

Bulletin 1960, No. 1

STATUTORY BASIS FOR

# Administrative

AND

# Specialized

# Service Staffing

IN LOCAL SCHOOL DISTRICTS

by **Winston L. Roesch**  
**Specialist, Administrative**  
**Staffing in Local School Systems**

**U. S. DEPARTMENT OF**  
**HEALTH, EDUCATION, AND WELFARE**  
**Arthur S. Flemming, Secretary**

**Office of Education, Lawrence G. Derthick, Commissioner**

L  
111  
A6  
1960  
1-6

1228733

# CONTENTS

	<i>Page</i>
<b>FOREWORD</b> .....	VI
<b>PREFACE</b> .....	VII
<b>INTRODUCTION</b>	
Scope of Bulletin .....	x
Procedures .....	x
<b>Chapter I. GENERAL ADMINISTRATION</b>	
Superintendent of Schools .....	1
Assistant Superintendent .....	10
Business Manager .....	14
Principal .....	18
<b>Chapter II. INSTRUCTIONAL SUPERVISOR AND LIBRARIAN</b>	
Instructional Supervisor .....	25
Librarian .....	28
<b>Chapter III. PUPIL PERSONNEL POSITIONS</b>	
Director of Pupil Personnel .....	31
Visiting Teacher .....	33
Attendance Officer .....	35
School Psychologist .....	37
<b>Chapter IV. SCHOOL HEALTH SERVICE POSITIONS</b>	
School Nurse .....	42
Dental Hygienist .....	45
School Physician .....	46
<b>Chapter V. STATE FINANCIAL AID</b>	
Designated Positions .....	49
Methods of Position Designation .....	51
Methods of State Financing .....	52
<b>APPENDIX</b>	





## TABLES

	<i>Page</i>
1. Characteristics of Specific State Statutory Provisions Authorizing the School Superintendency in One or More Classes of Local School Districts.....	3
2. Local School District Statutory Requirements to Establish School Superintendency in 16 States.....	5
3. Types of Local School District Requirements Prescribed by Statute for Establishing Superintendency and Number of States with Requirement.....	7
4. Classes of Local School Districts that Lack Statutory Power to Establish School Superintendency, by State.....	8
5. Summary of Expressed Statutory Provisions Authorizing Position of Assistant Superintendent.....	12
6. Classes of Local School Districts with Expressed Statutory Provisions Authorizing Position of Business Manager.....	15
7. Summary of Local School District Statutory Standards for Establishment of Position of Principal, by State.....	21
8. The Components of State Statutes with Expressed School District Requirements for Employment of Instructional Supervisors.....	27
9. Components of State Statutes Expressly Authorizing Local School District Establishment of Director of Pupil Personnel.....	32
10. Components of State Statutes Expressly Authorizing Local School District Position with Title of Visiting Teacher.....	34
11. Educational Agents Designated in State Statutes To Perform Duties Commonly Assigned to Local School District Attendance Officers.....	38
12. Summary of Expressed Statutory Limitations on Power of Local Boards of Education To Establish Positions of School Physician and School Nurse.....	43
13. Summary of Statutory Provisions Directing Local Boards of Education To Employ School Physician.....	47
14. Local Administrative and Specialized Service Positions Directly Designated and Supported in State Aid Acts, 1957-58.....	50
15. Summary of Statutory Provisions Prescribing Amount or Percent of State Salary Support for Designated Administrative and Specialized Service Positions in Local School Districts, 1957-58.....	53

## APPENDIX

### Basic Data, by State

<i>State</i>	<i>Page</i>	<i>State</i>	<i>Page</i>
Alabama	59	Nebraska	185
Arizona	62	Nevada	188
Arkansas	65	New Hampshire	140
California	68	New Jersey	143
Colorado	71	New Mexico	146
Connecticut	73	New York	148
Delaware	77	North Carolina	152
Florida	80	North Dakota	155
Georgia	83	Ohio	158
Idaho	86	Oklahoma	161
Illinois	88	Oregon	164
Indiana	92	Pennsylvania	167
Iowa	97	Rhode Island	171
Kansas	100	South Carolina	174
Kentucky	104	South Dakota	177
Louisiana	107	Tennessee	180
Maine	109	Texas	184
Maryland	112	Utah	189
Massachusetts	116	Vermont	192
Michigan	120	Virginia	194
Minnesota	123	Washington	197
Mississippi	126	West Virginia	201
Missouri	129	Wisconsin	203
Montana	132	Wyoming	206

## FOREWORD

**F**OR SOME TIME there has been a growing need for greater emphasis on the problems of local school systems in determining and providing the administrative, supervisory, and other specialized services necessary for maintaining good conditions for teaching and learning in the classroom and for over-all school system efficiency. These problems have become increasingly important during the current period of rapidly growing school enrollments and widespread emphasis on improving school program quality. Questions regarding the number and types of administrative and specialized service personnel needed for operating school systems effectively have become of increasing concern to school administrators and other school officials.

In recognition of these conditions and needs, the Office of Education has initiated a series of studies dealing with administrative and specialized service staffing in local school systems. This particular study, the first in the series, has been designed to provide information concerning the State legal basis for a number of different administrative and specialized service positions.

In preparation of the bulletin, Dr. Roesch requested the assistance of personnel in State departments of education in checking the completeness and accuracy of the summarizations of State laws governing the positions studied, and in every instance this assistance was given. To all of these State school officials the Office of Education expresses appreciation for their cooperation and assistance.

**FRED F. BEACH**  
*Director, Educational  
Administration Branch*

**E. GLENN FEATHERSTON**  
*Assistant Commissioner,  
Division of State and  
Local School Systems*

## PREFACE

**T**HE ADMINISTRATIVE and specialized service staff needs of local school systems for maintaining sound educational programs constitutes a significant aspect of school administration that has not been given nearly the amount of attention in research which its importance merits. At the same time this is an aspect of school administration which embraces a variety of practical problems common among school systems of all types and sizes. Frequently arising are such questions as: How large should a school system be to justify an assistant superintendent, a business manager, an instructional supervisor? or How many pupils can be adequately served by a full-time school nurse, a school psychologist, a school social worker, a speech therapist? Equally difficult are related questions such as: What changes in school system or community conditions should be taken into account in determining staff adequacy? and, How can the various professional services be effectively organized and administered to maintain and improve school program quality and school system efficiency? For all such problems there are no ready-made solutions or fixed formulas applicable everywhere without question, and there cannot be if variations in school and community conditions are to be taken into account. But there is a widespread need for more definitive information which could be used as guidelines in dealing with these difficult and complex problems.

Such guidelines should not only be useful in soundly organized school districts where there is need for improving administrative and specialized service staff adequacy, but should also be of material assistance to school district reorganization agencies in planning for new districts which will be capable of providing sound educational programs.

It was with these considerations in mind that the project on administrative and specialized service staffing in local school systems was undertaken. Because of the variety and complexity of the problems involved in this important aspect of school administration, the project will comprise a number of studies, of which this study made by Dr. Roesch is the first.

C. O. FITZWATER  
*Chief, Local School  
Administration Section*

## INTRODUCTION

**T**HE WELFARE of our society is committed to organized education. Predominant in this structure are the educational programs provided for the more than 34 million pupils who are enrolled in public elementary and secondary schools. To protect and promote their education, the people in each State have created a system of public elementary and secondary schools and delegated the administration to governing boards or designated agents.

Public demands for increased school services and improved instruction combined with the surge in school population and rising costs have affected all major aspects of public education including local school district administrative and specialized service staffing. The area of specialized school services includes such positions as psychologist, visiting teacher, cafeteria supervisor, nurse, dental hygienist, accountant, and transportation supervisor. For instructional support and guidance there are supervisors, consultants, coordinators, helping teachers, guidance directors, and principals. The leadership of the staff is a primary responsibility of the chief executive officer of the school system whose usual title is superintendent of schools or district superintendent of schools.

The authority of local boards of education to employ school district personnel is a well-established principle. Contained in the school laws of all States are provisions that confirm employment powers upon local school boards either directly or by necessary implication. In general, local school boards have a wide range of permissive authority in deciding upon positions to be instituted in the school districts. However, the exercise of this authority must be taken in accordance with pertinent statutory provisions and other legal requirements.

Statutes and other legal requirements may have the effect of narrowing freedom of choice. A State may set into the law one or more positions of an administrative nature and direct that local boards of education fill the positions. The rule-making powers of State education departments may also affect the positions that a local board may establish.

Overall, there is far more freedom under statutes in the actual positions that local board of education may establish than there are *statutory* restrictions on choice. This study on the Statutory Basis for Administrative and Specialized Service Staffing in Local School Districts indicates that for the great majority of positions States have enacted general laws empowering employment of personnel rather than laws that require local school boards to institute particular positions.

#### SCOPE OF BULLETIN

This bulletin deals with the establishment of selected administrative and specialized service positions primarily from the standpoint of State statutes. The actual staffing practices of local school districts are not considered. The investigation is centered on an analysis of State constitutional and statutory provisions that authorize selected administrative and specialized service positions. Administrative and specialized service positions in four areas: general administration, instructional supervision, pupil personnel, and school health comprise the group whose statutory existence is described. An analysis of statutory provisions that States have enacted to directly support these positions by financial means forms the second major area of the study.

Four of the five chapters are concerned with the provisions that pertain to the establishment of the selected positions. The first chapter is an analysis of State legislation on general administrative positions. The second chapter discusses the statutory provisions for instructional supervisors and librarians. In the third chapter provisions on pupil personnel positions are analyzed, and in the fourth chapter those statutes that establish school health positions are discussed. The fifth chapter presents a discussion of provisions of statutes that relate to specific State aid supporting selected administrative and specialized service positions.

The basic information comprising the source material for the chapters is given in the Appendix. Notes are included to clarify provisions of the statutes on staffing.

#### PROCEDURES

State compilations of statutes were searched for provisions that (1) provided for the establishment of the selected positions, and (2) prescribed State aid allotments or allowances for these positions. *The rules and regulations of State Boards of Education* that pertain to staffing were not examined, but the initial summary of the pertinent parts of the provisions for the estab-



lishment and State financing of the positions in each State was referred to the Department of Education in the State for detailed review and comment.

Statutory provisions for the employment of local school district personnel apply to administrative units generally referred to as school districts.<sup>1</sup> These districts are local school administrative units which exist primarily to operate schools or to contract for school services. With few exceptions no attempt is made to delineate separately organized elementary and high school districts from K-12 districts. Administrative units organized for the purpose of providing regional, vocational and agricultural training, and special units created for cooperative school district services have not been included in this bulletin.

With the exception of an occasional reference to specialized areas of administration, provisions relating to intermediate type school districts are not included.

Data collection and analysis pertain primarily to the expressed and implied State general statutory provisions that (1) empower and/or direct local school districts, as defined, to establish selected administrative and specialized service positions, and (2) authorize State financial aid for selected administrative and specialized service positions in local school districts. State general statutes on methods of selection, duties, tenure, and certification procedures are not described.

The term expressed provisions as used in this study refers to those sections of the State constitution or general statutes wherein the selected position is identified by an appropriate title and the authority of the governing board of one or more classes of local school districts to establish the position is stated, or the authority of the governing board to create the position is expressed by the term any board of education or the equivalent.<sup>2</sup>

In many instances the power of a governing board to establish a particular position is not expressed. The term silent is used whenever efforts to locate a provision that *designated* the position and specified the employment authority or power of the local school district governing board were unsuccessful.

Repeated reference is made to provisions that by inference authorize boards of education of local school districts to institute positions in the areas of administrative and specialized services. The term implied provision is used in this bulletin

<sup>1</sup> A local board of education may have employment powers and duties authorized and expressed for: (1) all the school districts of the State, regardless of class, (2) one class of school district, or (3) two or more classes.

<sup>2</sup> Occasional reference is made to positions that are filled by election rather than by appointment.

whenever a position was supported exclusively by general provisions that inferred the power of local school district governing boards to establish the position.<sup>3</sup> As expressed and implied provisions may be clouded with legal uncertainties the provisions reported in this bulletin should not be taken, without further evidence, as confirming for particular school systems any of the administrative and specialized service positions discussed.

This bulletin is for information and administrative use and does not provide a legal analysis of State statutes. Provisions are identified by section or article number as provided in the official sources of a State which in most cases are its compiled statutes. The identification is reserved for and presented in the Appendix. The summary of State statutes was submitted to State departments of education for checking and was then revised in order to assure maximum completeness and accuracy. The availability of detailed information on statutes affects accuracy and completeness. This bulletin covers all material available to July 1, 1958.

---

<sup>3</sup> The term establishment provision as used in this study refers to implied as well as expressed provisions that provide authority for local school district governing boards to institute the position.



# Chapter 1

## GENERAL ADMINISTRATION

**I**N EACH STATE the local administration of a public school system is a combined operation. Generally, a governing school board and a professional staff form the unit empowered under constitutional and statutory grants of authority to carry out in the district the educational plans of the State and locality. Acting through their State legislature and local boards of education, the people have created administrative positions to ensure educational policies and programs are constructively and efficiently executed.

In relatively small, medium-sized, and large school districts the professional personnel commonly entrusted with the major responsibilities for administration comprise the executive head of the school system and one or more building or school executives. This central core of administrative positions is frequently expanded in medium and larger systems to include assistant superintendents, business managers, and other qualified administrative personnel.

Legal authorization for school administrative positions is contained in the statutes of many States and in several State constitutions. The analysis which follows gives some idea of the great importance the public has attached to the establishment of administrative positions for the management of the public schools.

### SUPERINTENDENT OF SCHOOLS

Local boards of education clearly recognize the need to employ a chief administrator to coordinate and guide the many activities of a public school system. Encouragement to meet this need is provided, in part, by laws that empower governing boards to employ school superintendents. The legal existence of the local school district superintendency is discussed in terms of two primary sources: (1) expressed provisions of State constitutions, and (2) expressed and implied provisions of State statutes.

## 2 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

### CONSTITUTIONAL PROVISIONS

In Florida, Georgia, Louisiana, Mississippi, Virginia, and West Virginia the local school district superintendency is expressly authorized by constitutional provisions.<sup>1</sup>

In terms of coverage, all the regularly organized public elementary and secondary schools of Florida and West Virginia are in school districts each with a superintendent of schools whose position is specifically authorized by provisions of the State constitution. This is also true of Virginia and Louisiana except for those few administrative units in Virginia that jointly employ a school superintendent, and for three city school districts in Louisiana. No mention is made in the Louisiana Constitution of the superintendency for the three city school systems; however, these systems in accord with a constitutional provision have the duties as well as the power of the parishes and therefore are to employ school superintendents. The coverage of local administrative units in Georgia and Mississippi is not as comprehensive, because in both States the Constitution cites the superintendency for one class or type of administrative unit but does not directly identify the position with the other major elementary and secondary school administrative units in the State.

An exceptionally strong authorization of the local school district superintendency is contained in the Constitution of Virginia. The Constitution creates the position for school divisions, and further provides that in the event the local school board(s) fails to employ a school superintendent within the time specified by the law, the State Board of Education shall make the appointment.

### EXPRESSED STATUTORY PROVISIONS

With only six States explicitly designating and authorizing the establishment of the local school district superintendent through constitutional provisions, other means must be used by the States in affirming the legal existence<sup>2</sup> of the position. In fact, most States rely largely upon expressed provisions of the general statutes.

The specific establishment of the superintendency for one or more classes of local school districts is found in the general statutes of 44 States, including those that have specific constitutional provisions, as shown in table 1.

Two general methods are followed by the States in identifying

<sup>1</sup> Position is explicitly set forth with a title specified.

<sup>2</sup> In all States, State constitutional support is a requirement. Requirements other than those in the provisions authorizing a selected position are not considered in this bulletin.

by statute the local administrative units that may or shall employ a superintendent of schools. In more than half of the States with specific provisions, the statutes identify the local employing units primarily by their district classification number or title.<sup>3</sup>

Ten other States<sup>3</sup> with expressed provisions utilize, in the main, the terms any school district, each board of education, or comparable terminology. With some exceptions, the statutes in these States do not identify *in the establishment provision* the employing administrative unit by class or type even though a classification of school districts may be given in the general statutes.

Either method<sup>4</sup> appears to be sufficiently adaptable so as to provide for such control and direction as the State may deem advisable. "Under the school district designation method" a position with title of school superintendent may be made mandatory for one class, permissive for another, and be prohibited for a third class of school district. A measure of control or direction under the "any district method" relative to the school systems that are

<sup>3</sup> California, Illinois, Kentucky, Minnesota, Montana, Nevada, Oklahoma, South Dakota, Utah, Virginia.

<sup>4</sup> A combination of methods may also be utilized.

Table 1.—Characteristics of Specific State Statutory Provisions Authorizing the School Superintendency in One or More Classes of Local School Districts

State	School district requirements are specified <sup>1</sup>	Power to employ is specified <sup>1</sup>	Duty to employ is specified <sup>1</sup>
1	2	3	4
Alabama.....	no	yes	yes
Arizona.....	yes	yes	no
Arkansas.....	yes	yes	yes
California.....	yes	yes	yes
Colorado.....	no	no	no
Connecticut.....	yes	yes	yes
Delaware.....	no	yes	yes
Florida.....	no	yes	yes
Georgia.....	no	yes	yes
Idaho.....	no	yes	no
Illinois.....	yes	yes	yes
Indiana.....	no	yes	yes
Iowa.....	yes	yes	no
Kansas.....	yes	yes	yes
Kentucky.....	no	yes	yes

## ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

Table 1.—Characteristics of Specific State Statutory Provisions Authorizing the School Superintendency in One or More Classes of Local School Districts—Continued

State	School district requirements are specified <sup>1</sup>	Power to employ is specified <sup>1</sup>	Duty to employ is specified <sup>1</sup>
1	2	3	4
Louisiana.....	no	yes	yes
Maine.....	yes	yes	yes
Maryland.....	no	yes	yes
Massachusetts.....	yes	yes	yes
Michigan.....	yes	yes	yes
Minnesota.....	yes	yes	yes
Mississippi.....	yes	yes	yes
Missouri.....	yes	yes	yes
Montana.....	no	yes	no
Nebraska.....	no	yes	yes
Nevada.....	no	yes	no
New Hampshire.....	no	no	no
New Jersey.....	yes	yes	no
New Mexico.....	no	yes	yes
New York.....	yes	yes	yes
North Carolina.....	no	yes	yes
North Dakota.....	no	yes	no
Ohio.....	no	yes	yes
Oklahoma.....	no	yes	no
Oregon.....	no	yes	no
Pennsylvania.....	no	yes	yes
Rhode Island.....	no	yes	yes
South Carolina.....	no	yes	yes
South Dakota.....	no	yes	no
Tennessee.....	no	yes	yes
Texas.....	no	yes	yes
Utah.....	no	yes	yes
Vermont.....	no	no	no
Virginia.....	no	yes	yes
Washington.....	yes	yes	yes
West Virginia.....	no	yes	yes
Wisconsin.....	yes	yes	no
Wyoming.....	no	no	no

<sup>1</sup> Reference is to elected as well as appointed local school district superintendents. Excludes superintendents of supervisory unions.

to employ school superintendents, may also be attained by stipulating requirements the school districts are to meet. An example



of this is Minnesota wherein any school district maintaining a classified high school is to employ a superintendent of schools.

Although the establishment of the local school superintendency by specific State legal provision is the predominant method, use is also made of general or implied provisions.

**IMPLIED PROVISIONS**

Excluding statutes relating to charter or special act school districts, Colorado, Vermont, and Wyoming authorize the local superintendency exclusively by implied provisions.

Vermont is classified as a general provision State because of a law which implies that the position of superintendent of schools is permissive for any town or city employing 40 or more teachers. In Colorado the legal basis for the employment of local school superintendents stems primarily from a constitutional provision that directors of school districts have control of instruction in their respective districts. Essentially the same type of authorization is found in the general statutes of Wyoming.

Each of 48 States has legal provisions either expressed or implied for the establishment of the superintendency for local administrative units that meet specified requirements. Table 1 shows that in the great majority of States the provisions are expressed. In terms of the power to appoint, the provisions range from laws that provide for the State employment of the superintendents to States that make the employment of all local school superintendents a function of local district governing boards or committees. In New Hampshire local boards of education do not have the power to appoint a superintendent; however, they make nominations and the State Board of Education appoints.

**SCHOOL DISTRICT REQUIREMENTS**

State laws on the employment of the local school superintendency may prescribe certain requirements that school districts are to meet before the position is authorized or directed. There are 16 States where this is true. These states and the specific nature of the requirements are given in table 2.

**Table 2.—Local School District Statutory Requirements to Establish School Superintendency in 16 States**

STATE	SCHOOL DISTRICT REQUIREMENTS <sup>1</sup>
Arizona	Average daily attendances of 300 or more
Arkansas	City with population of 2,500 or more

<sup>1</sup> Relates to one or more classes of local school district.

## 6 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

California	One or more schools employing 8 teachers or more
Illinois	(1) District population 1,000-500,000; (2) high school districts <sup>1</sup>
Iowa	High school in township school district
Kansas	Four or more teachers in common and rural high school districts
Maine	75 teachers or more
Massachusetts	Valuation less than \$2,500,000, and not member of supervisory union, subject to approval of Education Department
Michigan	12 or more teachers in school district of the 4th class
Minnesota	Districts maintaining classified high school
Mississippi	County less than 15,000 population having other districts
Missouri	(1) 4-year high school in counties of first class; <sup>2</sup> (2) population over 75,000
New Jersey	Qualified district, approval by county superintendent and State Board of Education
New York	District population of 4,500 or more for union free and central school districts
Washington	School in two or more buildings, 3d class district <sup>3</sup>
Wisconsin	(1) common school district has city in boundaries and operates both elementary and high school, or (2) operates grades K-12, 1-12, or 9-12

In general, the majority of the 16 States specify in the law only one type of requirement, either number of teachers, district or pupil population, or type of school. Several, however, prescribe more than one requirement. For example, a common school district in Wisconsin that includes a city within its boundaries and operates both an elementary school and a high school is authorized to employ a school superintendent. Any common school district operating grades Kindergarten through 12, 1-12, or 9-12 may also employ a superintendent. In California any school district with one or more schools employing 8 teachers or more may employ a superintendent of schools. Missouri has a 4-year high school requirement and also has provisions that direct the employment of school superintendents for cities above 75,000 population.

<sup>1</sup> Superintendent with title of principal.

<sup>2</sup> Provision pertains to 2 counties.

<sup>3</sup> Customary title is principal although statute gives superintendent.

Further analysis of the various requirements of 16 States is shown in table 3, below.

Table 3.—Types of Local School District Requirements Prescribed by Statute for Establishing Superintendency and Number of States with Requirement

	Type of requirement				Other
	Pupil population	District population	Number of teachers <sup>a</sup>	Kind or number of schools	
Number of States with requirement....	1	5	4	6	4

In addition to the information given in table 2, the general statutes of Connecticut provide that the position of supervisory agent (school superintendent), may be established by the State Board of Education for any town school district providing the town school district employed not more than 25 teachers during the year ending June 30, 1941, the town votes or petitions the State Board to appoint the agent and pay the salary, and the town does not exceed 35 teachers subsequent to the employment of the supervisory agent.

There are marked differences concerning the number of school districts a requirement actually covers. The Illinois requirement that a district is to have a population of not fewer than 1,000 nor more than 500,000 applies to the majority of the classes of school districts. The provision in the Michigan statutes is more limited in that it refers to only one of five classes of school districts. In both instances a large number of districts are involved, especially so in Illinois.

In addition to differences in types of requirements, there are also differences in the uses made of them. States may expressly authorize a local school district governing board to employ a school superintendent, but remain silent as to whether it is required to do so. Ten<sup>5</sup> of the 16 States with school district requirements are in that category. The remaining 6 States expressly authorize the employment of local school superintendents to be a *duty* of the governing boards providing the requirement is met. For example, common and high school districts in Arizona

<sup>5</sup> Arizona, Arkansas, California, Iowa, Kansas, Maine, Missouri, New Jersey, New York, Wisconsin.

8 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

that have an average daily attendance of 300 or more *may* employ school superintendents. On the other hand, school districts of the 4th class in Michigan, by expressed statutory authority, *shall* employ superintendents if they have more than 12 teachers and may if they have less than 12.

