

MANAGEMENT GOALS

Proper management of the Toronto City Schools is most vital to a successful educational program. The general purpose of the District's management shall be to coordinate and supervise, under the policies of the Board, the creation and operation of an environment in which students learn most effectively. Administrative duties and functions should be appraised in terms of the management contribution made to improving instruction and learning. The Board shall rely on its chief executive officer, the Superintendent, to provide the District the professional administrative leadership demanded by such a far-reaching goal.

The District's administrative organization shall be designed so that all divisions and departments of the central office and all schools are part of a single system guided by Board policies which are implemented through the Superintendent. Principals and central office administrators are all expected to administer their units in accordance with Board policy and the Superintendent's rules and procedures. However, the mere execution of directives cannot, by itself, be construed as good administrative management. Vision, initiative, resourcefulness, and wise leadership, as well as consideration and concern for staff members, students, parents, and others, are essential for effective management.

The Superintendent, each principal, and all other administrators shall have the authority and responsibility necessary for his or her specific administrative assignment. Each shall likewise be accountable for the effectiveness with which the administration assignment is carried out. The Board shall be responsible for clearly specifying requirements and expectations of the Superintendent then holding the Superintendent accountable by evaluating how well those requirements and expectations have been met. In turn, the Superintendent shall be responsible for clearly specifying requirements and expectations for all other administrators, then for holding each accountable by evaluating how well requirements and expectations have been met.

Major goals of management in the District shall be:

- A. To manage the District's various departments, units, and programs effectively.
- B. To provide professional advice and counsel to the Board and to advisory groups established by Board action. Preferably, where feasible, this will be done through reviewing alternatives, analyzing the advantages and disadvantages of each, and recommending a selection from among the alternatives.
- C. To implement the management function so as to assure the best and most effective learning programs, through achieving such sub-goals as:
 1. Providing leadership in keeping abreast of current educational developments;

2. Arranging for the staff development necessary for the establishment and operation of learning programs that meet student needs;
3. Coordinating cooperative efforts at improvement of learning programs, facilities, equipment, and materials; and
4. Providing access to the decision-making process allowing input of ideas from staff, students, parents, and others.

Management Organization Plan

The legal authority of the Board of Education is to be transmitted through the Superintendent of Schools along specific paths from person to person as shown by organizational charts for the District. The lines of authority in the charts represent direction of authority and responsibility. All such charts shall be submitted to the Board for approval and shall be regarded as visual representations of policy.