.g., Shared Decision Making, Facilities, Curriculum
 - NYSED Reports
 - Superintendent's Professional Development
 - Enrollment Projections
 - Newsletters- Community, Staff

PREDICTABLE EVENTS AND TOPICS

- Class Size Decisions
- Coaching Conflicts
- Media Relations
- Board Member Orientation
- Special Education: Budget, IEP Approved, Hearings, Medicaid
- Compliance Audits
- Bus Inspections
- Community Use of Facilities

-
- Internal Facility Use Conflicts
 - Enrollment Management
 - Working with Board President
 - Succession Planning, i.e., principals, other administrators
 - Dealing with Endorsements, Recommendations
 - Unique Time/Leave Requests from Staff
 - Weather Related Decisions, Snow, Tornado, Thunderstorms
 - Public at Board Meetings
 - Requests for Superintendent Time/Participation, e.g., events, classes, public meetings, community groups
 - Social Behavior of Superintendent and/or Family
 - Residence Decisions
 - Use of School Attorney, when, how, expectations
 - Use of Insurance Company
 - Responding to Death; student, staff, other
 - Late State Budgets
 - Equalizations Rate Changes
 - Lawsuits
 - Testing-Related Issues
 - Certiorari- Tax Assessment Appeals
 - Coverage During Administrator Absence
 - Employee Removal
 - Hiring Requests, Patronage, Nepotism, Pressures
 - Emergency Communications with Parents, Public