As already indicated, laws that influence the establishment of the local school superintendency by prescribing requirements school districts are to meet are to be found in one-third of the States. In the remaining States legislative guidance and direction is provided by other means, or the laws are silent on the question of school district requirements for the expressed purpose of establishing position of superintendent of schools.

Although no State has a law which expressly prohibits the establishment of the superintendency by a particular class of district as defined within its general classification system, three States have achieved this effect. The States and the excluded classes of school districts are shown in table 4.

Table 4.—Class of Local School Districts that Lack Statutory Power To Establish School Superintendency,<sup>1</sup> by State

STATE	CLASS OF SCHOOL DISTRICT
Michigan.....	Primary
New York.....	Common
Ohio.....	Local

<sup>1</sup> Reference is to position bearing title of superintendent or district superintendent of schools.

The exclusions are achieved by court decisions and interpretations of statutes affirming that local boards of education have only those grants of authority reasonably necessary to execute such powers and duties as are expressed or implied in the statutes. It should be added that nearly all these districts are small administrative units. However, some of those in Ohio employ a supervising principal as executive head of the school system. Also worthy of mention is the New York State provision which has the effect of prohibiting union free and central school districts below 4,500 population from establishing a position designated as superintendent or district superintendent of schools. Districts of this classification are authorized supervising principals as executive heads.

In nearly all States, the employment of a superintendent is authorized for the districts which meet requirements contained in the statutes. The authority to employ may be specifically



stated as in Alabama, or implied as in Colorado. The statute may be limited in its application as already indicated or it may apply to all districts within a State.

#### DUTY TO EMPLOY PROVISIONS

Laws that by their expressed provisions authorize the establishment of the superintendency may remain silent on the duty<sup>6</sup> of the local board of education to employ a superintendent. This is generally true of school districts in Montana, Nevada, New Jersey, Oklahoma, Oregon, South Dakota, and Wisconsin.

State statutes frequently make the employment of a local school superintendent a duty the governing board is required to perform. This is true for all or nearly all districts in several States. Among these States are Alabama, Kentucky, Louisiana, Maryland, North Carolina, Utah, and Virginia.

In most States, however, the statutes require the employment of a school superintendent in some districts but leave it permissive for others. In Arkansas, for example, the governing board of a countywide school system *shall* employ a school superintendent, and the board of an independent school district meeting the corporate limits of a city having 2,500 or more population *may* employ. In Ohio, as already mentioned, the boards of some districts are not empowered to employ a superintendent; but in the district so empowered, it is a duty.

Another illustration is furnished by Washington where districts are grouped in three major classes. In that State districts of the first class which are the largest are empowered to employ school superintendents. In districts of the second class a superintendent or a principal shall be elected. Districts of the third class employing two or more teachers are to designate one such teacher as principal. In a district of the third class with a school in two or more buildings, the school board is directed to elect a superintendent of schools.

County board of education in North Carolina are to elect a county superintendent of schools, subject to the approval of the State Superintendent of Public Instruction and the State Board of Education. In all city administrative units in that State, the gen-

<sup>6</sup> Duty is implied from the term "shall" as it is used in the provision. It is recognized that "shall" may be directive to the board. To ascertain if a provision is mandatory, would mean a determination of legislative intent, including but not limited to an analysis of the scope of the provision, meaning of context, history, definition of terms, tenor of the act, and the objective or objectives.

## 10 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

eral statutes provide that the superintendent of schools shall be elected by the local board of education.

It is a duty of town or city school committees of Rhode Island to establish a superintendency except for joint district employment of the school superintendent, providing the aggregate number of schools in the joining districts shall not be more than 60. The general statutes of Rhode Island also provide that a superintendent of schools may be established by the State Department of Education for any town or city that has not availed itself of State aid for supervision and has requested the Department to provide the approved standards of supervision. The general statutes of Maine, in addition to other provisions on the superintendency, provide that the State Commissioner of Education may establish the superintendency for any town or plantation so situated that is not practical to form a supervisory union.

### SUMMARY

In view of the numerous and varied provisions concerning the employment of school superintendents it may be pertinent to point out that, State by State, considerable uniformity does exist. Indicative are the statutes that expressly authorize the position for at least some local school districts in 44 States. Provisions that provide it is a duty of local governing boards to employ superintendents are also widespread with 33 States so classified. There is less uniformity among the States in terms of the school district requirements that are set forth in the statutes. Although the requirements apply quite generally to small districts there are marked variations in the measures used to state the requirements. In 16 States the measures include number of teachers, schools or pupils; district population; valuation; type of school; number of grades; and State department of education approval. Many variations are also noted in terms of the number of local school districts covered by duty to employ provisions. In 7 States all or nearly all local school districts are explicitly included in the provisions. In the remaining States practice differs markedly with respect to district coverage.

### ASSISTANT SUPERINTENDENT

In school systems of any size good management practice requires some form of division of labor. With mounting enrollments the need increases for differentiation of labor through the reclassification of existing tasks and the addition of new positions. One of the position specializations that has developed to facili-

tate management, especially in medium and large school systems is the assistant superintendent. Unlike the school superintendency there exists no expressed provisions in any State constitution that designates the position of assistant superintendent and establishes the position for one or more classes of local school districts. The *expressed* provisions governing establishment of the assistant superintendency for local school systems are confined to the general and specific statutes of the States.

#### EXPRESSED PROVISIONS

Less than one-third of the States<sup>6</sup> have statutory provisions that expressly authorize the establishment of the position of assistant superintendent in local school systems. One of these 14 States, Nebraska, authorizes the position and also states in the establishment provision the area of position responsibility. In Nebraska, the governing boards of Class IV and Class V school districts are expressly empowered to organize the position of assistant superintendent for business affairs. In all other States with expressed establishment provisions the position of assistant superintendent is affirmed without specifying in the provision the area of responsibility.

Washington and Indiana designate in the establishment provision areas of position responsibility but do not specifically affirm these responsibilities for assistant superintendents. Governing boards of school districts of the first class in Washington are authorized to employ assistant superintendents; also superintendents of buildings and janitors and superintendents for supplies. Indiana city school districts in the population brackets of 70,000 to 300,000 are empowered to establish superintendents of buildings and grounds.<sup>7</sup>

In two of the States, California and West Virginia, the statutory requirements the school districts are to meet are clearly associated with size of district. California statutes provide that the governing board of any school district which has an average daily attendance of 1,500 or more may appoint an assistant superintendent. California also has a statutory requirement that a school district is to have a district superintendent of schools as a condition for the employment of an assistant superintendent. The West Virginia statutory provision provides that county

<sup>6</sup> California, Kentucky, Louisiana, Maryland, Nebraska, New Jersey, New York, North Carolina, Ohio, Oregon, Pennsylvania, Washington, West Virginia, Wisconsin.

<sup>7</sup> In city school districts with over 300,000 population position is identified in statutory provision as buildings and grounds manager.

## 12 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

boards of education may not employ more than one assistant superintendent for each 200 teachers or major fraction thereof.

A summary of the expressed provisions establishing the position of assistant superintendent for local school systems in each of the 14 States is given below. Also included are the provisions for Indiana.

Table 5.—Summary of Expressed Statutory Provisions Authorizing Position of Assistant Superintendent

STATE	SUMMARY OF PROVISIONS <sup>1</sup>
California	Governing boards of school districts employing a superintendent of schools and having an average daily attendance of 1,500 or more are empowered to establish position of assistant superintendent.
Indiana	Governing boards of city school districts with a population of 70,000 to 300,000 are to establish position of superintendent of buildings and grounds.
Kentucky	Each board of education is empowered to establish as many positions of assistant superintendent as it deems necessary.
Louisiana	Parish school boards are empowered to establish position of assistant superintendent.
Maryland	County boards of education are empowered to establish position of assistant superintendent.
Nebraska	Governing boards of Class IV and Class V school districts are empowered to establish the position of assistant superintendent of business affairs, and other officers.
New Jersey	The board of education of any school district governed under the provisions of Chapter 6, Title 18, is empowered to establish position of assistant superintendent. The board of education of any school district governed under the provisions of Chapter 7, Title 18, having a superintendent of schools is also empowered to establish position of assistant superintendent.
New York	Governing boards of city school districts are empowered to establish position of assistant superintendent.
North Carolina	Governing boards of city and county school administrative units are empowered to establish position of assistant superintendent.
Ohio	Governing boards of city and exempted village school districts are empowered to establish position of assistant superintendent.

- Oregon.....Governing boards of county-unit school systems are empowered to establish position of assistant superintendent.
- Pennsylvania.....Governing boards of school districts of the first, second, and third class are empowered to establish position of assistant superintendent.
- Washington.....Governing boards of any school district of the First Class may establish position of assistant superintendent, also superintendent of buildings and janitors, and superintendent of supplies.
- West Virginia.....County boards of education are empowered to establish position of assistant superintendent provided that not more than one assistant superintendent for each 200 teachers or major fraction thereof is to be employed.
- Wisconsin.....Governing boards of city school districts are empowered to establish position of assistant superintendent.

In no State is the establishment of the position with title of assistant superintendent expressed in the statutes as *duty* of boards of education of a class of local administrative units. In the 14 States that by expressed provisions have created the position of assistant superintendent, the local governing boards of one or more classes of school districts are empowered to employ an assistant superintendent, but are not directed to do so.

**IMPLIED PROVISIONS**

The general statutes of 34<sup>1</sup> States are silent on the expressed powers of local boards of education to establish the assistant superintendency. However, nearly all of these States reported the existence of general provisions which *implied* the governing boards of some local school systems had the power to employ assistant superintendents. For example, in Connecticut the position is implied under provisions that any governing board may establish any position not otherwise named in the statute for which a regular certificate has been issued by the State; in Delaware, by a provision authorizing in special school districts the appointment of such teachers, officers, and employees as may be necessary; in Georgia, by the meaning of professional personnel as that term is used in a general statutory provision; in Oklahoma,

<sup>1</sup> Excludes methods of nomination, nomination requirements and employee qualifications.

<sup>2</sup> Alabama, Arizona, Arkansas, Colorado, Connecticut, Delaware, Florida, Georgia, Idaho, Illinois, Indiana, Iowa, Kansas, Maine, Massachusetts, Michigan, Minnesota, Mississippi, Missouri, Montana, Nevada, New Hampshire, New Mexico, North Dakota, Oklahoma, Rhode Island, South Carolina, South Dakota, Tennessee, Texas, Utah, Vermont, Virginia, Wyoming.



## 14 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

by the meaning of other necessary employees as that term is used in a general provision; in Michigan, by the phrase such assistants and employees as may be necessary; in Utah, by a provision that boards of education may do all things needful for the maintenance, prosperity, and success of the schools and the promotion of education.

These illustrations of the implied provisions in 6 of 30 States indicate a wide difference in terms used to empower a governing board of one or more classes of school districts to employ specialized administrative personnel, including assistant superintendents. The provisions in the remaining 24 States add to these differences and further reveal the sharp contrast that exists between the statutes supporting the legal existence of the position of assistant superintendent and the superintendent of schools.

### BUSINESS MANAGER

The financial and business affairs of a public school system demand sound fiscal policy and prudential management. The primary managerial aspects of a school district's business affairs may be differentiated among several positions or assigned to one executive or officer. Statutes affect staffing for business management by provisions that change the extent or content of major activities and identify the officers or school employees responsible for such activities. In general, statutory support for the position with the title of business manager or business director is based upon implied rather than expressed provisions of the general statutes.

### EXPRESSED PROVISIONS

The significance of size of school district as a factor in the legislation on staffing for business management is revealed in the expressed provisions that designate the position with the *title of business manager* for local school systems. In 6 of the 8 States that have expressed provisions, the statutes identify the position with medium and large school systems in the State concerned. Table 6 shows the relationship for the 8 States.

In 2 States, Michigan and Missouri, the statutes have the effect of citing the position for medium-sized school systems. In Kentucky, county school systems regardless of size are not mentioned in the establishment provision nor are smaller city school systems.<sup>9</sup>

The extent of local school system coverage provided in the

<sup>9</sup> For each of the 8 States reference is to expressed provisions only.

statutes of the 8 States reveals that a relatively small number of the school systems in the United States are covered by statutes expressly authorizing the governing boards to establish a position designated as business manager. In none of the 48 States has legislation been enacted expressly providing that such action *shall* be taken by the governing boards of one or more classes of local school districts.<sup>10</sup>

Table 6.—Classes of Local School Districts with Expressed Statutory Provisions Authorizing Position of Business Manager<sup>1</sup>

State	Classes of school districts	
	With expressed provisions	No expressed provisions
Indiana.....	City school districts 70,000 to 300,000 and over in population.	Township, joint township or consolidated, other city or town, metropolitan.
Kentucky.....	Independent school districts in cities of 1st or 2d class. <sup>2</sup>	County, independent school districts in cities 3d, 4th, 5th class.
Michigan.....	Third class.....	First class, second class, fourth class, primary.
Missouri.....	City school districts not less than 35,000 nor more than 50,000 in population.	Other city, town, consolidated, common.
New Jersey.....	Any school district under provisions of Chapter 6, Title 18.	School districts under provisions of Chapter 7, Title 18.
Ohio.....	City.....	Exempted Village, local.
South Dakota.....	Independent.....	Common.
Washington.....	First class.....	Second class, third class.

<sup>1</sup> Reference is to position with statutory title of business manager.

<sup>2</sup> Provision utilized in one school district.

Although most States have not enacted legislation expressly affirming the position of business manager for local school districts, certain aspects of finance and business may be specifically authorized for positions that carry other titles.

The activities described in the statutes for these positions deal far more extensively with financial matters including expenditures, receipts, budgets, funds, and audits than with purchasing or supply management. Illustrations of this legislative emphasis are to be found in the following school business positions: in

<sup>10</sup> Excludes some school districts. Position is a duty for one city school district in Indiana, population more than 300,000. Generalization does not apply to business management positions with other titles. For example, the secretary of a school district of the 2d class in Pennsylvania.

Alabama, a custodian of school funds is to be designated by boards of education; in Arkansas, the position of treasurer may be established by the governing board of any school district with more than 5,500 pupils and a budget of more than \$250,000; in Kansas, the clerk of the board of education in cities of the first and second class, who may not be a member of the board of education; in Missouri, the secretary of the governing board of a city or town school district, who likewise is not to be a member of the board; and, in Nevada, the school board clerk who may or may not be a member of the board of education. Other business management positions include associate superintendent and assistant superintendent.

The legal provisions for business management may affect more than one position even in small school systems. An example of this is found in South Dakota. The general statutes of the State contain an expressed provision that a governing board of an independent school district may create the position of business manager. The statutes are silent on this position insofar as common school districts are concerned. However, a governing board of a common school district may employ a bookkeeper to keep the records of the clerk and treasurer of the board, to prepare all reports, and do such other clerical work as the board may direct. The bookkeeper need not be a resident of the district and may serve in that capacity for more than one school district. Thus, in common school districts of South Dakota responsibilities for business and financial affairs may be shared among several positions, including clerk, treasurer, and bookkeeper. Further indication of the relatively large number of positions that may share in local school business activities becomes apparent when reference is made to the statutes pertaining to the duties of county superintendents of schools in a number of States, including South Dakota.

#### IMPLIED PROVISIONS

As earlier indicated, in most States the power to employ a business manager is found in implied provisions of the statutes. In Louisiana, the power to employ a business manager for parish school districts is inferred as within the powers of the governing boards. The statutory basis primarily is a provision that authorizes the board of education to appoint assistant superintendents, supervisors, stenographers, and bookkeepers as may be needed and such attendance officers, medical directors, and other appointees as may be necessary for the proper and efficient conduct of the schools.



Further illustrations of the implied power of local governing boards to create position of business manager are noted in the following: in Delaware, under a provision authorizing and empowering the governing board of special school districts to appoint such teachers, officers, and employees as may be necessary; in Florida, in accord with the term administrative personnel as used in the general statutes; in Georgia, in accord with the broad construction of the term, other school employees; in Idaho, under a law authorizing the governing boards of local school districts to employ the necessary help and labor to maintain and operate the schools; in Iowa, under the general powers of school directors to make rules for its own government and that of the directors, officers, teachers, and pupils.

These illustrations are not exhaustive of the States with implied provisions. Laws, that by inference, empower governing boards of one or more classes of local school districts to create a position of business manager are noted in 20 States.<sup>11</sup> The fact that the search to identify such provisions in 20 other States was unsuccessful does not preclude the existence of statutes that are so construed.

The authority of the governing board to create business management positions may vary with the class of the school district. An illustration of this is New York.<sup>12</sup> The governing boards of city school districts in that State have the power to create those positions identified in the establishment provision including associate and assistant superintendents. An extension of appointment power is provided for city school districts by authorizing them to employ other persons or experts in educational, social, recreational, or *business activities*. For the governing boards of union and central school districts, basic statutory support for business management positions is contained in the statute that the governing boards have the superintendence, management, and control of the educational affairs of the district and have all powers reasonably necessary to execute such duties as are expressed or implied in the statutes.

The California statutes also provide for a differentiation of business management positions; however, the legal provisions pertain to any school district meeting special qualifications. The

<sup>11</sup> Alabama, Arizona, Arkansas, California, Colorado, Delaware, Florida, Georgia, Iowa, Louisiana, Michigan, Minnesota, Nebraska, Nevada, New York, Pennsylvania, Oklahoma, South Carolina, Texas, Wyoming.

<sup>12</sup> The business management positions in the larger city school systems may include deputy superintendent, associate superintendent, or assistant superintendent. A second group of business management positions in New York comprise business manager, administrative assistant, district clerk, financial secretary, and secretary to the board of education.

## 18 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

board of education of any elementary, high school, or unified school district is authorized to employ an assistant superintendent, who may be a business manager, providing the school district has a superintendent of schools and an average daily attendance of 1,500 or more. The governing boards are also empowered to employ someone other than the superintendent, deputy, or assistant to prepare and submit a budget. Some districts use this provision to employ a business manager. In addition, the school board clerks of elementary, high school, and unified school districts are authorized to perform some business functions. An additional indicator of specialization is found in a provision that grants the governing boards of school districts the power to employ a secretary-bookkeeper.

The statutory provisions providing local board of education authorization for the position of business manager vary, of course, among the States. These provisions clearly indicate that in a number of States the business and financial activities of local school districts are shared among several positions.

### PRINCIPAL

In the evolution of public school administration in the United States the principal was one of the first executive positions of a professional nature to appear at the local level. Today, the widespread acceptance of the principalship in every State is indicative of its strategic importance in the maintenance and improvement of instruction. In sharp contrast to earlier schools in this country, modern schools are complex institutions frequently with large enrollments, specialized personnel, and a variety of curricular and extracurricular programs. The need for highly qualified executives to manage schools is recognized in most communities. State certification and tenure laws lend support to this position. Additional strength is evident, in many States, by State board rules and regulations and by expressed provisions of statutes that authorize the governing boards of local school districts to employ school principals.

### EXPRESSED PROVISIONS

Strong legal support for the establishment of the position of principal by the governing board of local school districts is contained in the general statutes of the States. Slightly more than

two-thirds of the States<sup>18</sup> have laws that expressly empower governing boards of one or more classes of local school districts to employ school principals. The majority of States with such statutes include all their classes of local school districts within the position establishment provisions.

Provisions that empower local governing boards to employ principals seldom differentiate principal as either elementary school principal or high school principal. However, there are exceptions. In Massachusetts every town school district comprising a town with 500 families or more, unless specifically exempt by the State Department of Education, shall employ a high school principal. The position of elementary school principal or high school principal for other classes of school districts in Massachusetts is inferred from general statutory provisions. In Ohio the governing boards of city, exempted village, and local school districts are specifically empowered and it shall be their duty to employ principals for established high schools. The governing board may also appoint principals for other schools.

Boards of education of class IV and V school districts in Nebraska are authorized to employ high school principals in accord with an expressed provision listing high school principal with other positions.

Statutory designation of the position of high school principal has also developed in association with the creation and maintenance of separately organized high school districts. Several States have laws expressly authorizing the governing boards of separately organized high school districts to employ principals.

In general, these States fall into two groups. In one group are the States that cover in the position establishment provision all general types or kinds of local school districts including separately organized high school districts. In the other are States with laws limited to the separately organized high school districts.

In the first group are four States, Arizona, California, New Jersey, and Oregon. Provisions specifically limited to a class or group of separately organized high school districts are found in the general statutes of Illinois, Kansas, Montana, Wisconsin, and Wyoming.

The governing board of high school districts in Illinois, with not fewer than 1,000, nor more than 500,000, population are

<sup>18</sup> Alabama, Arizona, California, Delaware, Florida, Georgia, Illinois, Indiana, Kansas, Kentucky, Maryland, Massachusetts, Minnesota, Mississippi, Missouri, Montana, Nebraska, Nevada, New Jersey, New York, North Carolina, Ohio, Oklahoma, Oregon, Pennsylvania, South Dakota, Tennessee, Texas, Utah, Washington, West Virginia, Wisconsin, Wyoming.

authorized to employ a principal who shall have charge of the administration of the schools under the direction of the board of education. Two classes of high school districts are specifically identified in Kansas. The governing board of a community high school district may designate a principal or elect a superintendent. The board of education of a rural high school district in that State may also designate a principal or elect a superintendent providing four or more teachers are employed. The general statutes of Montana provide for the employment of a principal of a county high school and provision is also made for the establishment of the position of district high school principal. Boards of education of union high school districts in Wisconsin are authorized by expressed provisions to create the position of supervising principal or superintendent. The general status of Wyoming authorize the governing board of high school districts to employ a principal, who is to have charge of the school. These provisions indicate that in several States the designation of high school principal may, in effect, be considered as implying an executive head of a school system as well as building or school principal. A few States also explicitly identify *supervising principal* as executive head of some local school districts.

#### SCHOOL DISTRICT REQUIREMENTS

While slightly more than two-thirds of the States have laws that expressly provide for the employment of school principals, Table 7 shows that less than one-fourth have written into the establishment provisions, requirements the school districts are to meet.

Generally, the requirements for the principalship are stated in terms of size of school district. The number of teachers is the most common measure. Uniformly, the number of teachers or other measure of size is a minimum the school districts or classes of school districts are to meet. No State in 1957-58 had a statutory provision that set forth a maximum number of teachers or pupils for the employment of principals.

In terms of number of teachers, New York requires a minimum of 8, Arizona 5, Kansas 4, Washington 2, Florida 1, and Minnesota 1. The statutory standards do not necessarily refer to the same level of administrative specialization. The standard may apply to position of teaching principal, supervising principal, or to the superintendent as well as the principal. For example, the Kansas minimum is specifically stated for either superintendent or principal. The Arizona provisions indicates the minimum applies to



supervising principal. Florida clearly differentiates in the statute between supervising principal and principal. The supervising principalship may be created by the county board of education in Florida for two or more schools. The New York State minimum refers to supervising principal. In Pennsylvania, the position of supervising principal may be established by the governing boards of school districts of the third or fourth class that do not employ a district superintendent of schools.

On the other hand the Minnesota and Washington provisions, and the Florida provisions, in part, refer to the position of teaching principal or principal teacher. Table 7 below gives a summary of the school district requirements by State.

Table 7.—Summary of Local School District Statutory Standards for Establishment of Position of Principal, by State

STATE	SUMMARY OF STANDARDS
Arizona	Any common or high school district employing a school superintendent, providing school district has an ADA of 300 or more may employ a principal. Any common or high school district not employing a superintendent providing the district has 5 or more teachers may employ a principal.
Florida	Any school or school center in a county having more than 1 teacher may employ a principal. Position of supervising principal may be established for 2 or more schools. Supervising principal must devote less than half his time to actual classroom teaching.
Illinois	All high school districts with a population of not fewer than 1,000 nor more than 500,000 population shall employ a principal.
Kansas	Any common or rural high school district may employ a superintendent or a principal providing 4 or more teachers are employed.
Massachusetts	Every town school district comprising a town with 500 families or more shall establish position of high school principal unless specifically exempt by Department of Education.
Minnesota	Any school district employing more than one teacher may designate one of the teachers as principal.
New York	Union free and central school districts providing 8 or more teachers are employed shall employ principal. Common school districts providing 8 or more teachers are employed may employ principal.

## 22 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

- Pennsylvania..... Third or fourth-class school districts that do not employ a district superintendent of schools may establish position of supervising principal.
- Utah..... Any county or city school district in accord with the Minimum Uniform School Program may employ supervising principal upon approval of the State Board of Education.
- Washington..... All districts of the third class employing two or more teachers shall designate one such teacher as principal.
- Wisconsin..... Any common school district operating grades Kindergarten through 12, or grades 9 through 12 may employ supervising principal or superintendent.

