

ADMINISTRATION: Central Office Personnel

Directors, Coordinators, and Supervisors

1. The director shall:
  - a. Serve as administrative head of a department
  - b. Provide the Superintendent of Schools and the Superintendent's staff, through the appropriate division head, with evaluation of the effectiveness and efficiency of the department and recommend appropriate policies and procedures
  - c. Provide leadership for the department
  - d. Be responsible for implementing and enforcing policies, procedures and programs established or approved by the Board of Education or the Superintendent of Schools and the staff
  - e. Evaluate the members of the department at regular intervals
  - f. Perform other duties as required.
2. The coordinator shall:
  - a. Provide professional leadership as an "Administrative Supervisor" in an instructional or service office and coordinate program implementation and supervision within that office
  - b. Serve in field of competency as consultant to the school system; and secure the service of consultants
  - c. Assume key role in identifying trends in field through private study and participation in professional activities and organizations; provide opportunities for other personnel to be similarly involved
  - d. Participate in development of policy, interpretation of policies and program, and interpretation of legal mandates
  - e. Prepare official reports

- f. Establish cooperative leadership with institutions of higher learning for the improvement of teacher education—both graduate and undergraduate
- g. Provide leadership in program development within a specific instructional or service office
- h. Coordinate within a long-range unified plan the overall supervisory functions involved in the implementation and development of the curriculum in such a way as to utilize the competencies of each supervisor or specialist
- i. Coordinate the countywide implementation and general supervision of the program of a specific office
- j. Encourage and direct the planning, implementation, and evaluation of programs on a countywide basis
- k. Initiate and supervise such administrative matters as evaluating, listing, and ordering materials of instruction for that office
- l. Assume responsibility for business management functions connected with a specific central staff office, such as preparing a budget, informing the staff of needs, allocating funds, and assisting in the preparation of building plans
- m. Provide liaison and establish working relationships between his/her office and groups with an interest in education, e.g., the Board of Education, other central office staffs, professional organizations, other school systems, and the Maryland State Department of Education
- n. Coordinate a plan of inservice training opportunities for the professional growth of teachers, such as workshops, courses, professional meetings, and other related activities
- o. Communicate with state and governmental agencies for funding and consultation services in developing programs
- p. Assist in the recruitment, selection, and placement of teachers
- q. Evaluate the members of the office at regular intervals
- r. Perform other duties as required.

3. The instructional or service supervisor shall:
  - a. Improve instruction and educational services in the schools through participation in staff development and through decision making in the development, implementation and evaluation of curriculum on a countywide basis
  - b. Assist in preparing the annual budget
  - c. Assist in the recruitment, selection, and placement of teachers
  - d. Inform teachers of the inservice opportunities, including availability of foundation and federal grants for advanced study
  - e. Plan and conduct inservice activities to promote continuous growth of the instructional staff
  - f. Cooperate with teacher educational institutions by suggesting relevant professional courses and other activities for teacher training
  - g. Recommend and review educational specifications for new schools and remodeling projects
  - h. Assume responsibility for continuous personal professional growth through advanced study and participation in conferences and professional organizations
  - i. Provide leadership in identifying trends in education pertinent to his/her field of academic experience
  - j. Develop curricula to provide guidelines for the local school programs
  - k. Encourage, develop, guide, and evaluate programs on a pilot basis
  - l. Serve as a consultant or resource person to the school, the public, the Board of Education, and the central staff in identifying needs and in the interpretation and implementation of appropriate instructional and/or service programs
  - m. Observe and confer with teachers to promote teaching competencies in specific areas of the school curriculum

- n. Work in a specific manner with student evaluation and placement in special areas of the educational program
- o. Assist in evaluating teachers' performance upon request
- p. Assist in coordinating and articulating program K-12 where appropriate
- q. Assume leadership role in evaluating, recommending, and making available appropriate materials of instruction
- r. Participate in developing policy, assist in formulating regulations pertinent to the instructional program, and monitor the implementation of legal mandates
- s. Assist in communicating with state and governmental agencies for funding and consultation services in developing programs
- t. Cooperate with community groups by extending educational programs into the community and by participating in community activities
- u. Perform other duties as required.

Rule  
Approved: 6/14/73  
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Superintendent of Schools