### DUTY OF LOCAL BOARDS TO EMPLOY

In a number of States the general statutes direct local governing boards to employ administrative and specialized service personnel. As mentioned previously, a number of States have duty-to-employ provisions for local school superintendents.

In this regard, the position of principal is similar to that of superintendent. In 6 States the employment of school superintendent is expressed in the statutes as a duty of the governing boards of local administrative units in all classes of school districts. For the principal, there are 4 States that have made similar provisions. Of these 4 States, California, Maryland, Mississippi, and Tennessee, only Maryland has made the establishment of the principal as well as the superintendent an expressed duty of all local governing boards of education.

By a provision directing board of school directors in every school district to employ necessary qualified professional personnel *as defined*, Pennsylvania has also made the employment of principal a duty in first-class, second-class, third-class, and fourth-class school districts.

Limited coverage of school districts is provided in the 8 other States that have in their general statutes such duty-to-employ provisions. These States are Delaware, Indiana, Massachusetts, Montana, New York, Ohio, Washington, and Wyoming. The inclusion of Delaware in this category stems from provisions relating to State board units; Indiana from provisions applying to city school districts 70,000 to 300,000 and more; Massachusetts from provisions pertaining to town school districts; Montana from provisions concerning county high school districts; New York from provisions encompassing city, union free, and central school districts; Ohio from provisions involving the high school principal for city, exempted village, and local school districts;

Washington from provisions applying to districts of the second and third class; and Wyoming from provisions concerning high school districts.

**IMPLIED PROVISIONS**

A State may have expressed provisions authorizing local governing boards to employ school principals or the position may be implied from one or more sections of the general statutes as a board of education power. Various combinations of expressed and implied provisions may also occur especially in States that have a complex local school district administrative structure.

A number of States have no expressed provisions specifically authorizing and directing local governing boards of school districts to employ principals. Instead statutory authorization is implied by one or more general provisions. States with such general provisions are:

Arkansas	Louisiana	North Dakota
Colorado	Maine	Rhode Island
Connecticut	Michigan	South Carolina
Idaho	New Hampshire	Vermont
Iowa	New Mexico	Virginia

Provisions that directly prohibit the governing board of any local school district from employing school principals were not found in the general statutes of any State. The requirements given in table 7, however, have the effect of limiting the employment authority of the governing boards in districts that do not meet the minimum standards or other criteria.

## Chapter II

# INSTRUCTIONAL SUPERVISOR AND LIBRARIAN

**T**O MAINTAIN AND IMPROVE teaching-learning situations is a major task in any school system. The size of the task is shaped by the factors basic to instruction. Intrinsic to instruction are at least, the evolving school curriculum, the number and characteristics of the pupil population, the school staff, the physical environment for learning, the teaching aids, and the school's organization for pupil services. When these factors are considered with other variables including financial support and community characteristics, it is evident that the problem of administering schools so as to bring about improvement in instruction is of first magnitude.

The responsibility for improvement of instruction within the local school system is shared by all professional personnel. In addition to the assistance provided by the school superintendent, principals, and classroom teachers, instructional supervisors may be employed, particularly in a medium or large school system.

The kind and number of instructional supervisory positions vary with needs, requirements, and cost. A school district may employ directors of curriculum; supervisors or consultants of elementary education; supervisors or consultants of secondary education; special subject area directors, supervisors, or coordinators; and special teachers in various categories of instruction.

This chapter deals with expressed or implied provisions of State statutes that authorize local boards of education to institute selected positions for supervision of and special aid to instruction. The positions selected for analysis are general supervisors of instruction, special supervisors of instruction,<sup>1</sup> and librarian.

---

<sup>1</sup> Titles such as director of curriculum or consultant seldom appear in the statutes relative to the powers of local boards to employ personnel.



## INSTRUCTIONAL SUPERVISOR

Although there are great differences in titles and assigned duties, instructional supervisors as a group carry large responsibilities for the introduction of new methods and materials of instruction. In accord with approved school system policies and procedures, the instructional supervisor assists teachers in one of the most complex of all human undertakings, directing and guiding each pupil in the maximum use of his capabilities for the achievement of worthy individual and social purposes.

## EXPRESSED PROVISIONS

The position bearing the general title of supervisor occurs more frequently in the statutes of the 48 States than positions named as elementary supervisor; supervisor of instruction; supervisor of teaching; supervisor of health, physical education, or vocational education. Expressed provisions directly authorizing the employment of general supervisors by the governing boards of one or more classes of local school districts are given for 9 States: Indiana, Kansas, Louisiana, Nebraska,<sup>2</sup> New York, North Carolina, Oregon, Utah, and West Virginia.

Position of supervisor also appears in the definitions of teacher, instructional personnel, certificated employee, or similar term as found in statutory provisions relating to the employment of professional personnel by local boards of education. This type of position identification is found in New Jersey, Florida, Pennsylvania, and Oklahoma.

Taking into account differences in titles, 24 States<sup>3</sup> have expressed statutory provisions empowering governing boards of one or more classes of local school districts to employ supervisors of instruction. In all other States and in many with expressed provisions as well, there are implied provisions that by inference provided legal support to governing boards of *some* local school administrative units to employ instructional supervisors.

Statutes directly authorizing local boards of education to institute a position with title of instructional supervisor were found in 2 States, Washington and Kentucky. The provision in the general statutes of Washington is for school districts of the first class. The provision for Kentucky is applicable to all school districts in the States. Including Kentucky, 8 States expressly

<sup>2</sup> Position is Building Supervisor for class IV and V school districts.

<sup>3</sup> Alabama, California, Connecticut, Florida, Georgia, Indiana, Kansas, Kentucky, Louisiana, Maine, Maryland, Massachusetts, Missouri, Nebraska, New York, North Carolina, Oregon, Pennsylvania, South Carolina, Tennessee, Texas, Utah, Washington, West Virginia.

identify supervisors in laws that authorize and provide State financial aid to local school districts.<sup>4</sup> Florida gives special emphasis to the position by a provision that each county school district in order to participate in the State Minimum Foundation Fund shall employ for a full calendar year a qualified supervisor or supervisors of instruction.

Three other States also have laws empowering local boards of education to employ personnel with general supervision of instruction directly affirmed by the position title. The States and the titles as given in the establishment provisions are: Alabama, elementary supervisor; Maryland, supervising teacher; and Tennessee, supervisor of teaching.

#### SPECIAL SUBJECT SUPERVISORS

Statutes with provisions that *explicitly* empower governing boards of one or more classes of local school districts to employ supervisors in specified instructional or subject-matter areas have been enacted in California, Georgia, Maine, and Massachusetts.<sup>5</sup> The instructional areas specified in California are: forestry, outdoor science education, and physical education; in Georgia, physical education; in Maine, physical education; in Massachusetts, athletics (physical education). A number of States have expressed provisions for employment of playground or recreation supervisors by local boards of education. For example, Kansas, Illinois, Michigan, New Jersey, and Oregon.

The financial aid programs of a State may expressly provide for special instructional service supervisors. North Carolina furnishes an illustration. In that State the teaching personnel in local administrative units may include, according to provisions of the State Aid Act, supervisors of instruction and other special instructional service personnel in art, music, physical education, adult education, special education, or industrial arts as may be authorized and approved by the State Board of Education.

#### DUTY TO EMPLOY PROVISIONS

The position of instructional supervisor regardless of title, seldom appears in the general statutes of the States as an employment duty of local boards of education. Duty-to-employ provisions are specified in 3 States: California, Indiana, and Maryland. The California statute provides that the position of supervisor of physical education shall be established in any

<sup>4</sup> Florida, Georgia, Indiana, Kentucky, Mississippi, North Carolina, Ohio, Texas.

<sup>5</sup> These illustrations are not exhaustive of the provisions in 48 States.

city, city and county, or school district providing the number of pupils is sufficient. The statutes are silent on the number of pupils actually required. City school districts of Indiana in population brackets 70,000 to 300,000 are to employ supervisors and other personnel as given in the list of professional positions for such city school districts. The Indiana statute does not specifically name supervisors of instruction. In the county school districts of Maryland the governing board shall employ either part-time or full-time supervising or helping teachers in accord with the number of teachers in the system as shown in table 8. Each supervising teacher is to hold an appropriate certificate and new appointment requires written approval of the State Superintendent of Schools.

No provision was located in the general statutes of any State for 1957-1958 that made the creation of special instructional area supervisors in either art, music, reading, science, or mathematics an expressed duty of the governing boards of one or more classes of local school districts.

**SCHOOL DISTRICT REQUIREMENTS**

Table 8 gives school district requirements for position of instructional supervisor by governing boards of one or more classes of local school districts in the general statutes of the 4 States where such provisions were located.

**Table 8.—The Components of State Statutes with Expressed School District Requirements for Employment of Instructional Supervisors**

State	Position title	Number of supervisors	Requirements
1	2	3	4
California...	Supervisor of Physical Education.	X.....	Sufficient number of pupils.
Missouri....	Director of Physical Education.	X.....	30 or more teachers.
Maryland...	Supervising teacher or helping teacher.	1 part-time.. 1 full-time.. 2 full-time.. 2 full-time.. Plus 1 full-time.	Fewer than 30 teachers. 30 to 80 teachers. 80 to 120 teachers. 120 to 160 teachers. For each 50 additional teachers or major fraction.

Table 8.—The Components of State Statutes with Expressed School District Requirements for Employment of Instructional Supervisors—Continued

State	Position title	Number of supervisors	Requirements
1	2	3	4
New York...	Supervisor.....	X.....	More than 4,500 population with superintendent of schools. <sup>1</sup>
		X.....	Less than 5,500 population providing 8 or more teachers are employed and district superintendent approves. <sup>2</sup>

<sup>1</sup> Union free, central school districts.

<sup>2</sup> Union free, central, common school districts.

The illustrations indicate that statutory provisions authorizing local school district employment of instructional supervisors describes more a staffing area than a specific position bearing that title.

#### LIBRARIAN

The school library is a major service center for instruction. The assembly of books, documents, and other publications may be augmented by audio-visual material and other resources so organized as to make teaching-learning situations more adaptable to individual and group needs. The school librarian as her position is affirmed and described in the general statutes of the 48 States is more closely related to teacher than to any other professional position.

#### EXPRESSED AND IMPLIED PROVISIONS

About one-fourth of the States have provisions in their general statutes that directly authorize local boards of education to establish a position with title of librarian. An extensive search of the statutes supported by State reports revealed that the States, with no expressed provisions, had one or more provisions of statutes that implied legal support for the position of librarian in at least some of the school administrative units in the State. The general statutes of 48 States are silent on the expressed duty of local boards of education to establish this position.

The position of librarian is frequently construed as within the meaning of teacher or certificated employee as those terms are used in the statutory definition of personnel a local board may employ. However, there are 10 States, Arizona, California, Indiana, Michigan, Minnesota, New York, North Dakota, Texas, Washington, and West Virginia, with statutory provisions wherein the power of local boards of education to employ a professional employee with title of librarian is expressly stated.

The position of librarian may also appear in the statutory definitions of teacher or instructor. For example, in Oklahoma librarian is named in the definition of teacher which position is expressly authorized by statute. Essentially the same relationship exists in Florida with librarian specifically included in the definition of instructional personnel that a county board of education has the power to employ. A provision of the general statutes of Wisconsin also provides for the position of librarian, in part, by identifying the position with teacher.

Insofar as expressed provisions are concerned, all but three of these States use the term any school board or its equivalent in the position establishment provisions thus including all or nearly all operating school districts. North Dakota, Indiana, and Texas provide a more limited coverage of school districts. In North Dakota the provision names common school districts and is silent on independent and special school districts. The Indiana statute is a provision of law for city school districts with population of 70,000 to 300,000. Librarian is specified in the Foundation School Program Law in Texas as a position school districts are authorized to utilize. The omission of certain school districts from the expressed provisions does not mean that statutory support for the employment of librarian in such districts is necessarily lacking. Thus, the power of all other operating school districts in Indiana, North Dakota, and Texas not covered by expressed provisions to create position of librarian is implied by general provisions.

In a number of States, librarian is assumed as within the position establishment powers of local boards of education. The authority to employ may be implied from the meaning of the term "teacher" as it is used in one or more statutory provisions that reveal the powers of the local school district governing boards. This position-within-position relationship is noted for Connecticut by a provision that any board of education may authorize the superintendent or supervising agent to employ teachers; and in Montana by a section of the statutes that every school board unless otherwise specifically provided by law, shall have the power



**30 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING**

and it shall be its duty to employ teachers, mechanics, and laborers. Other means of stating the implied power of local boards of education to create position of librarian include the use within the establishment provision of terms such as: any regular employee who is duly certificated as a teacher, any professional personnel as deemed necessary, or other professional assistants.

## Chapter III

### PUPIL PERSONNEL POSITIONS

**S**CHOOL SERVICES include the development of programs for the physically and mentally handicapped. The growth of these programs has been accompanied by the employment of specialized personnel with the education and training necessary to service and administer this highly complex area of pupil education. To assist in the guidance and adjustment of all pupils, school systems may engage psychologists, education and vocational counselors, attendance officers, visiting teachers, supervisors, and directors. This chapter treats of the provisions of the general statutes that empower local boards of education to create positions of director of pupil personnel, visiting teacher, attendance officer, and school psychologist.

#### DIRECTOR OF PUPIL PERSONNEL

The many interrelated yet varied aspects of specialized pupil personnel activities require coordination and technical assistance. Responsibility for assuring effective implementation of approved programs is generally assumed in medium and large school systems by an administrator of pupil personnel.

#### EXPRESSED AND IMPLIED PROVISIONS

Few States have statutory provisions that specifically authorize local boards of education to create a position designated by statute as director of pupil personnel or guidance, or supervisor of pupil personnel. In the four States<sup>1</sup> having such provisions there are variations in titles, in duty of the local board of education to employ, and to a lesser degree in the extent to which the establishment provisions cover the school districts of the States. These variations are shown in the following table.

<sup>1</sup> Kentucky, Maryland, Massachusetts, New York. Connecticut has a statutory provision authorizing local board of education to appoint a vocational counselor. Illinois under a statute providing for joint district agreements authorizes one of the districts to employ a director of special education.

32 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

Table 9.—Components of State Statutes Expressly Authorizing Local School District Establishment of Director of Pupil Personnel

State	Position title	Duty of board	School district coverage
1	2	3	4
Kentucky.....	Director of Pupil Personnel.....	Yes <sup>1</sup> .....	All.
Maryland.....	Supervisor of Pupil Personnel I or II.	Yes.....	All.
Massachusetts.....	Adjustment Counselor.....	No.....	All.
	Director Occupational Guidance and Placement.	No.....	Town school districts.
New York.....	Director or Supervisor of Vocational (or Educational Guidance) Service.	No.....	All.

<sup>1</sup> Upon nomination and recommendation of superintendent of schools.

In two of the four States, Kentucky and Maryland, the employment of a director of pupil personnel, is affirmed in the statutes as a duty of all local school district governing boards. In Massachusetts and New York the positions appear in the statutes as a power of local boards of education but are not posited as a duty. The systemwide position of adjustment counselor in Massachusetts is created by law, with number of such counselors in any town, city, or regional school district subject to the written approval of the State Department of Education. The governing board of any town school district in Massachusetts may also establish a position of director of guidance, in the area of occupational guidance and placement, for all young people in the school district between the ages of 16 and 23 whether in school or not. Written approval of the State Department of Education concerning the number that may be employed is not specified in the statute.

The general statutes of New York also establish the position for local school districts with the employment of two or more qualified persons as counselors or guidance workers in any approved school district as a prerequisite to the appointment of a director or supervisor of guidance.

As mentioned in chapter II, expressed provisions for the establishment of the position of supervisor are found in 9 States. Generally, under broad construction of the provisions cited for those States, the area of supervisory responsibility may, at the discretion of the local board of education and in the absence of

contravening statutes or regulations, include pupil personnel, as well as instruction or other division of administrative activity.

In 44 States the statutes are silent on provisions that directly express the power of the governing boards of one or more classes of local school districts to create a position bearing the title of director or supervisor of pupil personnel. Nearly all of these States reported the existence of one or more provisions that imply statutory support for the establishment of the position of director of pupil personnel in one or more classes of school districts.

### VISITING TEACHER

The existence of a relationship between a pupil's emotional and social problems evidenced by failing grades, nonattendance or both, and his home and community environment has supported the need for skilled personnel who can assist the pupil in making adequate adjustments. One of the major contributors to effective home-school-community adjustment of pupils is the visiting teacher.

#### EXPRESSED PROVISIONS

Position of visiting teacher is authorized for local school districts primarily by general statutory provisions. In 7 States local boards of education of one or more classes of school districts are expressly empowered by provisions of the general statutes to establish position of visiting teacher.<sup>2</sup> In 2 other States, Texas and Virginia, search of the statutes failed to disclose such provisions. However, in those States visiting teacher was included among the positions authorized by provisions of the State Finance acts.

In contrast to a position such as assistant superintendent of schools, the expressed provisions for visiting teacher may specify the area of position service or responsibility. The responsibilities may be stated in detail, or the provision may be silent in duties commonly assigned to visiting teachers.<sup>3</sup> Table 10 shows distribution, by State, of the area of service and other components of State statutes expressly authorizing position designated as visiting teacher, excluding Texas and Virginia.

<sup>2</sup> Georgia, Louisiana, Maryland, Michigan, Nebraska, South Carolina, West Virginia.

<sup>3</sup> Duties of visiting teachers are not dealt with in this bulletin.

34 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

Table 10.—Components of State Statutes Expressly Authorizing Local School District Position with Title of Visiting Teacher

State	Service area is specified	Duty of board is specified	School district standards	School district's covered <sup>1</sup>
1	2	3	4	5
Georgia.....	Yes.....	No.....	No.....	All.
Louisiana.....	Yes.....	Yes.....	No.....	All.
Maryland.....	No.....	Yes <sup>2</sup> .....	Yes.....	County <sup>3</sup>
Michigan.....	No.....	No.....	No.....	All.
Nebraska.....	Yes.....	No.....	No.....	All.
South Carolina.....	No.....	No.....	No.....	County.
West Virginia.....	Yes.....	No.....	Yes.....	All.

<sup>1</sup> Providing school districts qualify.  
<sup>2</sup> In county school districts with 5,000 pupils or more.  
<sup>3</sup> Provisions for city of Baltimore not recorded.

An over-all or general function is given in the establishment provisions of Georgia, Nebraska, and West Virginia. Nebraska and West Virginia identify a position with programs for the handicapped or exceptional children. In Nebraska, statutory provisions support a position for service to the homebound handicapped children providing local school districts meet the requirements of the Commissioner of Education. The Georgia and Louisiana provisions are identical and provide that it is a duty of the visiting teacher to act as attendance officer and to discharge such other duties as are usually performed or delegated to visiting teachers.

The expressed statutory provisions of Maryland provide that the employment of a visiting teacher is a duty of local boards of education. In Pennsylvania, a position identified in the statutes as home and visiting teacher is authorized for the governing boards of local school districts.<sup>4</sup>

School district standards are specifically stated in the position establishment provisions of Maryland and West Virginia. Maryland combines in one provision school district standards for supervisors of pupil personnel and visiting teacher. Each Maryland county having under 5,000 enrolled pupils in schools shall appoint a supervisor of pupil personnel. Each county having 5,000 and fewer than 10,000 pupils shall have a supervisor of pupil personnel and a visiting teacher. For each 5,000 pupils or fraction thereof an additional visiting teacher shall be appointed.

<sup>4</sup> The Statute gives as a duty the enforcement of compulsory school attendance laws.



On the other hand, the West Virginia statute establishes a position for special education services with the standard set at five (or more) exceptional children as a minimum for the establishment and maintenance of schools, classes, home-teaching, or visiting teaching services. The general types of exceptional children for whom provision may be made are identified in the provision.

#### IMPLIED PROVISIONS

Implied provisions providing statutory support for the position of visiting teacher were reported by more than two-thirds of the States. For example, in the Florida general statutes visiting teacher is considered within the meaning of instructional personnel, while guidance director is considered within the meaning of administrative personnel as those two terms are used relative to the power and duty of county boards of education to employ personnel. In Washington the position of visiting teacher is designated by the State Board of Education as a position that qualifying school districts may establish in accord with the provisions of State finance acts. Ohio provides in the general statutes that teachers in home instruction and special classes shall be appointed in the same manner as other public school teachers with general statutory support for visiting teacher implied from the meaning of the term teacher as it is used in a number of provisions. The general statutes of New York do not designate a position with the title of visiting teacher in a provision especially or directly granting position establishment power to local school districts. The power of local governing boards to establish the position is construed to be within the meaning of sections of the statutes relating to the employment powers of city school districts, and the powers of central, union free, and common school districts in accord with the conditions and requirements of the statutes.

These illustrations are not exhaustive of the provisions of the statutes in the States wherein the statutory basis for the employment of visiting teacher by local boards of education was reported to be in general provisions. Insofar as the general statutes apply to the position of visiting teacher, the majority of States provide the grant of position establishment authority more by general than by direct and specific provisions.

#### ATTENDANCE OFFICER

Managing pupil attendance is one of the basic activities of local school administration. The needs of the child and the requirements of society demand regular and continuing school

attendance. The insistence of State law that children of stated school age attend school attains meaning through the process of adult education. To gain parent acceptance of the proposition that education of children must be compulsory is, in part, a task of instructing the parent in the need for and the value of education. Assisting in this activity is the attendance officer. The position of attendance officer is strongly affirmed by law, and reflects the public will that children of school age are to be assured the opportunity of gaining an education under the guidance of certificated personnel.

#### EXPRESSED PROVISIONS

The position of attendance officer is supported by prescriptions of law. It is noted that the enforcement aspects of compulsory school attendance in a few States may be assigned to persons other than those employed by educational agencies. However, the major responsibility for attendance guidance is, by statute, lodged with local governing boards of education and designated school employees.

In terms of expressed or specific provisions of the general statutes, table 11 shows that 42 States have granted to local boards of education of one or more classes of local school districts the power to establish a position bearing the title of attendance officer or an equivalent such as truant officer, supervisor of attendance, or attendance assistant.

In Delaware and New Mexico, 2 of the 6 States wherein the provisions of the general statutes do not specifically empower local boards of education to employ personnel with title of attendance or truant officer, authority for local boards of education to create the position is implied from general provisions. Kentucky and Maryland place the responsibility for compulsory school attendance activities primarily with supervisors or directors of pupil personnel. The statutes of Louisiana prescribe that it shall be the duty of the visiting teacher to act as attendance officer.

Although the employment of intermediate school district personnel is not dealt with in the bulletin, table 11 shows that in 10 States the county superintendent of schools is designated directly by statute to perform duties of attendance officer. Generally, the county superintendent of schools acts as attendance officer for local school districts that are not specifically empowered or do not use statutory powers to establish the position.

#### SCHOOL DISTRICT STANDARDS

Four of the States, Iowa, Michigan, North Dakota, and Indiana

with expressed provisions, have incorporated standards for school districts in their position establishment provisions. Any school district in Iowa with more than 20,000 population shall employ and any district with fewer than 20,000 may employ an attendance officer. In Michigan any school district with more than 3,000 inhabitants may employ an attendance officer. In the event a local board of education of a qualifying school district in that State does not establish the position, the county attendance officer assumes the responsibility. The same general pattern for staffing attendance services is utilized in North Dakota except in that State the minimum requirement is 500 inhabitants and the provision is made that every superintendent, principal, and teacher in any school system and every county superintendent of schools shall be charged with the enforcement of provisions relating to compulsory school attendance as prescribed in the statutes. In Indiana the general statutes provide that every city school district with an average daily attendance of 1,500 or more is to have an attendance officer and that one additional attendance officer may be appointed for every 750 children of school age.

The general statutes of 23 States provide the employment of attendance officers is a duty of at least some local boards of education in each of the States. Thus, in all the New England States, except Connecticut<sup>5</sup> the employment of attendance officer or attendance supervisor is, by statutory provision, a duty of the governing boards or school committees of all local school districts. This is also true for Alabama, Colorado, New York, and West Virginia. In the other 14 States<sup>6</sup> wherein duty-to-employ provisions were found in the general statutes, some but not all classes of local school districts are expressly covered. In at least 10 States the position of attendance officer is expressly stated in the statutes as a power of the governing board of some local school districts in the State. For other districts in the 10 States the attendance officer is the county superintendent of schools or a designated agent of the county superintendent of schools or the county board of education.

### SCHOOL PSYCHOLOGIST

A growing area of specialized school service is represented by the school psychologist. The problem of individual assessment of exceptional children as well as concern to achieve adequate diag-

<sup>5</sup> State Board of Education appoints agents under its control; position is permissive with local school districts.

<sup>6</sup> California, Iowa, Indiana, Kansas, Louisiana, Nebraska, New Jersey, Ohio, Oklahoma, Oregon, Pennsylvania, South Dakota, Washington, and Wisconsin.

38 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

Table 11.—Educational Agents Designated in State Statutes to Perform Duties Commonly Assigned to Local School District Attendance Officers

State	Educational agents			
	Attendance officer <sup>1</sup>	Visiting teacher	County school superintendent	Other
1	2	3	4	5
Alabama.....	X			
Arizona.....	X			
Arkansas.....	X			
California.....	X			
Colorado.....	X			Member of board of education.
Connecticut.....	X			
Delaware.....		No statutory designation.		
Florida.....	X		X <sup>2</sup>	
Georgia.....	X	X		
Idaho.....	X			
Illinois.....	X			
Indiana.....	X		X	
Iowa.....	X			School nurse.
Kansas.....	X			Director of pupil personnel.
Kentucky.....				
Louisiana.....		X		
Maine.....	X			
Maryland.....				Supervisor of pupil personnel.
Massachusetts.....	X			
Michigan.....	X <sup>3</sup>			
Minnesota.....	X			
Mississippi <sup>4</sup> .....	X			
Missouri.....	X		X	
Montana.....	X		X	
Nebraska.....	X		X	
Nevada.....	X			
New Hampshire.....	X			
New Jersey.....	X			
New Mexico.....		No statutory designation.		
New York.....	X			
North Carolina.....	X			
North Dakota.....	X		X	
Ohio.....	X			

<sup>1</sup> Includes attendance officer, truant officer, truancy officer, supervisor of attendance, attendant assistant.

<sup>2</sup> Providing no attendant assistants are appointed.

<sup>3</sup> Enforcement in primary school districts by county attendance officer.

<sup>4</sup> Attendance officer specified for municipal separate school districts; compulsory school law repealed.

Table 11.—Educational Agents Designated in State Statutes to Perform Duties Commonly Assigned to Local School District Attendance Officers—Continued

State	Educational agents			
	Attendance officer <sup>1</sup>	Visiting teacher	County school superintendent	Other
1	2	3	4	5
Oklahoma	X			
Oregon	X			
Pennsylvania	X			Home and school visitor.
Rhode Island	X			
South Carolina		X		
South Dakota	X		X	President of board of education.
Tennessee	X			
Texas <sup>2</sup>	X			
Utah	X			
Vermont	X			
Virginia	X			Division superintendent of schools.
Washington	X		X	
West Virginia	X			
Wisconsin	X		X	Professional employee <sup>3</sup> .
Wyoming	X		X	

<sup>1</sup> Visiting teacher authorized; compulsory school law repealed.  
<sup>2</sup> Superintendent of schools may have responsibilities; local option on attendance officers.  
<sup>3</sup> Includes county superintendent, supervising teachers, principals under jurisdiction of county superintendent; other districts except in cities of first class may designate any professional employee; school district in cities of first class are to employ attendance officers.

nostic, remedial, and counseling service for any regularly enrolled pupil has strengthened public and professional demands for this service. Insofar as State statutes are involved, the powers of local boards of education to establish positions with titles of school psychologist, educational psychologist, or psychologist are to be found in general rather than expressed provisions.

**EXPRESSED PROVISIONS**

Search of the general statutes of 48 States failed to disclose any statutory provisions *expressly* providing that boards of education of one or more classes of local school districts may or shall establish a position with title of school psychologist, educational psychologist, or psychologist. Although explicit provisions of *this type* were not located, laws wherein employment of a school psychologist appear as a more general power of local boards of



education were noted in 4 States—California, Nebraska, Pennsylvania, and Utah. In addition, Delaware and New York provide in the general statutes that State aid funds shall be allocated or allowed for position identified in the State aid provision as psychologist. In California, the statutes provide that the governing board of any school district may appoint a supervisor of health, or supervisors of health consisting of a physician, psychologist, or others as designated in the provision. The Nebraska statute pertains to a special education program with a provision authorizing an educational psychologist and the examining physician to determine if a handicapped child can be improved materially by education and treatment. Provision applies to local boards of education in accord with a statute authorizing and directing that educational opportunities be provided for handicapped children. The general statutes of Pennsylvania are silent on the establishment of the position of school psychologist by the governing boards of school districts except that the statutes expressly provide that a certificated public school psychologist shall be eligible for appointment as a supervisor or joint supervisor of special education. In Utah a certificated public school psychologist or psychological examiner is expressly named and authorized by statute to examine and report to the State Superintendent of Public Instruction concerning fitness of a child for special education.

Illinois and New Jersey have provisions that clearly identify the position of *psychological examiner* as within the employment authority of local boards of education. New Jersey general statutes provide that each board of education shall separately or jointly with one or more boards of education employ a psychological examiner, or the boards may contract to use the psychological services of a clinic or agency approved by the Commissioner of Education. In Illinois the statutes provide that no children shall be eligible for special education facilities for the educable or the trainable mentally handicapped except with recommendation or approval of a qualified psychological examiner. The governing board of any school district in Illinois maintaining a recognized school with approved special education facilities may in accord with the requirements establish a position of psychological examiner.

#### IMPLIED PROVISIONS

In a number of States authorization to employ a school psychologist is based upon provisions that imply the authority. For

example, the position of school psychologist may be established by local school administrative units in Florida in accord with a provision that the County Board is empowered to appoint instructional employees and employees other than members of the instructional staff. In Oklahoma the position is inferred as within the meaning of the phrase, other necessary employees, as used in a statutory provision directly pertaining to the power of local boards of education to employ personnel. In West Virginia, authorization is based primarily upon a statutory provision concerning the inclusion in special education programs of diagnostic work by appropriate specialists. The general statutes of Washington are silent on the specific employment of school psychologists, but the State Board of Education has designated for qualifying school districts certain approved and authorized positions in the State Aid Act including therein the position of psychologist.

The general statutes of North Carolina provide that county and city boards of education shall have the authority to employ an assistant superintendent and supervisors in addition to those that may be furnished by the State. Providing the local school district pays the cost, the employment of a school psychologist is, in part, inferred from this provision.

These illustrations are not exhaustive of the provisions of State statutes. They indicate that school psychologists are frequently considered for employment purposes under a broad classification of other professional employees, or the category of supervisors or directors as those terms may be construed in a State.

## Chapter IV

### SCHOOL HEALTH SERVICE POSITIONS

**A** FIRST REQUIREMENT in school management is to assure to the maximum extent possible the safety and well-being of the pupils. State laws and regulations have been enacted to aid school administrators, teachers, and others, in developing programs that will meet this requirement. Associated with the deep concern for the health and safety of the pupils is the realization that pupil well-being and progress in school are closely related.

The varied aspects of school health concern all members of the staff of the school system, including noninstructional as well as instructional personnel. The detailed assessments of the health of pupils, if required, are activities reserved for approved medical and dental personnel. Three specialists in school health—school nurse, dental hygienist, and school physician or medical inspector—have been selected and the statutory provisions authorizing the establishment of these positions by local boards of education analyzed. The duties of school health personnel are not set forth.

#### SCHOOL NURSE

One of the basic aspects in school health guidance is a system of regular pupil inspection and examination. Assisting in the development of this program and providing skilled followup services is a responsibility of qualified health personnel. Included in this category are school nurses. In the general statutes of slightly less than two-thirds of the States, the position of school nurse is directly affirmed as within the employment powers of local boards of education.

#### EXPRESSED PROVISIONS

Of the 31 States with expressed statutory provisions, the statutes in two, Massachusetts and Pennsylvania, directly provide that employment of school nurses is a *duty* of local boards of education. The governing boards of every town, city, or regional school district in Massachusetts are required to employ a school physician and a school nurse, except that in cities having a Board

of Health the Board shall assign and appoint a school physician and school nurse. The law also provides that any town with a valuation of less than \$1,000,000 may be exempted by the State Department of Education from the appointment of school nurse but not school physician. In Pennsylvania, school boards are required to employ alone or jointly a school nurse. None of the other 29 States<sup>1</sup> with expressed provisions directly provides therein that the employment of a school nurse is a duty of the boards of one or more classes of local school districts.

In nearly all of the 31 States the specific provisions authorizing the employment of school nurses are applicable to all or nearly all districts in the State. Two exceptions may be noted. In Texas, the position is included in the list of approved personnel identified in the Foundation School Program for the school districts that qualify; however, districts that do not qualify under the Foundation School Program have implied authority to employ nurses in accord with general provisions that signify this employment power. The general statutes of Washington are silent on the specific employment of school nurse by the governing boards of the largest districts, but are specific concerning such employment by boards of other districts.

In most States the employment authority of governing boards of a given class of local school districts is stated without major statutory restrictions, but table 12 shows three States with position establishment provisions that contain expressed limitations on the specific grant of employment authority.

<sup>1</sup> Arizona, Arkansas, California, Connecticut, Florida, Idaho, Illinois, Indiana, Iowa, Kentucky, Maine, Maryland, Minnesota, Missouri, Montana, Nebraska, Nevada, New Jersey, New York, Ohio, Oklahoma, Oregon, Rhode Island, Texas, Vermont, Virginia, Washington, West Virginia, Wisconsin.

Table 12.—Summary of Expressed Statutory Limitations on Power of Local Boards of Education to Establish Positions of School Physician and School Nurse

STATE	SUMMARY OF LIMITATIONS
Florida	Positions of school physician and school nurse may be originated by a county board of education providing adequate medical service is not established by county health authorities or by State Board of Health.
Massachusetts	Positions of school physician and school nurse shall be established by the governing boards of every town, city, or regional school district, excepting that in cities with a Board of Health that Board shall assign and appoint a school physician and a school nurse. In any town with a valuation of less than \$1,000,000, the State Department of Education may exempt such town from appointment of school nurse but not school physician.

#### 44 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

Nevada..... Positions of school physician and school nurse may be established providing State, county, or district public health services are not available or cannot be conveniently obtained.

Other variations from a type of statutory provision that expressly states the board of education of every school district or class of school district may employ a school nurse are noted in the following: in Idaho, the school nurse is listed among the positions included in the definition of certificated teachers; in Maine, the position is specifically included within the definition of teaching position; in Nebraska, the term teacher means any certificated employee, with the school nurse directly designated in the definition.

##### IMPLIED PROVISIONS

States wherein local school district employment of school nurses is implied from general provisions may also have laws that show limitations similar to those indicated in table 12. For example, in New Mexico the general statutes are silent on the establishment of the position of school nurse by local boards of education. The statutes provide that the jurisdiction and powers of the district health officer shall extend to all school health personnel. According to the establishment provision, they shall work under his direct supervision and control and shall make such reports to the district health officer as he may direct, insofar as it affects public health. North Carolina statutes provide that the county health officer is to examine every school child that has previously been examined by the teacher according to methods furnished by the county superintendent of schools and reported to the county superintendent of schools as defective in eyes, ears, nose, or throat.

These provisions and those summarized in table 12 indicate that the legal authority of local boards of education to employ a school nurse varies significantly among the States with marked limitations noted for a few States.

Other variations from a type of statutory provision that expressly declares the board of education of every school district or class of school district may employ a school nurse were found in a number of States. For example, in Alabama the position is implied from a provision that boards of education may employ such professional assistants as they deem necessary; in Georgia, under the term, other school employees; in Louisiana, in accord with the meaning of the term other appointees; in Michigan,



within the meaning of the phrase, such assistants and employees as may be necessary.

With a few exceptions, the illustrations indicate that school nurse has received pronounced statutory support as a position that local boards of education are empowered to establish. In practically all States with expressed provisions the statutes set forth the position of school nurse as permissive rather than required.

### DENTAL HYGIENIST

In providing health services to pupils some school districts may organize a program requiring a full-time or part-time physician, nurse, optometrist or oculist, dentist, and dental hygienist. Working under the supervision of qualified and approved personnel, dental hygienists may perform general or special dental examinations and additional services including limited health instruction.

#### EXPRESSED AND IMPLIED PROVISIONS

The general statutes of 5 States, California, Connecticut, Iowa, New York, and Pennsylvania, contain provisions explicitly authorizing the establishment of the position of dental hygienist by local school district governing boards. In California the statutes provide that the governing board of any school district may appoint such school nurses and dental hygienists as necessary. Essentially the same provision is set forth in the general statutes of Pennsylvania. In that State any school district board alone or jointly with other boards of education may employ a dental hygienist. The general statutes of New York provide that local school boards are authorized to establish positions of dental hygienist and authority for joint district employment is also provided. In Connecticut the statutory provision explicitly authorizes any board of education to employ a dental hygienist. Mention is made of schools as possible employers of licensed dental hygienists in the statutory provisions of a few States, including North Dakota, South Dakota, Wisconsin, and Wyoming.

Of the 5 States with expressed provisions concerning the appointment of dental hygienist, Iowa was the only State that specified the number of pupils, teachers, or population a district shall have as a prerequisite to employment of dental hygienist. The minimum standard for Iowa is a school district population of 1,000.

Generally, the provisions for the employment of dental hygienists declare or indicate that the dental hygienist is to work

under the supervision of licensed dentists. The position of dental hygienist is implied as an employment power of local boards of school dentists as in Kansas, Illinois, Indiana, Ohio, and Oklahoma.

An analysis of position establishment provisions among 48 States revealed that no State had declared by statutory provisions the position of dental hygienist to be an employment duty of local boards of education.

### SCHOOL PHYSICIAN

Continuing observation by the teacher of the health of a child is a vital professional task. For maximum effectiveness this initial screening should be so organized as to support the medical examination of pupils. A medical appraisal of school children may be viewed as involving periodic examination of regularly enrolled pupils and supplemental examinations as required. State statutory provisions authorizing local boards of education to establish the position of school physician or school medical inspector are dealt with in this section.

#### EXPRESSED PROVISIONS

The creation of a position with the title of school physician or school medical inspector is an expressed power of local boards of education of one or more classes of school districts in 28 States.<sup>3</sup>

As shown earlier in table 12, three of these States have in their position establishment provisions placed certain limitations on the authority of boards to employ school physicians and school nurses. In addition, limitations on the power of local boards of education to employ school physicians were also found for Connecticut, Maine, and Pennsylvania.<sup>4</sup>

#### DUTY TO EMPLOY PROVISIONS

Although there are 28 States that have made direct grants of authority to local boards of education for the employment of school physician or school medical advisor, 6 States have made such employment a board duty as well as a power.

Information for the 6 States reporting duty to employ provisions is summarized in table 13.

<sup>3</sup> Arizona, Arkansas, California, Connecticut, Florida, Illinois, Indiana, Louisiana, Maine, Maryland, Massachusetts, Missouri, Montana, Nebraska, Nevada, New Hampshire, New Jersey, New York, Ohio, Oklahoma, Pennsylvania, Rhode Island, Texas, Utah, Vermont, Virginia, Washington, Wisconsin.

<sup>4</sup> Limitations found in statutory provisions other than those establishing the position are disregarded in this bulletin.

Table 13.—Summary of Statutory Provisions Directing Local Boards of Education To Employ School Physician

STATE	SUMMARY OF PROVISIONS
Connecticut	One or more school medical advisors shall be appointed by the board of education of any town having a population of 10,000 or more, any may be appointed by the board of education of any town with a population of fewer than 10,000. In towns in which the Board of Health is maintaining such service substantially as required in connection with the school program of health supervision and other duties performed by school medical advisors, the Board of Health shall appoint and assign such advisers.
Maine	The governing board or school committee of any administrative unit shall appoint one or more school physicians and shall assign one to the medical inspection of not over 1,000 public school pupils of the administrative units, providing that in the case of cities or towns the said committees have been so authorized by a vote of the town at a regular or special town meeting.
New Hampshire	In the event the school district adopts the provisions of optional health plan, then the school board of the city or town in which such school district is located shall appoint one or more school physicians and shall assign one to each public and each private school within such district.
New Jersey	Every board of education shall employ a licensed physician to be known as the medical inspector. The board of education may appoint more than one medical inspector.
New York	Position of medical inspector shall be established by the governing boards of city, union free, central, and common school districts as provided for in the statute. Provision is also made for joint school district employment of school medical inspector.
Pennsylvania	The governing boards of school districts either alone or jointly shall employ a school physician but only with the approval of the State Secretary of Health. Health officers of municipalities may be appointed as school physician by the governing boards of school districts.

#### IMPLIED PROVISIONS

The statutes that imply the authority of local boards of education to employ school physicians generally related to the classification of other employees as distinguished from instructional. For example, the general statutes of Michigan are silent on a grant of employment authority to local school boards that would expressly designate therein the position of school physician. However, the position is implied as within their employment authority, in part, by a provision that local boards of education may employ

## 48 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

such assistants and other employees as may be necessary. In Kentucky, the statutes are also silent on the establishment of this position, but authorization is implied as within the employment powers of the local board in accord with the meaning of the term, other public school employees, as used in the general statutes with particular reference to the provision requirements concerning appointment, promotion, and transfer of personnel.

Other States with general statutes that are silent on an expressed grant of authority to local boards of education to employ school physicians are: Alabama, Colorado, Delaware, Georgia, Idaho, Iowa, Kansas, Minnesota, Mississippi, New Mexico, North Carolina, North Dakota, Oregon, South Carolina, South Dakota, Tennessee, West Virginia, and Wyoming. In general, the position is authorized for local school districts in these States by implied provisions.

# Chapter V

## STATE FINANCIAL AID

**T**HE ADMINISTRATIVE and specialized service staffing of local school systems is affected by the provisions of State law. The establishment by statute of selected administrative and specialized service positions has been discussed in previous chapters. A further indication of the influence of State statutes is to be found in laws authorizing and allotting State funds for local school districts.

This chapter deals with State general statutes that identify administrative and specialized service positions for local school districts and provide therein State financial support. Search was initiated in State finance laws for positions that fall into the four major areas of staffing previously mentioned—general administration, instructional supervision, pupil personnel, and school health.

### DESIGNATED POSITIONS

At least 30 States have dealt with the problem of State financing of administrative and specialized school services. In so doing, a number of States have directly designated in the statutes certain *local* school district positions and provided, by various means, State funds for these positions. Twenty-four States found to have such statutory provisions<sup>1</sup> are listed in table 14.

It is apparent that marked differences existed among several of the 24 States<sup>2</sup> in terms of the number and kind of *positions designated*. Table 14 shows that Texas<sup>3</sup> had 7 positions while each of 5 States, Arkansas, Connecticut, Maine, New York, and West Virginia, had but one. Legislative designation appeared more pronounced in the areas of administration and instructional supervision than in pupil personnel or school health. While this

<sup>1</sup> State financial aid for administrative or specialized service positions also may be allocated without designating the positions or the position area in the *State finance acts*, as in Louisiana.

<sup>2</sup> Arkansas, Connecticut, Delaware, Florida, Georgia, Indiana, Kentucky, Maine, Maryland, Massachusetts, Mississippi, New York, North Carolina, Ohio, Oklahoma, Pennsylvania, Rhode Island, South Carolina, Tennessee, Texas, Utah, Virginia, West Virginia, Wyoming.

<sup>3</sup> School nurses, physicians, visiting teachers, and librarians are included in a general category of *special service teachers*.



50 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

Table 14.—Local Administrative and Specialized Service Positions Directly Designated and Supported in State Aid Acts, 1957-58

State 1	Designated positions in selected staffing areas			
	General administration 2	Instructional supervision <sup>1</sup> 3	Pupil personnel 4	School health services 5
Arkansas.....	County supervisor. <sup>2</sup>			
Connecticut.....		Director of adult education.		
Delaware.....	Superintendent administrative assistant Principal.			Nurse.
Florida.....	Principal.....	Supervisor of instruction.		
Georgia.....	Superintendent Principal.	Instructional supervisor.	Visiting teacher.	
Indiana.....	Superintendent Principal.	Supervisors <sup>2</sup>		
Kentucky.....	Superintendent Principal.	Supervisor of Instruction.	Director of pupil personnel.	
Maine.....	Superintendent.			
Maryland.....	Superintendent. Principal.	Supervising teacher.	Supervisor of pupil personnel. Visiting teacher.	
Massachusetts.....	Superintendent.		Adjustment counselor.	
Mississippi.....	Superintendent. Principal.	Supervisor <sup>2</sup>		
New York.....			Psychologist.....	
North Carolina.....	Superintendent. Principal.	Supervisor <sup>2</sup> .....	Attendance officer.	
Ohio.....	Administrators <sup>2</sup>	Supervisors <sup>2</sup>		
Oklahoma.....	Superintendent. Principal.			Nurse.
Pennsylvania.....				Physician. Dentist.
Rhode Island.....	Superintendent.			Nurse. Physician.
South Carolina.....	Superintendent.	Lunch supervisor.	Visiting teacher.	Nurse.
Tennessee.....	Superintendent. Principal.	System-wide positions <sup>2</sup>		

<sup>1</sup> Excluding position of librarian.  
<sup>2</sup> Superintendent of schools.

Table 14.—Local Administrative and Specialized Service Positions Directly Designated and Supported in State Aid Acts, 1957-1958—Continued

State 1	Designated positions in selected staffing areas			
	General administration 2	Instructional supervision <sup>1</sup> 3	Pupil personnel 4	School health services 5
Texas.....	Superintendent. Principal.	Supervisor <sup>2</sup> .....	Counselor..... Visiting teacher.	Physician. Nurse.
Utah.....	Superintendent.	Nonteaching certificated personnel <sup>2</sup> .	.....	.....
Virginia.....	Superintendent. Principal.	.....	Visiting teacher.	Physician. Nurse. Physical director.
West Virginia..	Superintendent.	.....	.....	.....
Wyoming.....	Superintendent. Principal.	Supervisory personnel <sup>2</sup> .	.....	.....

<sup>1</sup> General category.

was generally true there were exceptions.<sup>4</sup> For example, Pennsylvania designated and provided State financial allowances in the area of school health services and had no positions in general administration and instructional supervision. New York provided specific State aid for position of psychologist and had no designated positions in general administration, instructional supervision, or school health.

**METHODS OF POSITION DESIGNATION**

At least two general methods are used in the State finance acts to designate local school district positions. One approach is to delineate by a staffing area. An example is administrative and special instructional services, as that term is used in the Florida finance program. Statutory designation of positions may be made directly, however, as in Delaware, Maine, and Maryland. A State may also provide State aid for one or two positions directly named in the State aid act and deal with other positions by the establishment of a general staffing area. For example, the general statutes of Tennessee provide salary aid to the county superintendent of schools<sup>5</sup> as an inclusion in the minimum foundation

<sup>4</sup> New York, Pennsylvania, Rhode Island, and Virginia.

<sup>5</sup> Executive head of local school system.

program of an equalizing county school district according to a salary schedule which shall be established by the State Board of Education. The Tennessee statutes also specify that *system-wide positions* allowed and used, other than the position and salary of the superintendent of schools shall be allowed in the minimum foundation school program of an equalizing county, city, or special school district as determined by the State Board of Education in accord with statutory enactments.

The majority of the States designating positions in State aid acts do so by statutory provisions that specify a particular position, for example, superintendent of schools rather than identifying the position by means of a more general term such as administration or systemwide.

Although this bulletin does not deal with the rules and regulations of State departments of education, statutory provisions that delineated a staffing area with the State Board of Education directly empowered therein to designate the positions were noted for 2 States, Washington and Minnesota. Washington statutes provide for a financial attendance credit allowance for each guidance, health, and other special service unit as approved and authorized by the State Board of Education. The Minnesota statute is more limited in staffing scope in that provision is made for State Board of Education to determine positions in approved educational programs for handicapped and/or trainable children.

#### METHODS OF STATE FINANCING

The significance of the State laws that designate positions obviously varies with legislative intent, the scope of the provisions, the number of positions in qualifying school districts, requirements, and the amount of aid.

#### PRESCRIBED SUPPORT

Table 15 shows that 13 of the 24 States that specify administrative and specialized service positions in the State aid program prescribe an amount or percent of support for at least some of the positions.

A number of approaches are used in the statutes prescribing the amount or percent of aid. In Connecticut, Maine, Massachusetts, Pennsylvania, and Rhode Island, the amount is primarily a reimbursement for local school district salary expenditures. The salary share paid by the State may be stated as a portion of an allowed maximum with school district requirements affecting the allotment. For example, each town in Rhode Island, employing a qualified superintendent of schools is to be allocated

50 percent of the salary of the superintendent not exceeding \$1,000, providing the town pays at least \$1,500 of the superintendent's salary. The statutory amount may be an allotment or allocation without a percentage restriction; for example, salary aid for the position of adjustment counselor in Massachusetts or county superintendent of schools in Georgia. The statutes of a State may provide that the State's share be a portion of an amount computed from prescribed schedule or schedules of minimum salaries, as in Maryland. Another method is to specify an amount which is to be an addition or supplement to sums derived from the computation of teacher or classroom units, as in Mississippi.

Table 18.—Summary of Statutory Provisions Prescribing Amount or Percent of State Salary Support for Designated Administrative and Specialized Service Positions in Local School Districts, 1957-58

STATE	POSITION	SUMMARY
Connecticut	Director of adult education	An amount equal to $\frac{1}{2}$ the salary paid but not in excess of \$2,500.
Maine	Superintendent	(1) An amount for superintendent of union of towns not to exceed \$1,350 and not less than \$1,150, plus possible payment of \$350 for equalization of expenses. (2) For superintendent of city or town with more than 75 teachers an amount not to exceed \$1,350.
Maryland	County superintendent of schools. Supervisor of pupil personnel. Supervising teacher. Visiting teacher.	In accord with State prescribed schedule(s) of minimum salaries, $\frac{1}{2}$ of the salaries of the county superintendent of schools, one supervisor of pupil personnel in each county, supervising teachers, and visiting teachers are to be paid from State funds.
Massachusetts	Superintendent	An amount equal to $\frac{1}{2}$ of the salary paid not in excess of \$5,000 paid, plus for superintendents of unions and regional school districts an amount not in excess of \$600 for reimbursed travel expenses.

54 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

Table 15.—Summary of Statutory Provisions Prescribing Amount or Percent of State Salary Support for Designated Administrative and Specialized Service Positions in Local School Districts, 1957-58—Continued

STATE	POSITION	SUMMARY
Mississippi	Adjustment counselor	An amount not to exceed \$4,500 first counselor and \$2,500 each additional.
	Superintendent. Principal.	An amount of \$150 per teacher unit as computed and allocated.
Oklahoma	Superintendent countywide districts and supervisors.	An amount of \$15,000 and not more than \$20,000 as computed and allocated from which amount salaries may be paid.
	Superintendent Principal.	A supplement calculated as an administrative increment based upon term of the contract and an amount of \$3 per teacher not to exceed 20 teachers.
Pennsylvania	School physician School dentist.	An amount not to exceed 1/2 cost of annual salary with maximum district allocation as prescribed.
Rhode Island	Superintendent	An amount equal to 50 percent of salary cost not to exceed \$1,000, providing town pays at least \$1,500 of the salary.
	School physician School nurse.	An amount (of total cost of annual salary,) not to exceed \$250 to any one town or city.
South Carolina	County superintendent of schools.	An amount of \$4,125 to support salary of each elected or appointed county superintendent of schools.
	Visiting teacher	An amount of \$2,875 to support salary of visiting teacher.
Tennessee	Superintendent of an equalizing city or special school district.	An amount as computed not to exceed \$1,835 (1958-59), if not otherwise provided.
	Superintendent in non-equalizing school system.	An amount of \$500 (1958-59), if not otherwise provided.
	System-wide positions in non-equalizing systems.	An amount of \$800 (1958-59) per year and per position allowed and used.



Table 15.—Summary of Statutory Provisions Prescribing Amount or Percent of State Salary Support for Designated Administrative and Specialized Service Positions in Local School Districts, 1957-58—Continued

STATE	POSITION	SUMMARY
Virginia	Superintendent	An amount to support salary of the superintendent of a school division by 60 percent of the minimum amount of his salary.
	School physician. School nurse.	An amount may be allocated not to exceed $\frac{1}{2}$ of the annual salary of each nurse and school physician.
West Virginia	Superintendent	An amount for salary support of 20 cents per pupil in average daily attendance not to exceed \$2,000.

**ALLOWANCES**

Financial support for positions designated in the State Aid Act may take the form of an allowance rather than a sum affirmed or allotted by statutory provision. For example, the general statutes of Texas provide that in order to carry out provisions of the foundation program, qualifying school districts are authorized professional *units* in addition to the regular classroom units. The units include superintendent, full-time principal, supervisors and/or counselors, and special service teachers. In Ohio, the total approved salary *allowance* for a school district is the regular salary allowance plus additional salary allowances for extended services and the additional salary allowances for full-time administrators or supervisors.

Statutory provisions providing State financial support for administrative positions were also noted for Utah and Wyoming. The Utah general statutes provide for the calculation of non-teaching professional units to be used as one factor in determining the cost of the basic State-supported program. In addition to other allowances a county or city district in Utah is allowed one unit for the district superintendent of schools. The determination of the amount of State foundation program aid for qualifying school districts in Wyoming is based upon classroom unit allotments with the total of elementary, secondary, and vocational education units divided by 8, and the quotient is the number of

such units allowed for superintendents, principals, assistants, auxiliary teachers, and supervisory personnel.

Essentially the same type of financial support provision is used by Kentucky. In Kentucky the allowed classroom units as computed for *qualifying* school districts include units for superintendent and principal and additional units or portion thereof for supervisor of instruction and for director of pupil personnel.

These provisions for Texas, Ohio, Utah, Wyoming, and Kentucky illustrate a method for supporting administrative and supervisory services through types of allowances stated in terms of classroom units or other measures of educational need.

The statutory provisions of State school aid programs set forth numerous administrative and specialized service positions and a variety of support methods. The dominant position in terms of frequency of citation and amount of State aid is superintendent of schools. On the other hand, there are a few States where positions are fairly well distributed among at least three staffing areas, general administration, instructional supervision, pupil personnel or school health. It is apparent that the number of States with statutes setting forth State financial support for administrative and specialized service positions would be more than 24, if detailed consideration had been given in the bulletin to administrative staffing of States with supervisory unions, and States with other intermediate type of school district position, such as county superintendent of schools.

Viewed in the aggregate the statutory provisions for effectuating specific financial support for the positions are varied and complex. Sharp statutory distinction was noted when consideration was given to the methods used for determining position allotments among the States. The allotments by fixed amount or portion for salary reimbursement purposes with affirmed maximums and occasional minimums was especially noticeable for States in New England. It is also apparent that several States are providing financial support for administrative and supervisory positions through the computations of unit allowances declared as a supplement or otherwise added to basic foundation school program funds of local school districts.

## APPENDIX

**T**HE SOURCE MATERIAL presented herein is a State by State summary of statutory provisions and a few constitutional provisions as of July 1, 1958. As a summary the material constitutes a selection from rather than a *copy* of pertinent provisions. Each State summary is organized so as to relate to the State's general classification of local school districts.

The constitutional or statutory provisions are referred to by their appropriate section or article number except when recency of enactment compelled citation of a particular law. Provisions are from State official sources identified as follows :

Alabama	Code of Alabama, 1940
Arizona	Arizona Revised Statutes Annotated, 1956
Arkansas	Arkansas Statutes 1947, Annotated
California	Deering's California Codes, and Education Code Annotated
Colorado	Colorado Revised Statutes, 1953, Annotated
Connecticut	General Statutes of Connecticut, Revision of 1958
Delaware	Delaware Code Annotated, 1953
Florida	Florida Statutes Annotated, 1941
Georgia	Georgia Code Annotated
Idaho	Idaho Code, 1947
Illinois	The School Code of Illinois
Indiana	Burns Indiana Statutes Annotated
Iowa	Iowa Code Annotated
Kansas	General Statutes of Kansas Annotated, 1949
Kentucky	Kentucky Revised Statutes, 1955
Louisiana	West's Louisiana Statutes Annotated, Revised Statutes, 1950
Maine	Revised Statutes of Maine, 1954
Maryland	Annotated Code of Maryland, 1957
Massachusetts	Annotated Laws of Massachusetts
Michigan	Michigan Statutes Annotated
Minnesota	Minnesota Statutes Annotated
Mississippi	Mississippi Code, 1942, Annotated
Missouri	Vernon's Annotated Missouri Statutes
Montana	Revised Codes of Montana, 1947, Annotated
Nebraska	Revised Statutes of Nebraska, 1943
Nevada	Nevada Compiled Laws, 1929, with Supplements; 1956 School Code
New Hampshire	New Hampshire Revised Statutes, Annotated, 1955
New Jersey	New Jersey Statutes, Annotated
New Mexico	New Mexico Statutes, 1953, Annotated

## 58 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

New York	McKinney's Consolidated Laws of New York, Annotated
North Carolina	General Statutes of North Carolina
North Dakota	North Dakota Revised Code of 1943
Ohio	Page's Ohio Revised Code, Annotated
Oklahoma	Oklahoma Statutes Annotated
Oregon	Oregon Revised Statutes
Pennsylvania	Purdon's Pennsylvania Statutes Annotated
Rhode Island	General Laws of Rhode Island, 1956
South Carolina	Code of Laws of South Carolina, 1952
South Dakota	South Dakota Code of 1939; with Supplements
Tennessee	Tennessee Code Annotated, Official Edition, 1956
Texas	Vernon's Texas Civil Statutes
Utah	Utah Code, Annotated, 1953
Vermont	Vermont Statutes, Revision of 1947
Virginia	Code of Virginia, 1950
Washington	Revised Code of Washington, 1952
West Virginia	West Virginia Code of 1955, Annotated
Wisconsin	Wisconsin Statutes, 1955
Wyoming	Wyoming Compiled Statutes, 1945, Annotated

## ALABAMA

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<b>1. General Administration</b>	
(a) Superintendent of Schools	The position of superintendent of schools shall be established by the governing board of each city school system and each county school system. (Sections 155 and 69)
(b) Assistant Superintendent	The statutes are silent on the establishment of the position of assistant superintendent by city or county boards of education, except that city and county boards of education shall upon the recommendation of the superintendent of schools employ such professional assistants as the boards of education deem necessary. This provision empowers any city or county board of education to establish the position of assistant superintendent. (Sections 164 and 86)
(c) Business Manager	The statutes are silent on the establishment of the position of business manager by city or county boards of education. Each board of education shall designate a custodian of school funds who may be authorized to serve as business manager. (Sections 70 and 156)
(d) Principal	(1) The statutes are silent on the establishment of the position of principal by city boards of education, except that city boards of education shall, upon the recommendation of the superintendent of schools, appoint such professional assistants as the board considers necessary. This provision empowers any city board of education to establish position of principal. (Section 164)  (2) Position of principal may be established by county board of education. (Section 86)
<b>2. Director or Supervisor of Instruction, and Librarian</b>	
(a) Director (eg.) curriculum	(1) The statutes are silent on the es-



## 60 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

- (b) Coordinator (eg.)  
audio-visual
- (c) Supervisor (eg.)  
elementary and secondary
- (d) Subject area supervisor
- (e) Librarian

establishment of these positions by city boards of education, except that city boards of education shall, upon the recommendation of the superintendent of schools, appoint such professional assistants as the board deems necessary. The provision empowers any city school district to establish any or all of these positions. (*Section 164*)

(2) The position of elementary supervisor may be established by the county board of education. (*Section 180*) The statutes are silent on all other positions of director or supervisor, except that county boards of education shall, upon the recommendation of the county superintendent of schools, appoint such professional assistants as the board deems necessary. This provision empowers county boards of education to establish any or all of these positions. (*Section 86*)

### 3. Pupil Personnel Positions

- (a) Director of Guidance  
or Pupil Personnel
- (b) Visiting teacher

The statutes are silent on the establishment of these positions by city or county boards of education, except that county or city boards of education shall, upon the recommendation of the superintendent of schools, appoint such professional assistants as the board considers necessary. This provision empowers county and city boards of education to establish positions of director of guidance and visiting teacher. (*Sections 164 and 86*)

- (c) Attendance officer

(1) Position of attendance officer shall be established by city boards of education. (*Section 314*)

(2) Position of attendance officer shall be established by county boards of education. (*Section 314*)

- (d) Psychologist

The statutes are silent on the establishment of this position by county and city boards of education, except that this position may be established under the provisions of *Sections 164 and 86*.

### 4. School Health Service Positions

- (a) School nurse

The statutes are silent on the establishment of the position of school nurse by

county and city boards of education except that county and city boards of education shall, upon the recommendation of the superintendent of schools, employ such professional assistants as the boards of education deem necessary. This provision empowers city or county boards of education to establish the position of school nurse. (*Sections 164 and 86*)

- (b) Supervisor of Health..... The position of supervisor of health may be established by county boards of education. (*Section 180*) The statutes are silent on the authority of city boards of education to establish the position of supervisor of health except that city boards of education shall, upon the recommendation of the superintendent of schools employ such professional assistants as the boards of education deem necessary. This provision empowers city boards of education to establish position of supervisor of health. (*Sections 164 and 52-559*)
- (c) Dental Hygienist..... The statutes are silent on the establishment of the position of dental hygienist by county and city boards of education.
- (d) Physician..... The statutes are silent on the establishment of the position of school physician by county and city boards of education.

7  
ARIZONA

ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. General Administration	
(a) Superintendent of Schools.....	<p>(1) Position of superintendent of schools may be established by the governing board of any common or high school district providing the school district has an average daily attendance of 300 or more. (Section 15-444) (Section 15-544)</p> <p>(2) Position of superintendent of schools may be established jointly by the governing boards of two or more common school districts, high school districts, or common and high school districts providing the combined average daily attendance of the districts employing the superintendent is 300 or more. (Section 15-444)</p>
(b) Assistant Superintendent.....	<p>The statutes are silent on the establishment of the position of assistant superintendent by the governing boards of common or high school districts, except that assistant superintendent is included within the meaning of the term "other employees," as used in Section 15-443.</p>
(c) Business manager.....	<p>The statutes are silent on the establishment of the position of business manager except for implied provisions. The statutes are also silent concerning the establishment of a position equivalent to business manager, except that: School board clerks of common or high school districts are authorized to perform certain school business functions. (Section 15-453) The clerk shall be a member of the board of education. (Section 15-452)</p>
(d) Principal.....	<p>(1) The position of principal may be established by the governing board of any common or high school district that employs a superintendent providing the school district has an average daily at-</p>

tendance of 300 or more. (*Section 15-444*)

(2) Position of principal may be established jointly by the governing board of two or more common school districts, high school districts, or common and high school districts that employ a superintendent providing the school district has an average daily attendance of 300 or more. (*Section 15-444*)

(3) Position of principal may be established by the governing board of any common or high school district not employing a superintendent, providing the district has five or more teachers. (*Section 15-444*)

2. Director or Supervisor of Instruction, and Librarian

- (a) Director (eg.) curriculum
- (b) Coordinator (eg.) audio-visual
- (c) Supervisor (eg.) elementary and secondary
- (d) Subject area supervisor
- (e) Librarian

The statutes are silent on the establishment of these positions by the governing board of any common or high school district except that these positions are included within the meaning of the term "other employees" as used in Section 15-443.

The position of librarian may be established by the governing board of any common or high school district. (*Section 15-450*)

3. Pupil Personnel Positions

- (a) Director of Guidance or Pupil Personnel
- (b) Visiting teacher

The statutes are silent on the establishment of these positions by the governing boards of common or high school district except that guidance director and visiting teacher are included within the meaning of the term "other employees" as used in Section 15-443.

- (c) Attendance officer

The position of attendance officer may be established by the governing board of a common or high school district. (*Section 15-324*)

- (d) Psychologist

The statutes are silent on the establishment of this position by the governing board of any common or high school district, except that a psychologist is included within the meaning of the term "other employees" as used in Section 15-443.

64 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

4. School Health Service Positions

- (a) School nurse ..... Position of school nurse may be established by the governing board of any elementary or high school district. (*Section 15-448*)
  
- (b) Dental hygienist ..... Statutes are silent on the establishment of this position by the governing board of any elementary or high school district except that this position is implied by the provisions of Section 15-443.
  
- (c) Physician ..... Position of school physician may be established by the governing board of any elementary or high school district. (*Section 15-448*)



## ARKANSAS

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. General Administration	
(a) Superintendent of Schools	<p>(1) Position of superintendent of schools shall be established by the governing board of countywide school districts. (Section 80-584)</p> <p>(2) Position of superintendent of schools may be established by the governing board of an independent school district providing the city has a population of 2,500 or more. (Section 40-169)</p> <p>(3) The statutes are silent on the establishment of the position of superintendent in all other school districts, except that any school district governing board may employ a superintendent under the provisions of Section 80-509.</p>
(b) Assistant Superintendent	<p>The statutes are silent on the establishment of the position of assistant superintendent of schools by the governing board of a countywide or independent school district, except that:</p> <p>Governing boards may employ such teachers and other employees as may be necessary for the proper conduct of the public schools of the district. This provision empowers any countywide, or any independent school district in a city with a population of 2,500 or more to establish this position. (Section 80-509)</p>
(c) Business Manager	<p>The statutes are silent on the establishment of this position by the governing board of a countywide or independent district, except that:</p> <p>(1) The position of treasurer may be established by any district with more than 5,500 pupils and an annual budget of more than \$250,000. The treasurer is authorized to perform certain business management duties. (Section 80-528)</p>

(2) The position of business manager may be established by the governing board of any district under the provision empowering local school directors to employ such teachers and other employees as may be necessary for the proper conduct of the public schools of the district. (Section 80-509)

(d) Principal

The statutes are silent on the establishment of this position by the governing board of a countywide or independent school district, except that: The position of principal may be established by the governing board of any district under the provision empowering local school directors to employ such teachers and other employees as may be necessary for the proper conduct of the public schools of the district. (Section 80-509)

2. Director or Supervisor of Instruction, and Librarian

- (a) Director (eg.) curriculum
- (b) Coordinator (eg.) audio-visual
- (c) Supervisor (eg.) elementary and secondary
- (d) Subject area supervisor
- (e) Librarian

The statutes are silent on the establishment of these positions by the governing board of a countywide or independent school district, except that: Any or all of these positions may be established by the governing board of any school district under the provision empowering local school directors to employ such teachers and other employees as may be necessary for the conduct of the public schools of the district. (Section 80-509)

3. Pupil Personnel Positions

- (a) Director of Guidance or Pupil Personnel
- (b) Visiting teacher

The statutes are silent on the establishment of these positions by the governing board of a countywide or independent school district, except that: The positions of guidance director and visiting teacher may be established by the governing board of any district under the provisions empowering local school directors to employ such teachers and other employees as may be necessary for the proper conduct of the public schools of the district. (Section 80-509)

(c) Attendance officer

The position of attendance officer may be established by the governing board

(d) Psychologist ..... of any countywide or independent school district. (*Section 80-1511*)  
 The statutes are silent on the establishment of this position by the governing board of a countywide school district or an independent school district, except for implied provisions.

4. School Health Service Positions

(a) School nurse ..... The positions of school nurse and school physician may be established by the governing board of any countywide or independent school district. (*Section 198-16a*)

(b) School physician .....  
 (c) Dental hygienist ..... The statutes are silent on the establishment of this position by the governing board of any countywide or independent school districts, except for implied provisions.

STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. County School Supervisor (Superintendent of Schools)	State aid is allocated to each county for use in paying the State's share of the salary of the county supervisor. ( <i>Act 245 of 1957</i> )

# CALIFORNIA

## ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. General Administration	
(a) Superintendent of Schools	The position of superintendent of schools may be established for one or more schools by the governing board of any elementary, high school, or unified school district if the school district employs eight or more teachers. (Section 1301) Superintendent shall be elected in a unified district for term of 4 years. (Section 4951)
(b) Assistant Superintendent	The position of assistant superintendent of schools may be established by the governing board of any elementary, high school, or unified school district, providing the school district has a superintendent of schools and has an average daily attendance of 1,500 or more. (Section 1301.1)
(c) Business Manager	The statutes are silent on the establishment of the position of business manager, except that: <ol style="list-style-type: none"><li data-bbox="859 1178 1349 1335">(1) School board clerks of elementary, high school, or unified school districts are authorized to perform certain school business functions. (Section 18041)</li><li data-bbox="859 1352 1349 1640">(2) Additionally, Section 1306(b), provides authority to governing boards for the employment of an employee other than the superintendent, deputy, or assistant superintendent, to prepare and submit a budget. Some districts use this section as authority to employ a business manager, and utilize Section 18041 for some other position.</li><li data-bbox="859 1656 1349 1814">(3) A non-certified position of secretary-bookkeeper may be established by the governing board of any elementary, high school, or unified school district. (Section 1304)</li></ol>
(d) School Principal	(1) The position of school principal shall be established for each school un-

der the control of the governing board of an elementary, high school, or unified school district. (Sections 2741 and 13032).

(2) The position of supervising principal may be established for the elementary schools and the high schools by the governing boards of the high school and the elementary school districts, providing they jointly employ the supervising principal. (Sections 13272 and 13033)

2. Director or Supervisor of Instruction and Librarian

- (a) Director (eg.) curriculum
- (b) Coordinator (eg.) audio-visual
- (c) Supervisor (eg.) elementary and secondary
- (d) Subject area supervisor

The statutes are silent on the establishment of these positions by the governing boards of local school districts, except that: The governing board of any elementary, high school, or unified school district may establish such positions under the statutory provisions that authorize employment in positions for which certification qualifications have been issued by the State Department of Education. (Section 12001)

- (e) Special supervisor.....

(1) Positions of supervisors in forestry, outdoor science education, and conservation education may be established in any elementary, high school, or unified school district. (Sections 10056 and 10071a)

(2) The position of supervisor in physical education shall be established in any city, or city and county, or school district by the governing board providing the number of pupils is sufficient. (Section 10127)

- (f) Librarian.....

The position of librarian may be established by the governing board of an elementary, high school, or unified school district maintaining its own library. (Sections 19051 and 19091)

3. Pupil Personnel Positions

- (a) Director of Guidance or Pupil Personnel
- (b) Visiting teacher

The statutes are silent on the establishment of the positions of director of guidance and visiting teacher by local school districts, except that: The governing board of any elementary, high school, or unified school district may



establish such positions for which certification qualifications have been issued by the State Department of Education. (Section 12001)

(c) Attendance officer..... (1) The position of district supervisor of attendance may be appointed by the governing board of any elementary, high school, or unified school district. (Section 16811)

(2) Position of supervisor of attendance shall be established if the governing board is a city board of education. (Section 16771)

(d) Psychologist..... Position of psychologist may be established by the governing board of any elementary, high school, or unified school district. (Section 16441)

4. School Health Service Positions

(a) School nurse..... (1) Positions of supervisor(s) of health may be established by the governing board of any elementary, high school, or unified school district. Physician, psychologist, psychiatrist, teacher, nurse, oculist, dentist, optometrist, otologist, chiropodist, audiometrist, may be appointed as supervisor(s) of health. (Section 16441)

(b) Dental hygienist

(c) Physician

(d) Other specialists

(2) Positions of school nurse and dental hygienist may also be established by the governing board of any elementary, high school, or unified school district. (Section 16441)

## COLORADO

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<p>1. General Administration</p> <ul style="list-style-type: none"><li>(a) Superintendent of Schools</li><li>(b) Assistant Superintendent</li><li>(c) Business Manager</li><li>(d) Principal</li></ul>	<p>The statutes are silent on the establishment of these positions by the governing boards of first, second, third class, or high school districts, except that any of the positions may be established by the governing boards under Section 15, Article 9, of the Constitution of Colorado which gives to the directors of school districts control of instruction in the public schools of their respective districts.</p>
<p>2. Director or Supervisor of Instruction, and Librarian</p> <ul style="list-style-type: none"><li>(a) Director (eg.) curriculum</li><li>(b) Coordinator (eg.) audio-visual</li><li>(c) Supervisor (eg.) elementary and secondary</li><li>(d) Subject area supervisor</li><li>(e) Librarian</li></ul>	<p>The statutes are silent on the establishment of these positions by the governing boards of first, second, third class, or high school districts, except that any of the positions may be established by the governing boards under Section 15, Article 9, of the Constitution of Colorado which gives to the directors of school districts control of instruction in the public schools of their respective districts.</p>
<p>3. Pupil Personnel Positions</p> <ul style="list-style-type: none"><li>(a) Director of Guidance or Pupil Personnel</li><li>(b) Visiting teacher</li></ul>	<p>The statutes are silent on the establishment of these positions by the governing boards of first, second, third class, or high school districts, except that any of the positions may be established by the governing boards under Section 15, Article 9, of the Constitution of Colorado which gives to the directors of school districts control of instruction in the public schools of their respective districts.</p>
<p>(c) Attendance officer</p>	<p>Position of attendance officer shall be established in school districts of the first, second, and third class (Sections 123-20-6). Under the provisions of Section 123-14-15 as amended each high school district is to exercise all</p>

the powers and perform the duties accorded to and required of directors of districts of the first and second class. (Section 133-14-15)

(d) Psychologist..... The statutes are silent on the establishment of this position by the governing boards of first, second, third class, or high school districts, except that any of the positions may be established by the governing boards under Section 15, Article 9, of the Constitution of Colorado which gives to the directors of school districts control of instruction in the public schools of their respective districts.

4. School Health Service Positions

(a) School nurse.....  
(b) Dental hygienist  
(c) School physician..... The statutes are silent on the establishment of these positions by the governing boards of first, second, third class, or high school districts, except that any of the positions may be established by the governing boards under Section 15, Article 9, of the Constitution of Colorado which gives to the directors of school districts control of instruction in the public schools of their respective districts.

## CONNECTICUT

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. General Administration	
(a) Superintendent of Schools	<p>(1) Position of superintendent of schools shall be established by the board of education of each town school district unless the district is served by a supervising agent. (<i>Section 10-157</i>)</p> <p>(2) Position of superintendent of schools may be established by the boards of education of two or more town school districts, providing the town school districts together employ not fewer than 25 nor more than 65 teachers. (<i>Section 10-158</i>)</p> <p>(3) The position of supervisory agent (school superintendent) may be established by the State board of education for any town school district providing:</p> <p>(a) The town school district employed not more than 25 teachers during the year ending June 30, 1941.</p> <p>(b) The town votes or petitions the State board to appoint the necessary supervisory agents and pay their salaries.</p> <p>(c) The town does not exceed 35 teachers subsequent to the employment of the supervisory agent. (<i>Section 10-159</i>)</p> <p>(4) Position of superintendent of schools may be established by boards of education of regional school districts (<i>Section 10-158</i>)</p> <p>(5) The position of supervisory agent (school superintendent) may be established by the State board of education for any regional school district providing, in addition to the requirements of (3) (a), (b), and (c), above:</p> <p>(a) If the regional school district is established for the sole purpose of maintaining a high school the number of teachers in the high school shall not be counted with those employed by the board of education of the town in which</p>

the regional high school is located in determining the eligibility of such towns for State supervisory service under the provisions of Section 10-159 of the General Statutes.

(b) If the regional school district operates an elementary school for pupils living in more than one town, the number of teachers employed in such school shall be prorated to the respective towns in proportion to the average daily membership in such school. (*Section 10-57*)

- (b) Assistant Superintendent..... The statutes are silent on the establishment of the position of assistant superintendent by the governing board of town or regional school district, except that this position may be established under the provision of Section 10-151, which provides that any governing board may establish any position not otherwise named in the statutes for which a regular certificate has been issued by the State.
- (c) Business manager..... The statutes are silent on the establishment of this position by the governing boards of town or regional school districts, except that this position may be established under implied provisions.
- (d) Principal..... The statutes are silent on the establishment of this position by the governing board of a town or regional school district, except that this position may be established under the provisions of Section 10-151.

## 2. Director or Supervisor of Instruction, and Librarian

- (a) Director (eg.) curriculum... The statutes are silent on the establishment of these positions by the governing board of a town or regional school district, except for implied provisions and:
- (b) Coordinator (eg.) audio-visual
- (c) Supervisor (eg.) elementary and secondary
- (d) Subject area supervisor
- (e) Librarian
- (1) The board of education of any town may establish the position of director of adult education. (*Section 1, Public Act 531, 1957*)
- (2) Directors and supervisors of instruction and librarian may be established in any town or regional school



district under the provisions of Section 10-151.

3. Pupil Personnel Positions

- (a) Director of Guidance or Pupil Personnel
- (b) Visiting teacher

The statutes are silent on the establishment of these positions, except that:

(1) The board of education of any town may establish the position of vocational counselor. (Section 10-21)

(2) These positions may be established in any town or regional school district under the provisions of Section 10-151).

- (c) Attendance officer

The board of education of any town or regional school district may establish the position of attendance officer. (Section 10-199)

- (d) Psychologist

The statutes are silent on the establishment of this position, except that local boards of education may establish this position under statutory provisions, including Public Acts No. 656, January Session 1957.

4. School Health Service Positions

- (a) School nurse

The position of school nurse and visiting nurse may be established by the governing board of any town or regional school district. (Section 10-212)

- (b) Dental hygienist

The position of dental hygienist may be established by the board of education of any town or regional school district. (Section 10-213)

- (c) School physician

(1) The position of school medical advisor may be established by the board of education in any town having fewer than 10,000 inhabitants. (Section 10-205)

(2) The position of school medical advisor shall be established by the board of education in any town having a population of more than 10,000. (Section 10-205)

(3) The position of medical advisor may be established by the governing boards of two or more town school districts uniting to provide this service. (Section 10-205)

76 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
Director of Adult Education	Statutes provide State reimbursement toward paying the salary of the director of adult education in amount equal to one-half the salary paid but not in excess of \$2,500. ( <i>Section 1, Public Act No. 581, January Session 1957</i> )

## DELAWARE

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<b>1. General Administration</b>	
(a) Superintendent of Schools	The position of superintendent of schools shall be established by the governing board of a special school district. (Section 971)
(b) Assistant Superintendent	The statutes are silent on the position of assistant superintendent of schools, except that such position may be established by the governing board of a special school district under the provision authorizing the appointment of such teachers, officers, and employees as may be necessary. (Section 976)
(c) Business Manager	The statutes are silent on the establishment of the position of business manager, except that such a position may be established by the governing board of a special school district under the provision authorizing and empowering the appointment of such teachers, officers and employees as may be necessary. (Section 976)
(d) Principal	(1) Position of principal shall be established by boards of school trustees of State Board units. (Section 741)  (2) The statutes are silent on the establishment of this position by the governing board of special school districts, except that such a position may be established under the provision authorizing and empowering the appointment of such teachers, officers, and employees as may be necessary. (Sections 976 and 1307)
<b>2. Director or Supervisor of Instruction, and Librarian</b>	
(a) Director (eg.) curriculum	The statutes are silent on the establishment of these positions by the governing board of any special school district, except that such positions may be established under the provision authorizing and empowering the appointment
(b) Coordinator (eg.) audio-visual	
(c) Supervisor (eg.) elementary and secondary	
(d) Subject area supervisor	

## 78 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

### (e) Librarian

of such teachers, officers, and employees as may be necessary. (Section 976)

### 3. Pupil Personnel Positions

- (a) Director of Guidance or Pupil Personnel
- (b) Visiting teacher
- (c) Attendance officer
- (d) Psychologist

The statutes are silent on the establishment of these positions by the governing board of any special school district, except that such positions may be established under the provision authorizing and empowering the appointment of such teachers, officers, and employees as may be necessary. (Section 976)

### 4. School Health Service Positions

- (a) School nurse
- (b) Dental hygienist
- (c) School physician

The statutes are silent on the establishment of these positions by the governing board of any special school district, except that such positions may be established under the provision authorizing and empowering the appointment of such teachers, officers, and employees as may be necessary. (Section 976)

## STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. Superintendent of Schools or Principal	The statutes provide for allocation of State aid funds for the superintendent or principal who is chief executive officer of his district. The number of teachers used in the calculations of the salary of a principal or a superintendent shall not include the principal or superintendent. The qualifying superintendent or principal receives a salary computed in terms of the basic salary schedule for teachers, principals, and superintendents, and an additional amount as determined by the salary schedule for the chief school officer of the district. (Sections 1316, 1305 and 1306).
2. Principal	The statutes provide for an allocation of State aid funds for a principal who is subordinate to a chief district school officer. The qualifying elementary or secondary school principal receives a

salary computed in terms of the basic salary schedule for teachers, principals, and superintendents and an additional amount as determined by the salary schedule for:

- (a) Principals who spend more than one-half time in teaching, and
- (b) Less than one-half time in teaching. (*Sections 1316, 1305, and 1307*)

3. Administrative Assistant

The statutes provide for allocation of State aid funds for the position of administrative assistant in the school district with 75 or more teachers. The administrative assistant receives a salary in accord with the salary schedule prescribed for principals who spend less than one-half time in teaching. (*Sections 1316, 1305, and 1307c*)

4. School Nurse

The statutes provide for allocation of State aid funds for the position of school nurse. A qualifying school nurse who is employed for 10 months is to receive a salary in accord with the schedule established for school nurses. (*Section 1310*)

5. Psychologist

The statutes provide for an allocation of State aid funds for the position of psychologist. A qualifying psychologist is to receive a salary in accord with the salary schedule established for teachers. (*Section 1305*)

## FLORIDA

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<b>1. General Administration</b>	
(a) Superintendent of Schools.....	The position of county superintendent of schools shall be established in each county. ( <i>Article VII, Section 6, Florida Constitution</i> ) ( <i>Section 230.24</i> )
(b) Assistant Superintendent.....	The statutes are silent on the establishment of this position by the county board, except that assistant superintendent is included within the meaning of the term "administrative personnel" as used in Sections (228-041(15)), (230.23), (230.33(7)(b))
(c) Business manager.....	The statutes are silent on the establishment of the position of business manager, except that a business manager is included within the meaning of the term "administrative personnel" as used in Sections (228.041(15)) and (230.33(7)(b))
(d) Principal.....	(1) The position of principal is established by a county board for any school or school center having more than one teacher. ( <i>Section 228.041(14)</i> ).  (2) The position of supervising principal may be established by a county board for two or more schools. The supervising principal must devote less than half his time to actual classroom teaching. ( <i>Section 228.041(14)</i> )
<b>2. Director or Supervisor of Instruction, and Librarian</b>	
(a) Director (eg.) curriculum.....	These positions may be established by any county board, as they are within the meaning of the term "instructional personnel" as used in Sections (227.12), (228.041) and (230.23(5)). The positions of librarian and supervisor are named in the definition of instructional personnel; instructional directors and coordinators are included within the meaning of the term "and others."
(b) Coordinator (eg.) audio-visual	
(c) Supervisor (eg.) elementary and secondary	
(d) Subject area supervisor	
(e) Librarian	



3. Pupil Personnel Positions

- (a) Director of Guidance or Pupil Personnel ..... The statutes are silent on the establishment of these positions, except that guidance director is included within the meaning of the term "administrative personnel" as used in Sections 228.041 and 230.23, and visiting teacher is included within the meaning of the term "instructional personnel" as used in Section 228.041.
- (b) Visiting teacher
- (c) Attendance officer ..... The position of attendance assistant may be established by any county board (*Sections 230.23 and 232.17*).
- (d) Psychologist ..... The statutes are silent on the establishment of this position, except that under the provisions of Section 230.23 the county board is empowered to appoint employees other than members of the instructional staff. This provision is construed to authorize the appointment of psychologist.

4. School Health Service Positions

- (a) School nurse ..... Positions of school nurse and school physician may be established by a county board, providing adequate medical service is not provided by the county health authorities or by the State board of health. (*Section 232.31*)
- (b) Physician
- (c) Dental hygienist ..... The statutes are silent on the establishment of the position of dental hygienist, except that under the provisions of Section 230.23 the county board is empowered to appoint employees other than members of the instructional staff. This provision is construed to authorize the appointment of dental hygienists.

STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. Administrative and Special Instructional Services	Statutes provide that for each eight instructional units as computed one instructional unit or proportionate fraction of unit shall be allowed for administrative and special instructional services when used in accord with regulations of the State Board. ( <i>Section 236.04(7)</i> ) This is an allowance provision not an allotment. The statutes

are silent on any provision of State aid that would prescribe a special allotment to be used to pay part or all of the salary of the county superintendent of public instruction or the assistant superintendent. The minimum foundation program law provides that allotments for administrative and specialized service personnel shall be increased by 20 percent for those personnel who are employed for 12 months under plans prescribed by the State board. (Section 236.04(8)) No teacher shall be paid an amount less than 90 percent of the salary allotment of such teacher. (Section 236.07(3)(c)) The total number of teachers and other members of the instructional staff including therein supervisors, principals, and librarians, in any county employed and paid in whole or in part from funds used to support the minimum foundation program at any time shall not exceed by more than 5 percent the total number of instructional units. (Section 236.04(11))

## 2. Supervisor of Instruction

Each county board that employs a supervisor of instruction shall be entitled to an additional instructional unit or fraction thereof, for the first one hundred instructional units. For each additional one hundred units or fraction thereof one additional unit shall be allowed for an additional supervisor provided that no county shall be entitled to more than six instructional units for supervisors. (Section 236.04(9)) To participate in State minimum foundation fund, each county shall employ for a full calendar year a qualified supervisor or supervisors of instruction (236.02(4)).

## GEORGIA

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. General Administration	
(a) Superintendent of Schools	<p>(1) Position of county superintendent of schools is to be established in accordance with the Constitution of the State of Georgia and supporting statutory provisions. (<i>Article VIII, Section VI, paragraph 1</i>) (<i>Sections 32-1001, 32-1002</i>).</p> <p>(2) The statutes are silent on the establishment of the position of superintendent of schools in independent school districts, except that superintendent of independent school districts is included within the meaning of the term superintendent as used in Section 32-604. This provision is construed to empower independent school districts to employ superintendents. This position is established in the charter of each independent school district. (<i>Section 32-604</i>)</p>
(b) Assistant Superintendent	<p>The statutes are silent on the establishment of this position by the governing board of a county or independent school district, except that assistant superintendent is included within the meaning of the term "professional personnel" as used in Section 32-604.</p>
(c) Business Manager	<p>The statutes are silent on the establishment of the position of business manager, except that business manager is included within the meaning of "other school employees" as used in Section 32-604.</p>
(d) Principal	<p>The position of principal may be established by the governing board of a county or independent school district. (<i>Section 32-604</i>)</p>

## 84 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

### 2. Director or Supervisor of Instruction, and Librarian

- (a) Director (eg.) curriculum
- (b) Coordinator (eg.) audio-visual
- (c) Supervisor (eg.) elementary and secondary
- (d) Subject area supervisor
- (e) Librarian
- (f) Special subject area \_\_\_\_\_ supervisor

The statutes are silent on the establishment of these positions by the governing boards of county or independent school districts, except that any or all of these positions are included within the meaning of the term "professional personnel" as used in Section 32-604.

The position of supervisor of physical education may be established by the governing board of any county or independent school district, and boards of education of two or more county, independent, or county and independent school districts, may jointly employ a supervisor of physical education. (Section 32-1903)

### 3. Pupil Personnel Positions

- (a) Director of Guidance \_\_\_\_\_
- (b) Visiting teacher \_\_\_\_\_
- (c) Attendance officer \_\_\_\_\_
- (d) Psychologist \_\_\_\_\_

Statutes are silent on the establishment of this position by the governing board of a county or independent school district, except that this position is included within the meaning of the term "professional personnel" as used in Section 32-604.

The position of visiting teacher may be established by the governing board of a county or independent school district. (Section 32-2108)

The position of attendance officer may be established by the governing board of a county or independent school district in lieu of a visiting teacher. (Section 32-2110)

The statutes are silent on the establishment of this position by county and independent school districts, except that this position may be established by the governing boards under implied provisions.

### 4. School Health Service Positions

- (a) School nurse \_\_\_\_\_
- (b) Dental hygienist
- (c) Physician

The statutes are silent on the establishment of these positions except that the positions are included within the meaning of "other school employees," as used in Section 32-604.

STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. County Superintendent of Schools	County superintendents of schools receive basic State salaries directly from the State office. (Section 32-1006). Salaries of city superintendents are included in other funds sent to local system boards of education.
2. Instructional Supervisors, County Librarians, Visiting Teachers, Principals	The State Board of Education is empowered to determine the amount of funds needed under the foundation program by a county or independent school system to pay the salaries of visiting teacher, instructional supervisors, the county librarians, and supplements to principals. (Section 32-610)

## IDAHO

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<b>1. General Administration</b>	
(a) Superintendent of Schools	(1) Position of superintendent of schools may be established by the governing boards of Class A school districts. (Section 33-717) Under the provisions of Section 33-531, position of superintendent of schools may be established in Class B school districts supported by the definition of teacher in Section 33-1302 and the powers of school trustees as stated in Section 33-714 to employ certified teachers and to make by-laws, rules, and regulations. (2) Statutes are silent on the establishment of the position of school superintendent for Class C reorganized school districts except that this position may be established under the provisions of Section 33-1302 and 33-714. (Section 33-530)
(b) Assistant Superintendent	The statutes are silent on the establishment of this position by the governing boards of Class A, B, or reorganized class C school districts, except that this position is supported by the definition of teacher in Section 33-1302 and the powers of school trustees as stated in Section 33-714. (Section 33-531 and Section 33-530)
(c) Business manager	Statutes are silent on the establishment of the position of business manager by the governing boards of Class A, B, or reorganized Class C school districts, except that Section 33-714 authorizes districts to "Employ necessary help and labor to maintain and operate the schools." This is applicable to A and B districts through 33-531 and to Class C by 33-530.
(d) Principal	The statutes are silent on the establishment of the position of principal by the governing boards of Class A, B, or reorganized Class C school districts



except that this position may be established in accord with the definition of teachers, Section 33-1302 and the powers of school trustees to employ personnel under the provisions of Section 33-714 (*Sections 33-530 and 33-531*)

2. Director or Supervisor of Instruction, and Librarian

- (a) Director (eg.) curriculum
- (b) Coordinator (eg.) audio-visual
- (c) Supervisor (eg.) elementary and secondary
- (d) Subject area supervisor
- (e) Librarian

The statutes are silent on the establishment of these positions by the governing boards of Class A, B, or reorganized Class C school districts, except that directors, supervisors of instruction, and librarians are included within the meaning of the term "certified teachers," as used in Section 33-714 and defined in Section 33-1302 (*Sections 33-530 and 33-531*)

3. Pupil Personnel Positions

- (a) Director of Guidance or Pupil Personnel
- (b) Visiting teacher
- (c) Attendance officer
- (d) Psychologist

The statutes are silent on the establishment of these positions by the governing boards of Class A, B, or reorganized Class C school districts, except that these positions may be established under implied provisions.

The position of attendance office may be established by the governing boards of Class A and Class B school districts. (*Sections 33-307(18) and 33-308(18)*)

The statutes are silent on the establishment of this position by the governing boards of Class A, B, or reorganized Class C school districts, except that this position may be established under implied provisions.

4. School Health Service Positions

- (a) School nurse
- (b) Dental hygienist
- (c) Physician

The statutes are silent on the establishment of these positions, by the governing boards except that school nurse is within the meaning of the term "certified teachers" as used in Section 33-714 and defined in Section 33-1302; the other positions are implied by general provisions.

ILLINOIS

ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. General Administration	
(a) Superintendent of Schools	<p>(1) The position of superintendent of schools shall be established by the governing boards of all school districts, excluding high school districts, with a population of not fewer than 1,000 and not more than 500,000. (Section 7-11)</p> <p>(2) The position of "superintendent of schools" shall be established by the governing boards of all high school districts with a population of not fewer than 1,000 and not more than 500,000, except that the position title shall be principal. (Sections 7-11, 8-4, 8-18, and 10-10)</p> <p>(8) The position of school superintendent may be established by governing boards of school districts with a population of fewer than 1,000. (Section 6-18)</p>
(b) Assistant Superintendent	<p>The statutes are silent on the establishment of this position by the governing boards of school districts except that:</p> <p>(1) This position may be established by the governing board of school districts with more than 1,000 and fewer than 500,000 population, in accord with the meaning of "teacher and other employees" as used in Section 7-11, and "teachers" as used in Sections 7-8 and 22-1.</p> <p>(2) This position may be established by the governing boards of school districts with fewer than 1,000 population in accord with the meaning of "teachers" as that term is used in Section 6-22 and the provisions of Section 6-18.</p>
(c) Business manager	<p>The statutes are silent on the establishment of the position of business manager by governing boards of school</p>

<sup>1</sup> The School Code of Illinois, 1997.

districts, except for implied provisions and:

(1) In all school districts of more than 1,000 population and fewer than 500,000 the secretary of the board of education, who may be a member of the board, is empowered to perform some business management duties. (Section 7-4)

(2) In all school districts of fewer than a thousand population the clerk of the board (who shall be a member of the board) is empowered and it shall be his duty to perform certain business management functions. (Section 6-16)

(d) Principal

(1) The position of principal may be established in school districts with fewer than 1,000 population in accord with the provisions of Section 6-13, and Sections 6-22.

(2) The statutes are silent on the establishment of this position by the governing boards of school districts of more than 1,000 population and fewer than 500,000, except that principal is included within the meaning of "teacher" as used in Section 7-11, and "teachers" as used in Sections 7-8 and 22-1. The term "principal" as used in Section 7-11 is construed to mean "superintendent of schools."

2. Director or Supervisor of Instruction, and Librarian

- (a) Director (eg.) curriculum
- (b) Coordinator (eg.) audio-visual
- (c) Supervisor (eg.) elementary and secondary
- (d) Subject area supervisor

The statutes are silent on the establishment of these positions by the governing boards of school districts, except that:

(1) In all school districts of more than 1,000 population and fewer than 500,000 any or all of these positions are included within the meaning of the term "teacher and other employees" as used in Section 7-11, and "teachers" as used in Section 6-22 and 22-1.

(2) In all school districts with fewer than 1,000 population any or all of these positions are included within the meaning of the term "teachers" as used in Sections 6-22 and 22-1.

## 90 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

(e) Librarian

The statutes are silent on the establishment of this position by the governing boards of school districts, except that any school board may establish this position under the provisions of Section 22-1; and Section 7-8 or 6-22 whichever applies.

### 3. Pupil Personnel Positions

(a) Director of Guidance  
or Pupil Personnel

(1) Position of director for special education programs may be established by governing boards of school districts having a population of fewer than 1,000. (Section 6-61)

(2) Statutes are silent on the establishment of director of special education programs by the governing boards of school districts having a population not fewer than 1,000 and not more than 500,000, except that such position may be established in accord with provisions of Sections 7-7 and 6-61.

(b) Visiting teacher

The statutes are silent on the establishment of this position by the governing boards of school districts except that a school board may establish this position in accord with the provisions of Sections 22-1, and Sections 7-8 or 6-22.

(c) Attendance officer

The position of attendance officer may be established by the governing board of any school district. (Section 3-27)

(d) Psychologist

The position of psychologist (psychological examiner) may be established by the governing board of any school district maintaining a recognized school with approved special educational facilities. (Section 12-22) The statutes are silent on the establishment of the position of psychologist (psychological examiner) by a governing board that does not operate special education facilities, except for implied provisions.

### 4. School Health Service Positions

(a) School nurse

The position of school nurse may be established by the governing board of any school district. (Sections 6-54 and 7-7)

- (b) Dental hygienist ..... Statutes are silent on the establishment of this position except that dental hygienist is implied by Section 6-52. (Section 7-7)
- (c) School physician ..... Position of school physician may be established by the governing board of any school district. (Sections 6-55 and 7-7)

## INDIANA

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. General Administration	
(a) Superintendent of Schools	<p>(1) The position of superintendent of schools may be established by the governing boards of city or town school districts. (Section 28-1401)</p> <p>(2) Position of superintendent of schools shall be established by the governing board of a metropolitan school district. (Section 28-214)</p> <p>(3) The position of superintendent of schools shall be established by the governing board of township school districts organized under the provisions of Acts 1953, Chapter 88, as amended. (Section 28-2468)</p> <p>(4) The position of superintendent of schools shall be established by the governing board of joint township school districts organized under the provisions of Acts 1953, Chapter 88, as amended. (Section 28-2475)</p> <p>(5) The position of superintendent of schools shall be established by the governing board of county school districts organized under the provisions of Section 28-2432. (Section 28-2489)</p>
(b) Assistant Superintendent	<p>(1) The position may be established by the governing board of city school districts with population of 70,000 to 300,000. (Sections 28-1907 and 28-2068)</p> <p>(2) The position may be established by other city and town governing boards, and by the governing boards of township, metropolitan, county, and joint township school districts, providing they meet the conditions of employment as stated in Section 28-4208 (and the county and township districts are organized under the provisions of Chapter 24).</p>



- (c) **Business Manager**..... (1) The position of business manager may be established by the governing board of city school districts with population of 70,000 to 300,000 (*Sections 28-1907 and 28-2068*), and shall be established in cities over 300,000. (*Section 28-2308*)
- (2) Other than provisions of 28-1907 and 28-2068, the statutes are silent on the expressed powers of the governing boards of school districts to employ business managers. (Authority is by implied provisions.)

- (d) **Principal**..... The position of principal may be established by the governing board of any school corporation. (*Section 28-2467*)

**2. Director or Supervisor of Instruction, and Librarian**

- (a) **Director (eg.) curriculum**..... The statutes are silent on the establishment of these positions, except that:
  - (b) **Coordinator (eg.) audio-visual**
  - (c) **Supervisor (eg.) elementary and secondary**
  - (d) **Subject area supervisor**
  - (e) **Librarian**
- (1) Position of supervisors and librarians are to be established by the governing boards of city school districts with populations of 70,000 to 300,000 (*Sections 28-1907 and 28-2068*) and over 300,000 (*Section 28-2307*)
  - (2) Any or all of these positions may be established by city and town governing boards, and by the governing boards of township, metropolitan, county, and joint township school districts, providing they meet the conditions of employment as stated in *Sections 28-4208, 28-1257, and 28-2410*.

**3. Pupil Personnel Positions**

- (a) **Director of Guidance or Pupil Personnel**..... (1) These positions may be established by the governing boards of city school districts with populations of 70,000 to 300,000 (*Sections 28-1907 and 28-2068*) and over 300,000 (*Section 28-2307*)
  - (b) **Visiting teacher**
- (2) These positions may be established by other city and town governing boards and by the governing boards of township, metropolitan, county, and joint township school districts, providing they meet the conditions of employment as stated in *Sections 28-4208 and 28-2410*.

- (c) Attendance officer.....
- (1) The board of school trustees of any city or town having an average daily attendance of 1,500 or more children of school age *may* appoint an attendance officer for an attendance district. In case the board fails to appoint an attendance officer, the superintendent of schools is *ex-officio* attendance officer. (*Section 28-501*)
  - (2) Any superintendent of schools of a city or town, who is the *ex-officio* attendance officer, may designate one or more teachers under his jurisdiction to perform the duties of the attendance officer. (*Section 28-501*)
  - (3) One additional attendance officer may be appointed for every 7,500 children of school age in any school corporation. (*Section 28-501*)
  - (4) The statutes are silent on the establishment of the position of attendance officer by the governing boards of county school districts organized under 28-2432, except that the provisions of Sections 28-2441, 28-501, and 28-4208 empower the governing boards to establish this position.
  - (5) The statutes are silent on the establishment of the position of attendance officer by the governing boards of township school districts organized under 28-2455, except that the provisions of Sections 28-2475, 28-501, and 28-4208 empower the governing boards to establish this position.
- (d) Psychologist.....

The statutes are silent on the establishment of this position by the governing boards of city or town, township, metropolitan, county, and joint township school districts, except that this position may be established by the governing boards providing they meet the conditions of employment as stated in Sections 28-4208 and 28-2410.

**4. School Health Service Positions**

- (a) School nurse.....
  - (b) Dental hygienist
  - (c) Physician
- (1) The positions of school nurse, school physician may be established by the governing board of any school district, and two or more school districts.

may unite to employ one or more nurses, a health coordinator, and one physician. (*Section 28-3603*)

(2) The statutes are silent on the establishment of the position of dental hygienist, except that school districts with populations of 70,000 to 300,000 are authorized to employ dentists (*Section 28-2068*) over 300,000 (*Section 28-2307*). It is construed that under the provisions of 28-2410 other school corporations are authorized to employ dental hygienists.

STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. Superintendent of Schools	<p>The general statutes provide that town, city, metropolitan, consolidated and/or joint school corporations with an average daily attendance of 750 or more shall be granted one additional unit of support providing:</p> <p>(1) a properly certificated superintendent devoting full time to superintendence and/or administration is employed.</p> <p>(2) the school corporation is not under the administration of the county superintendent. (<i>Section 28-1027</i>) The unit is not an appropriation but is one of several factors used in computing the allotment to a qualifying school corporation.</p>
2. Principals or Supervisors	<p>Any school corporation with an average daily attendance of 600 or more may count the superintendent as one of the two principal units to which the corporation is entitled under the following provisions for properly certificated full-time principals or supervisors:</p> <p>(1) one additional unit of support for first 250 average daily attendance</p> <p>(2) two additional units for first 600 average daily attendance</p>

96 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

(3) three additional units for first 1,200 average daily attendance

(4) an additional unit for each 800 average daily attendance in excess of 1,200. (Section 22-1027)

# IOWA

## ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. General Administration	
(a) Superintendent of Schools	<p>(1) The position of superintendent of schools may be established by the governing boards of independent school districts, or school townships providing the school township has a high school (<i>Section 279.14</i>)</p> <p>(2) The statutes are silent on the establishment of the position of superintendent of schools in consolidated and rural independent school districts except that consolidated and rural independent school districts may be construed as independent districts for the purpose of employing a school superintendent. (<i>Sections 276.1, 274.7, 279.1 and 279.8</i>)</p> <p>(3) The statutes are silent on the employment of a superintendent of schools by the governing board of community school districts, except that community school district may be construed as an independent school district for purpose of employing a school superintendent. (<i>Sections 275.27 and 279.8</i>)</p>
(b) Assistant Superintendent	<p>The statutes are silent on the establishment of this position by the governing boards of independent, consolidated, township, rural independent, or community school districts, except that this position may be established under the general powers of school directors to make rules for its own government and that of the directors, officers, teachers, and pupils. (<i>Section 279.8</i>)</p>
(c) Business manager	<p>The statutes are silent on the establishment of the position of business manager by the governing boards of independent, consolidated, township, rural independent, or community school districts, except that this position may be established under the general powers of school directors to make rules for its</p>

(d) Principal..... own government and that of the directors, officers, teachers, and pupils. (Section 279.8)

The statutes are silent on the establishment of the position of principal by the governing boards of independent, consolidated, township, rural independent, or community school districts, except that this position may be established under the general powers of school directors to make rules for its own government and that of the directors, officers, teachers, and pupils. (Section 279.8)

2. Director or Supervisor of Instruction, and Librarian

(a) Director (eg.) curriculum  
 (b) Coordinator (eg.) audio-visual  
 (c) Supervisor (eg.) elementary and secondary  
 (d) Subject area supervisor  
 (e) Librarian

The statutes are silent on the establishment of any or all of these positions by the governing boards of independent, consolidated, township, rural independent, or community school districts, except that any or all of these positions may be established under the general powers of school directors to make rules for its own government and that of the directors, officers, teachers, and pupils. (Section 279.8)

3. Pupil Personnel Positions

(a) Director of Guidance or Pupil Personnel  
 (b) Visiting teacher

The statutes are silent on the establishment of these positions by the governing boards of independent, consolidated, township, rural independent, or community school districts, except that these positions may be established under the provisions of Section 279.8.

(c) Attendance officer..... (1) Position of attendance officer shall be established by the governing board of any school district having a population of 20,000 or more. (Section 299.10)

(2) Position of attendance officer may be established by the governing board of any school district with fewer than 20,000 population. (Section 299.10)

(d) Psychologist..... Statutes are silent on the establishment of this position by the governing boards of independent, consolidated, township, rural independent, or community school districts, except as implied by general provisions.



4. School Health Service Positions

- (a) School nurse ..... Position of school nurse may be established by the governing board of any school district. (*Section 148.1*)
- (b) Dental hygienist ..... Position of dental hygienist may be established by the governing board of any school district with a population of 1,000 or more. (*Section 280.11*)
- (c) Physician ..... The statutes are silent on the establishment of the position of school physician or medical examiner by the governing boards of independent, consolidated, township, rural independent, or community school districts, except for implied provisions.

## KANSAS

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. General Administration	
(a) Superintendent of Schools	<p>(1) Position of superintendent of schools shall be established by the governing boards of city school districts. (Section 72-1618)</p> <p>(2) Position of superintendent of schools may be established by the governing board of any common school district or rural high school district providing four or more teachers are employed. (Section 72-1027)</p> <p>(3) Position of superintendent of schools may be established by the governing board of community high school districts. (Section 72-1027)</p> <p>(4) Position of superintendent of schools may be established by the joint action of the governing boards of qualifying rural high school districts and city school districts of the second class in accord with the provisions of Section 6, Chapter 323, Laws of 1956.</p>
(b) Assistant Superintendent	<p>The statutes are silent on the establishment of the position of assistant superintendent by the governing boards of city, community high, rural high, and common school districts, except that the position may be established for any city, rural high school district, common or community high school district in accord with "teacher" as that term is used in the general provisions including but not limited to Section 72-5410. (Sections 72-2525, 72-1022, 72-1026)</p>
(c) Business manager	<p>The statutes are silent on the establishment of the position of business manager by the governing boards of city, community high, rural high, and common school districts, except for implied provisions and:</p> <p>(1) In cities of the first and second class the clerk of the board of education,</p>

who may not be a member of the board, is empowered to perform certain business duties. (Section 72-1621)

(2) In common and rural school districts the duly elected clerk of the governing board is empowered to perform business duties. (Section 72-1004a)

(3) In community high school districts the duly elected secretary of the board is empowered to perform business duties. (Section 72-2534)

(d) Principal

(1) Position of principal (or superintendent) may be established by the governing boards of common school districts and rural high school districts providing four or more teachers are employed. (Section 72-1027)

(2) Position of principal may be established by the governing board of city school districts. (Section 72-1027)

(3) Position of principal may be established by the governing board of community high school districts. (Section 72-1027)

2. Director or Supervisor of Instruction, and Librarian

- (a) Director (eg.) curriculum
- (b) Coordinator (eg.) audio-visual
- (c) Supervisor (eg.) elementary and secondary
- (d) Subject area supervisor

Statutes are silent on the establishment of these positions except that:

(1) Boards of trustees of community high school districts have the power and duty of employing such teachers, principals, supervisory, and administrative and other employees necessary for the proper conduct of the schools. (Section 72-2535)

(2) Such positions may be established for any city, rural high school, common district, or community high school district in accord with "teacher" as that term is used in the general provisions including but not limited to Section 72-5410. (Sections 72-2535, 72-1623, 72-1028)

(e) Librarian

The governing boards of city, common, rural high school, and community high school districts may establish the position of librarian. In common school districts in accord with a specific provision,

(Section 72-1033), and in all school districts in accord with "teacher" as that term is used in the general provisions including but not limited to Section 72-5410. (Sections 72-2535, 72-1623, 72-1028)

### 3. Pupil Personnel Positions

- (a) Director of Guidance or Pupil Personnel
- (b) Visiting teacher

The statutes are silent on the establishment of these positions by the governing boards of city, common, rural high school, and community school districts, except that these positions may be established in accord with the meaning of "teacher" as that term is used in the general provisions including but not limited to Section 72-5410. (Sections 72-2535, 72-1623, 72-1028)

- (c) Attendance officer

(1) Position of attendance officer shall be established by the governing boards of first and second class city school districts. (Section 72-4802)

(2) The statutes are silent on the establishment of this position by the governing boards of common, rural high, and community high school districts, except that:

The board of county commissioners shall upon the nomination of the county school superintendent, appoint an attendance officer for each district created for this purpose in accord with the provisions of Section 72-4802.

- (d) Psychologist

The statutes are silent on the establishment of this position by the governing boards of rural high school, community high school, common, and city school districts, except that position appointment is assumed as within the powers of such boards in accord with general provisions, including Section 72-5344 (6).

### 4. School Health Service Positions

- (a) School nurse
- (b) Dental hygienist
- (c) Physician

Statutes are silent on the establishment of any or all of these positions by the governing boards of city, rural high, common, and community high school districts except that:

(1) Governing boards of districts shall employ dentists to provide dental in-

spection for all children. (Section 72-5202)

(2) Position appointments are assumed as within the powers of the governing boards in accord with but not limited to Sections 65-122, 72-5202, 72-5513, 72-1028, 72-1028, 72-2555.

## KENTUCKY

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<b>1. General Administration</b>	
(a) Superintendent of Schools	Position of superintendent of schools shall be established by the governing board of each county and independent school district. (Section 160.260)
(b) Assistant Superintendent	Position of assistant superintendent of schools may be established by the governing board of each county and independent school district. (Section 160.260)
(c) Business Manager	(1) Position of business manager may be established by the board of education of an independent school district embracing a city of the first or second class. (Section 160.450)  (2) The statutes are silent on the appointment of a business manager in independent school districts embracing cities of the third, fourth, and fifth class, and in county school districts.
(d) Principal	Position of principal may be established by the governing boards of county and independent school districts. (Section 160.530)
<b>2. Director or Supervisor of Instruction, and Librarian</b>	
(a) Director (eg.) curriculum	Position of supervisor of instruction may be established by the governing board of independent and county school district. Any of these positions may be established under the provisions of Section 160.380. In order for the districts to participate in Foundation Program funds, positions must meet the criterion requirements as specified by the State Board of Education.
(b) Coordinator (eg.) audio-visual	
(c) Supervisor (eg.) elementary and secondary	
(d) Subject area supervisor	
(e) Librarian	The statutes are silent on the establishment of this position by the governing board of county or independent school district, except that librarian is included within the meaning of "teacher" as used in Section 160.380.

**3. Pupil Personnel Positions**

(a) Director of Guidance or Pupil Personnel

(1) The governing board of each independent and county school district shall appoint a director of pupil personnel. (Section 159.080) The director of pupil personnel must be recommended for appointment by the superintendent of schools. (Section 160.380)

(2) The governing boards of two or more contiguous school districts may unite for the purpose of forming one attendance district and establishing the position of attendance director. (Section 159.090)

(b) Visiting teacher

The statutes are silent on the establishment of this position by the governing board of county or independent school districts, except that this position is within the meaning of the term "teacher" as used in Section 160.380.

(c) Attendance officer

Functions of an attendance officer are embodied in the position of director of pupil personnel. Governing boards of county and independent school districts may appoint assistants to the director of pupil personnel for the purpose of performing attendance duties, under the provisions of Section 160.380.

(d) Psychologist

The statutes are silent on the establishment of this position by the governing boards of county and independent school districts, except that this position is included within the meaning of the term "other public school employees" as used in Section 160.380.

**4. School Health Service Positions**

(a) School nurse

The position of school nurse may be established by the governing boards of independent and county school districts. (Sections 161.325 and 160.380)

(b) Dental hygienist

The statutes are silent on the establishment of these positions by the governing boards of independent and county school districts, except that these positions are included within the meaning of the term "other public school employees" as used in Section 160.380.

(c) Physician



## STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. Administrative and Special Service Position Unit	The statutes provide that the total number of classroom units allotted in the foundation program for elementary and secondary schools, vocational education, instruction for exceptional children shall be divided by eight and the quotient shall be the number of classroom units allotted to the district for superintendents, principals, their certificated assistants, and such other special instructional service personnel as are authorized by the regulations of the State board of education. (Section 157.360)
2. Supervisors of Instruction	Each county or independent school district that employs a qualified supervisor of instruction shall be allotted one-half unit for twenty-five through forty-nine classroom units; one unit for fifty to one hundred classroom units; one unit for one hundred classroom units or major fraction thereof in districts allotted more than one hundred classroom units. (Section 157.360)
3. Directors of Pupil Personnel	Each county or independent school district that employs a qualified director of pupil personnel shall be allotted one unit for thirty-six to one hundred and sixty-six classroom units, and an additional unit for each additional two hundred and sixty-six classroom units. For districts having less than thirty-six classrooms units, a proportionate portion of a classroom unit shall be allotted. (Section 157.360)

## LOUISIANA

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<b>1. General Administration</b>	
(a) Superintendent of Schools	(1) Position of superintendent of schools shall be established by governing boards of parish school districts. ( <i>Article XII, Section 10 of the Constitution</i> ) (2) Position of superintendent of schools shall be established in each city school district under paragraph 8 of Section 15 of Article XII of the Constitution which recognizes these cities as equal to parishes.
(b) Assistant Superintendent	Position of assistant superintendent may be established by the governing boards of parish and city school districts. ( <i>Section 84</i> )
(c) Business manager	The statutes are silent on the establishment of this position by parish and city boards of education, except business manager is construed to be within the meaning of the provisions of Section 84.
(d) Principal	The statutes are silent on the establishment of the position of principal by the governing board of city and parish school districts, except that principal is included within the meaning of the term "teacher" as used in Section 81.
<b>2. Director or Supervisor of Instruction, and Librarian</b>	
(a) Director (eg.) curriculum	(1) Position of supervisor may be established by the governing board of parish and city school districts. ( <i>Section 84</i> )
(b) Coordinator (eg.) audio-visual	(2) Statutes are silent on the establishment of positions of director, or coordinator of instruction and librarian, except these positions are construed to be within the meaning of Section 84.
(c) Supervisor (eg.) elementary and secondary	
(d) Subject area supervisor	
(e) Librarian	
<b>3. Pupil Personnel Positions</b>	
(a) Director of Guidance or Pupil Personnel	The statutes are silent on the establishment of the position of guidance director by the governing board of par-

ish or city school districts, except that this position is included under the provisions of Section 84.

- (b) Visiting teacher.....
- (c) Attendance officer.....

Position of visiting teacher and attendance officer may be established by the governing board of parish school districts and city school districts. (Sections 225 and 84)

- (d) Psychologist.....

The statutes are silent on the establishment of the positions of psychologist by the governing boards of parish and city school districts, except that psychologist is within the meaning of the term "other appointees" as used in Section 84.

4. School Health Service Positions

- (a) School nurse.....
- (b) Dental hygienist.....

The statutes are silent on the establishment of these positions by the governing boards of parish and city school districts, except that these positions are within the meaning of the term "other appointees" as used in Section 84.

- (c) Physician.....

Position of medical director may be established by the governing boards of parish school districts. (Section 84)

## MAINE

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<b>1. General Administration</b>	
<b>(a) Superintendent of Schools</b>	<p>(1) Position of superintendent of schools shall be established by the governing board of a school administrative district. (Section 72)</p> <p>(2) Position of superintendent of schools shall be established by the governing boards of town school districts that comprise a supervisory union providing the governing board of the town school district having the majority of teachers and paying not less than one-half his salary approves. (Section 79)</p> <p>(3) Position of superintendent of schools may be established by the governing board of any city or town school district, without uniting with any other city or town school governing board, provided more than 75 teachers are employed. (Section 81)</p> <p>(4) Whenever the Commissioner determines that any town or plantation is so situated that it is not practicable to form a supervisory union he may establish the position of superintendent of schools to serve such town or plantation. (Section 82)</p> <p>(5) Position of superintendent of schools shall be established by the community school committee of the community school district. (Section 120)</p>
<b>(b) Assistant Superintendent</b>	Statutes are silent on the establishment of the position of assistant superintendent by the governing board of any administrative unit, except that this position may be established in accord with the meaning of "teaching position" as that term is used in Section 236.
<b>(c) Business manager</b>	Statutes are silent on the establishment of the position of business manager by the governing board of any ad-

(d) Principal .....

ministrative unit, except for implied provisions.

Statutes are silent on the establishment of the position of principal by the governing board of any administrative unit, except that this position may be established in accord with the meaning of "teaching positions" as that term is used in Section 236.

2. Director or Supervisor of Instruction, and Librarian

- (a) Director (eg.) curriculum
- (b) Coordinator (eg.) audio-visual
- (c) Supervisor (eg.) elementary and secondary
- (d) Subject area supervisor
- (e) Librarian

The statutes are silent on the establishment of any or all of these positions by the governing boards of school administrative units, except that:

- (1) Any school administrative unit may employ supervisors and directors of physical education. (Section 218)
- (2) Supervisors and assistants to supervisors are specifically included in the definition of "teaching positions" as that term is used in Section 236.

3. Pupil Personnel Positions

- (a) Director of Guidance or Pupil Personnel
- (b) Visiting teacher

The statutes are silent on the establishment of these positions by the governing board of any school administrative unit except that statutory support for these positions is construed to exist under "teaching position" as that term is defined in Section 236.

(c) Attendance officer .....

Position of attendance officer shall be established by the governing board of every school administrative unit. (Section 24)

(d) Psychologist .....

The statutes are silent on the establishment of this position by the governing board of any school administrative unit, except for implied provisions.

4. School Health Service Positions

- (a) School nurse
- (b) Dental Hygienist

Statutes are silent on the establishment of these positions by the governing board of any school administrative unit, except that school nurse is specifically included under the definition of "teaching positions" in Section 236.

(c) Physician .....

The governing board of every administrative unit shall appoint one or more

school physicians, and shall assign one to the medical inspection of not over 1,000 pupils of the public schools within its administrative unit. (Section 57)

STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. Superintendent.	<p>The statutes provide for the allocation of State aid funds to support the position of school superintendent in administrative units providing designated officers of the local governing boards or committees certify to the relevant facts pertaining to the employment of the superintendent of schools. Superintendents of unions of towns receive State aid to an amount not to exceed \$1,350 and not less than \$1,150 annually. The Commissioner of Education may supplement the payments made to the superintendent by an amount not to exceed \$350 for the equalization of expenses. (Section 80) Superintendents of cities or towns with more than 75 teachers may receive a sum not to exceed \$1,350 from State sources and are not eligible for the \$350 equalization of expenses supplement. (Section 81)</p>

7

## MARYLAND

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<b>1. General Administration</b>	
(a) Superintendent of Schools	Position of superintendent of schools shall be established by the board of education in each county. (Section 149a)
(b) Assistant Superintendent	Position of assistant superintendent may be established by the board of education in each county. (Section 150a)
(c) Business manager	The statutes are silent on the establishment of the position of business manager, except that business manager is included within the meaning of Section 150a.
(d) Principal	Position of principal shall be established by the board of education in each county. (Section 151)
<b>2. Director or Supervisor of Instruction, and Librarian</b>	
(a) Director (eg.) curriculum	<p>(1) The statutes are silent on the establishment of the positions of director and coordinator of instruction, except that such positions are included within the meaning of the term "other professional assistants" as used in Section 150(n).</p> <p>(2) Position of supervising teacher shall be established by the governing board of each county school district providing that in each county employing fewer than 30 teachers there shall be appointed one part-time supervising or helping teacher; in each county employing 30 and fewer than 50 teachers, one supervising teacher; in each county employing 50 but fewer than 100 teachers, there shall be appointed two supervising teachers; in each county employing 100 but not more than 150 teachers there shall be appointed one supervising teacher for each additional 50 teachers or major fraction.</p>
(b) Coordinator (eg.) audio-visual	
(c) Supervisor (eg.) elementary and secondary	
(d) Subject area supervisor	



supervising teacher is to be legally qualified, and the appointment requires approval of the State superintendent of schools. (Section 159b)

(d) Librarian.....

Statutes are silent on the establishment of the position of librarian by the governing board of county school districts, except that librarian is included with in the meaning of "other professional assistants" as that term is used in Section 159(m).

**3. Pupil Personnel Positions**

- (a) Director of Guidance or Pupil Personnel .....
- (b) Visiting teacher .....

(1) Position of supervisor of pupil personnel I or II shall be established in each county and the city of Baltimore. In each county having 5,000 and fewer than 10,000 pupils there shall be appointed a visiting teacher. And for each additional 5,000 pupils or major fraction thereof an additional visiting teacher shall be appointed. (Section 159e)

(2) Position of visiting teacher may be established in a county with fewer than 5,000 pupils. (Section 159n)

(c) Attendance officer.....

The statutes are silent on the establishment of the position of attendance officer. The duties assigned to attendance officer are performed by supervisors of pupil personnel and visiting teachers.

(d) Psychologist.....

The statutes are silent on the establishment of this position by the county boards of education, except that psychologist is included within the meaning of the term "other professional assistants," as used in Section 159(n).

**4. School Health Service Positions**

- (a) School nurse.....
- (b) Dental hygienist.....

(1) Position of visiting nurse may be established by any county board of education. (Section 159)

(2) Position of school nurse may be established by any county board of education. (Section 159 (1)n)

Statutes are silent on the establishment of this position, except that this position may be established by any county board of education under the provisions of 159(n).

114 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

(c) School physician ..... This position may be established by the board of county school commissioners of any county. (Section 124)

STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. Superintendent of Schools	The statutes provide that $\frac{1}{2}$ of the salary of the county superintendent of schools shall be provided from State funds in accord with the schedule of minimum salaries in Section 148. The salary range is \$8,000 minimum to not less than \$10,000 for the sixth year and each subsequent year of service.
2. Supervisor of Pupil Personnel	The statutes provide that $\frac{1}{2}$ of the salary of one supervisor of pupil personnel in each county shall be provided from State funds in accord with State schedule of minimum salaries in Section 159. The salary range is \$5,400 to a maximum of \$6,500. An additional amount of \$700 more than schedule is provided for at least 1 year of graduate work. Supervisor of pupil personnel is to be employed on a 12 months' basis.
3. Supervising teachers	Provision is also made in the statutes for the allocation of State funds to pay $\frac{1}{2}$ of the salary of Supervising teachers in accord with the schedule of minimum salaries provided for supervisors of pupil personnel I and Supervising teachers. Supervising teachers are also to be employed on a 12 months' basis. (Section 159 d, e)
4. Visiting teachers	The statutes provide that $\frac{1}{2}$ of the salary of visiting teachers shall be provided from State funds for one or more visiting teachers in the larger counties in accord with the schedule of minimum salaries for teachers as provided in Section 106 b.
5. Principals	Provision is made in the statutes for State aid to support the salary of principal. The amount shall be in addition to the schedule of minimum salaries for teachers. The range for the prin-

Principal's supplement is \$800 for two to five assistant teachers to \$2,400 for 50 or more assistant teachers. Principals with 1 year beyond the bachelor's degree shall be on schedule, in excess of the schedule of minimum salaries for teachers, by amounts ranging from \$400 for one assistant teacher to \$8,100 for 50 or more assistant teachers.

*(Section 106 b, c, d)*

## MASSACHUSETTS

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. General Administration	
(a) Superintendent of Schools	<p>(1) Position of superintendent of schools shall be established by the governing boards of regional school districts. (Section 16(1))</p> <p>(2) Position of superintendent of schools shall be established by the governing board of a town (city) not in a superintendency union or district. (Section 59)</p> <p>(3) Position of part-time or full-time superintendent of schools subject to the approval of the Education Department shall be established by the governing board of any town having a valuation of less than \$2,500,000, which is not a member of a superintendency union. (Section 59a)</p> <p>(4) Position of superintendent of schools shall be established by two or more towns forming a union each having a valuation of less than two million five hundred thousand, and having an aggregate maximum of 75 and an aggregate minimum of 25 schools. (Section 61)</p>
(b) Assistant Superintendent	<p>The statutes are silent on the establishment of the position of assistant superintendent by the governing boards of town, city, or regional school districts, except that the provisions of Sections 38-38G are construed to authorize the governing board of a regional school district, town school district, city school district, to establish this position.</p>
(c) Business Manager	<p>The statutes are silent on the establishment of this position by the governing boards of town, regional, or city school districts, except for implied provisions.</p>

(d) Principal \_\_\_\_\_ (1) Position of high school principal shall be established by the governing board of every town school district comprising a town with five hundred families or more unless specifically exempt by the Department of Education. (Section 4)

(2) The statutes are silent on the establishment of the position of elementary school principal by the governing board of regional, city school districts, and town school districts, except that this position may be established under Sections 38 and 38G.

(3) The statutes are silent on the establishment of the position of high school principal by the governing boards of regional and city school districts, except that this position may be established under Sections 38 and 38G.

**2. Director or Supervisor of Instruction, and Librarian**

- (a) Director (eg.) curriculum
- (b) Coordinator (eg.) audio-visual
- (c) Supervisor (eg.) elementary and secondary
- (d) Subject area supervisor
- (e) Librarian

The statutes are silent on the establishment of these positions by the governing boards of town, city, and regional school districts, except that:

(1) Position of athletic director or supervisor may be established by the governing board of town and city school districts. (Section 47)

(2) Positions of directors and supervisors of instruction, and librarians may be established by the governing boards of town, city, and regional school districts under Sections 38 38G.

**3. Pupil Personnel Positions**

- (a) Director of Guidance or Pupil Personnel

(1) Position of adjustment counselor may be established by the governing board of any city, town, or regional school district, with the number of such counselors subject to the written approval of the Department of Education as provided in Section 46G. Any town or regional school district not requiring the services of a school adjustment counselor on a full-time basis may join with other towns or regional school districts in the employment of a school adjustment counselor. (Section 46G)

(2) The governing board of any town school district may establish the position of director of occupational guidance and placement under Section 38A. A joint committee of two or more towns may, through the chairmen and secretaries of the governing boards, appoint a director of such guidance under Section 38D.

(b) Visiting teacher..... The position of visiting teacher may be established by the governing board of every city, town, and regional school district under the provisions of Section 46A.

(c) Attendance officer..... Position of attendance officer shall be established by the governing boards of every city, town, and regional school district, provided that the governing boards of two or more towns may employ the same supervisors of attendance. (Section 13, Chapter 77)

(d) Psychologist..... The statutes are silent on the establishment of this position by the governing boards of town, city, and regional school districts, except that this position may be established under the provisions of Sections 38 and 38G and the regulations made under the provisions of Section 46.

4. School Health Service Positions

(a) School nurse..... The positions of school nurse and school physician shall be established by the governing board of every town, city, or regional school district, except that:  
 (b) School physician..... (1) In cities with a Board of Health, the Board of Health shall assign and appoint the school physician and the school nurse.

(2) The Department of Education may exempt towns having a valuation of less than \$1,000,000 from the appointment of school nurses, but not school physicians. (Section 53)

(c) Dental hygienist..... The statutes are silent on the establishment of the position of dental hygienist by the governing boards of town, city, or regional school districts, except for implied provisions.

STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. Superintendent of Schools	<p>(1) State aid is to be allocated to town school districts having a valuation of less than \$2,500,000 and not a member of a superintendency union for the specific purpose of supporting the position of school superintendent under the provisions of Section 59A. Reimbursement to the employing town is to be two-thirds of the amount of the salary but not in excess of \$5,000 paid to such superintendent. (Section 59A)</p> <p>(2) State aid is to be allocated to towns comprising a union, regional school districts (or both) in accord with the requirements and limitations of Section 65 for the salary of school superintendent. The amount of State aid is to be computed as two-thirds of the sum of (1) his salary, but not in excess \$5,000 of such salary, and (2) his reimbursed travel expenses, not including therein any amount in excess of \$600. (Section 65)</p>
2. Adjustment Counsellor	<p>In accord with the provisions of Section 64 each city and town school district is to be reimbursed up to an amount not exceeding \$4,500 for the first counsellor and not exceeding \$2,500 for each additional counsellor. (Section 64b)</p>



# MICHIGAN

## ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. General Administration	
(a) Superintendent of Schools	<p>(1) The governing board of the school district of the first class is empowered to establish the position of superintendent of schools. (Section 340.201)</p> <p>(2) The governing boards of school districts of the second class shall establish the position of superintendent of schools. (Section 340.161)</p> <p>(3) The governing boards of school districts of the third class shall establish the position of superintendent of schools. (Section 340.119)</p> <p>(4) The governing boards of school districts of the fourth class may establish the position of superintendent of schools, and shall establish this position if 12 or more teachers are employed. (Section 340.66)</p> <p>(5) The statutes are silent on the establishment of the position of school superintendent by boards of education of primary school districts.</p>
(b) Assistant Superintendent.....	<p>The statutes are silent on the establishment of this position by the governing boards of school districts of the first, second, third, and fourth class, except that this position is included within the meaning of the phrase "such assistants and employees as may be necessary," as used in Section 340.574.</p>
(c) Business manager.....	<p>(1) The governing board of school districts of the third class may establish the position of business manager. (Section 340.119)</p> <p>(2) The statutes are silent on the establishment of the position of business manager in school districts of the first, second, and fourth class, and primary districts, except that:</p> <p>(a) the governing board of a district</p>

of the second class may appoint a business manager under the authority of Section 340.154.

(b) other boards may do so under the authority of Section 340.574.

(d) Principal .....

The statutes are silent on the establishment of the position of principal by the governing boards of first, second, third, fourth class, and primary school districts, except that principal is included within the meaning of the phrase "such assistants and employees as may be necessary," as used in Section 340.574.

2. Director or Supervisor of Instruction, and Librarian

- (a) Director (eg.) curriculum
- (b) Coordinator (eg.) audio-visual
- (c) Supervisor (eg.) elementary and secondary
- (d) Subject area supervisor
- (e) Librarian

The statutes are silent on the establishment of these positions by the governing boards of first, second, third, fourth class, and primary school districts, except that:

(1) Position of director of recreation (or superintendent of recreation) may be established by the governing board of any school district. (Section 340.736)

(2) Position of librarian may be established by the governing board of any school district that established a library. (Section 340.588)

(3) All other positions may be established under the provisions of 340.574.

3. Pupil Personnel Positions

(a) Director of Guidance or Pupil Personnel .....

The statutes are silent on the establishment of this position by the governing boards of first, second, third, fourth class, and primary school districts, except this position may be established under the provisions of Section 340.574.

(b) Visiting teacher .....

The governing board of any school district may establish the position of visiting teacher providing the visiting teacher program as presented by the governing board is satisfactory to the Superintendent of Public Instruction. (Section 333.152)

(c) Attendance officer .....

The governing board of any school district with a population of more than 3,000 may establish the position of at-

tendance officer, provided that any qualifying school district not appointing an attendance officer shall have the county board of education attendance officer acting for it.

(d) Psychologist

The statutes are silent on the establishment of this position by the governing boards of first, second, third, fourth class, and primary school districts, except that this position is included within the meaning of the phrase "such assistants and employees as may be necessary," as used in Section 340.574.

4. School Health Service Positions

- (a) School nurse
- (b) Dental hygienist
- (c) Physician

The statutes are silent on the establishment of these positions by the governing boards of first, second, third, fourth class, and primary school districts, except that these positions are within the meaning of the phrase "such assistants and employees as may be necessary," as used in Section 340.574.

# MINNESOTA

## ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<b>1. General Administration</b>	
<b>(a) Superintendent of Schools</b>	<p>(1) Position of superintendent of schools shall be established by the governing board of any school district that maintains a classified high school. (Section 121.15)</p> <p>(2) Position of superintendent of schools may be established by the governing board of any school district with secondary school facilities acting jointly with the associated district of which it is a part. (Section 122.81)</p> <p>(3) Position of superintendent of schools may be established by the governing board of an independent school district. (Section 122.038)</p> <p>(4) Position of superintendent of schools shall be established by the governing board of a common school district with a classified high school. (Section 121.151)</p> <p>(5) The general statutes are silent on the establishment of the position of superintendent of schools by the governing boards of special school districts.</p>
<b>(b) Assistant Superintendent</b>	<p>The statutes are silent on the establishment of this position by the governing boards of common, independent, special, or associated school districts, except that this position is included within the meaning of the term teacher and necessary employees as these terms are used in Sections 122.039(5) (6) and 130.02.</p>
<b>(c) Business manager</b>	<p>The statutes are silent on the establishment of this position by the governing boards of common, independent, associated, or special school districts, except that this position is within the meaning of "necessary employees" as this term is used in Section 122.039-6.</p>

## 124 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

(d) Principal \_\_\_\_\_ The governing board of any operating school district may establish this position provided more than one teacher is employed. (*Section 130.01*)

### 2. Director or Supervisor of Instruction, and Librarian

(a) Director (eg.) curriculum \_\_\_\_\_ The statutes are silent on the establishment of these positions by the governing boards of common, independent, associated, or special school districts, except these positions are within the meaning of "teacher" as that term is used in Sections 122.039(5) and 130.02.

(b) Coordinator (eg.) audio-visual

(c) Supervisor (eg.) elementary and secondary

(d) Subject area supervisor

(e) Librarian \_\_\_\_\_ The position of librarian may be established by the governing board of any school district. (*Section 134.02*)

### 3. Pupil Personnel Positions

(a) Director of Guidance or Pupil Personnel \_\_\_\_\_ The statutes are silent on the establishment of these positions by the governing boards of any school district, except these position are included within the meaning of "teacher," as used in Sections 122.639-5 and 130.02.

(b) Visiting teacher

(c) Attendance officer \_\_\_\_\_ Position of attendance officer may be established by the governing board of any school district. (*Section 132.09*)

(d) Psychologist \_\_\_\_\_ Statutes are silent on the establishment of this position by the governing boards of common, independent, associated, special school districts, except this position is included within the meaning of "services" (*Sections 122.039-6 and 131.081*) and within the meaning of "essential professional personnel" (*Sections 131.085 and 131.095*)

### 4. School Health Service Positions

(a) School nurse \_\_\_\_\_ Position of school nurse may be established by the governing board of any school district. (*Section 145.08*)

(b) Dental hygienist \_\_\_\_\_ The statutes are silent on the establishment of these positions by the governing board of any school district, except that these positions are within the meaning of "necessary employees" as that term is used in Section 122.039-6.

(c) School physician

STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
Pupil Personnel Positions	<p>The statutes provide that the State shall pay to any school district or unorganized territory for the employment in its educational program for handicapped and/or trainable children, two-thirds of the salary of essential professional personnel, but this amount shall not exceed \$3,600 for the normal school year for each full-time person employed, or a prorate amount for a limited time, including but not limited to summer school. Also payments are made on the same basis for the employment of essential professional personnel jointly with another district or districts or unorganized territory. The essential professional personnel are not named in the statute but are established by rules of the State board of education. (Sections 181.084, 181.085, 181.094, 181.096)</p>

## MISSISSIPPI

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<b>1. General Administration</b>	
(a) Superintendent of Schools	Position of superintendent of schools shall be established by the governing boards of all school districts, except that the county superintendent of education shall be the superintendent of a countywide school district and municipal separate school district embracing an entire county with a population under 15,000. ( <i>Constitution: Article VIII, Section 204</i> ) ( <i>Section 6282-04</i> )
(b) Assistant Superintendent	The statutes are silent on the establishment of this position by municipal separate, consolidated and countywide school districts, except that this position may be established under the provisions of Sections 6282-01, 6282-02, and 6282-03, which empower the governing boards to employ both instructional and non-instructional personnel within the limits of available funds and in accord with stated procedures.
(c) Business manager	The statutes are silent on the establishment of this position by the governing boards of municipal separate, countywide and consolidated school districts, except that such position may be established under the provisions of Sections 6282-01 and 6282-02.
(d) Principal	The position of principal shall be established by the governing boards of municipal separate, countywide and consolidated school districts in accord with the provisions of Sections 6282-05 and 6282-06 which provide the methods of selection and appointment.
<b>2. Director or Supervisor of Instruction, and Librarian</b>	
(a) Director (eg.) curriculum	The statutes are silent on the establishment of any of these positions by the governing boards of municipal separate, countywide, and consolidated school districts, except that any or all
(b) Coordinator (eg.) audio-visual	
(c) Supervisor (eg.) elementary and secondary	



- (d) Subject area supervisor
- (e) Librarian

of these positions may be established under the provisions of Sections 6282-01, 6282-02, 6282-03, 6282-07, which empower governing boards to employ personnel, both instructional and non-instructional within the limits of available funds and in accord with stated procedures.

3. Pupil Personnel Positions

- (a) Director of Guidance or Pupil Personnel

The statutes are silent on the establishment of these positions by the governing boards of municipal separate, countywide and consolidated school districts, except that statutory support for the establishment of these positions is construed from general provisions. (Sections 6282-01 and 6282-02.)

- (b) Visiting teacher

- (c) Attendance officer

(1) This position may be established by the governing board of municipal separate school districts. (Section 6411-14)

(2) The statutes are silent on the establishment of this position by the governing board of consolidated school districts.

(3) The statutes are silent on the establishment of this position by county boards of education, except that the county superintendent of education is given this responsibility. (Section 6411-64)

- (d) Psychologist

The statutes are silent on the establishment of this position by the governing board of any school district, except that this position may be established under the provisions of Sections 6282-01 and 6282-02.

4. School Health Service Positions

- (a) School nurse

(1) Position of visiting nurse may be established by the governing board of municipal separate districts. (Section 6411-14)

(2) Statutes are silent on the establishment of the position in countywide and consolidated school districts, except that statutory support for the establishment of this position is construed from the provisions of Section 6282-01 and 6282-02.

128 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

- (b) Dental hygienist .....
  - (c) School physician
- The statutes are silent on the establishment of these positions, except that municipal separate districts may provide for the medical inspection of children, and statutory support is construed from the provisions of Sections 6282-01 and 6282-02.

STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. Superintendent of Schools, and Principals	The statutes provide that State aid funds shall be used to pay or supplement the salaries of non-teaching superintendents and principals in county and separate school districts. The allotment for superintendents and principals is \$150 per teacher unit as calculated under the provisions of Section 6248-02 for the county and separate school districts. Such an allotment is in addition to the regular teacher unit allotment. (Section 6248-02)
2. Superintendent county-wide district and supervisors	Each county unit school district shall receive annually a minimum of \$15,000, and an additional \$25 for each teacher unit in excess of 50 teacher units, provided that no county school system shall receive more than \$20,000. From this allotment the salary of the county superintendent, the salary of supervisors and other personnel may be paid. Other expenses of county administration are also included. In the event a municipal separate district shall occupy the territory of an entire county then allowance shall be made to the separate school district. (Section 6248-02)

## MISSOURI

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. General Administration	
(a) Superintendent of Schools.....	<p>(1) Position of superintendent of schools may be established by any school board maintaining a 4-year high school in counties of the first class. (Section 165.147)</p> <p>(2) Position of superintendent of schools may be established by the governing boards of city school districts with a population of 75,000 to 700,000. (Section 165.387)</p> <p>(3) Position of superintendent of schools shall be established by the governing board of school districts in city with more than 700,000 population. (Section 165.570)</p> <p>(4) Position of superintendent may be established by the governing board of city, town, consolidated, and village (common) school districts. (Section 167.040)</p>
(b) Assistant Superintendent.....	<p>Statutes are silent on the establishment of this position by the governing boards of common, consolidated, town, or city school districts, except that:</p> <p>(1) assistant superintendent is within the meaning of "other servants and agents" as used in Section 165.387 for districts in cities of 75,000 to 700,000.</p> <p>(2) assistant superintendent is within the meaning of other "officers, employees, and agents," as used in Section 165.570 for district in city of more than 700,000.</p> <p>(3) This position is construed to be authorized for other school districts in accord with the meaning of "teacher" as that term is used in Section 163.080.</p>
(c) Business manager.....	<p>(1) Position of business manager may be established by the governing board of a city school district with a popula-</p>

tion of not less than thirty-five thousand nor more than fifty thousand. (Section 165.153)

(2) Statutes are silent on the establishment of this position by the governing boards of common, consolidated, town, or other city school districts, except for implied provisions and:

(a) The clerk of the board of a common school district is empowered to perform some business management duties. (Section 165.220)

(b) The secretary of the board in city or town school districts who may or may not be a member of the board is empowered to perform some business management duties. (Section 165.220)

(d) Principal \_\_\_\_\_

The statutes are silent on the establishment of this position by the governing boards of common, consolidated, town, or city school districts, except that:

(1) Position may be established by the governing board of city school district with more than 700,000. (Section 165.590)

(2) Position of principal may be established by the governing boards of other school districts in accord with the meaning of "teacher" as that term is used in Section 165.387 and 163.080.

2. Director or Supervisor of Instruction, and Librarian

- (a) Director (eg.) curriculum
- (b) Coordinator (eg.) audio-visual
- (c) Supervisor (eg.) elementary and secondary
- (d) Subject area supervisor
- (e) Librarian

The statutes are silent on the establishment of these positions by the governing boards of common, consolidated, town, or city school districts, except that:

(1) Position of director of physical education may be established by the governing board of county, city, or town school districts, providing 30 or more teachers are employed. (Section 163.370)

(2) Position of supervisor of health may be established by the governing board of county, city, or town school districts, providing 30 or more teachers are employed. (Section 163.370)

(8) Positions of director of instruction, general or special subject area supervisors, coordinators of instructional areas, and librarians may be established by the governing board of any school district in accord with the meaning of "teacher" as used in Section 163.060.

3. Pupil Personnel Positions

(a) Director of Guidance or Pupil Personnel

The statutes are silent on the establishment of these positions by the governing boards of common, consolidated, town, or city school districts, except that these positions are within the meaning of "teacher" as used in Section 163.060.

(b) Visiting teacher

(c) Attendance officer

Position of attendance officer may be established by any town or city school board. (Section 164.040)

(d) Psychologist

The statutes are silent on the establishment of this position by the governing boards of common, consolidated, town, or city school districts, except that this position may be established under implied provisions.

4. School Health Service Positions

(a) School nurse

Position of school nurse may be established by the governing board of county, city, or town school districts providing 30 or more teachers are employed. (Section 163.270)

(b) Dental hygienist

The statutes are silent on the establishment of these positions by the governing boards of common, consolidated, town, or city school districts, except that:

(c) School physician

(1) In city school districts with cities of more than 75,000 these positions are within the meaning of "other agents" as used in Sections 165.387 and 165.570.

(2) Position of school physician or medical examiner is established by provisions of Sections 163.270 for any school district with 30 or more teachers.

## MONTANA

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<b>1. General Administration</b>	
(a) Superintendent of Schools	Position of superintendent may be established by the governing board of any first, second, third class and high school district. (Section 75-4140)
(b) Assistant Superintendent	The statutes are silent on the establishment of this position by the governing board of first, second, third class, and high school districts, except that this position may be established under the general provisions, including Section 75-1632(2).
(c) Business manager	The statutes are silent on the establishment of this position by the governing boards of first, second, or third class, and high school districts, except that the clerk of the board of school trustees who is not a member of the board is empowered to perform certain business management responsibilities. Also authorized by implied provisions. (Section 75-1621, 75-1902, 75-1905)
(d) Principal	(1) Position of principal shall be established by the governing board of county high school district. (Section 75-4231-3) (2) Position of principal may be established by the governing board of district high school in addition to the appointment of a superintendent of school. In the event a superintendent of schools is not appointed a principal shall be appointed. (Section 75-4231-4) (3) Position of principal may be established by the governing board of any school district. (Section 75-2401)
<b>2. Director or Supervisor of Instruction, and Librarian</b>	
(a) Director (eg.) curriculum	The statutes are silent on the establishment of any of these positions by the governing boards of first, second, third
(b) Coordinator (eg.) audio-visual	

(c) Supervisor (eg.) elementary and secondary  
 (d) Subject area supervisors

class, and high school districts, except that:

(1) These positions are within the meaning of "assistants" as used in Section 75-4231-5 and the phrase "teachers, mechanics, or laborers" as used in Section 75-1632-2.

(e) Librarian

The statutes are silent on the establishment of this position by the governing board of first, second, third class, and high school districts, except that this position is within the meaning of Section 75-4231-5 and Section 75-1632-2.

3. Pupil Personnel Positions

(a) Guidance director  
 (b) Visiting teacher

The statutes are silent on the establishment of these positions by the governing boards of first, second, third class, and high school districts, except that these positions may be established in accord with Sections 75-4231-5 and 75-1632-2.

(c) Attendance officer

(1) Position of attendance officer may be established by the governing boards of districts of first and second class. (Section 75-2908)

(2) Position of attendance officer may be established by the governing boards of districts of the third class. (Section 75-2908)

(3) In districts not appointing an attendance officer, the county superintendent shall act as attendance officer. (Section 75-1616)

(d) Psychologist

The statutes are silent on the establishment of this position by the governing boards of first, second, third class, and high school districts, except that such a position is within the meaning of Sections 75-4231-5 and 75-1632-2.

4. School Health Service Positions

(a) School nurse

The position of school nurse may be established by the governing board of any school district. (Section 75-1632-11)

(b) Dental hygienist

The statutes are silent on the establishment of this position by the governing board of any school district, except for implied provisions.



134 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

(c) School physician..... Position of school physician may be established by the governing board of any school district. ( *Section 75-1032-11* )

## NEBRASKA

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. General Administration (a) Superintendent of Schools	(1) Position of superintendent of schools may be established by the governing boards of Class II, III, IV, V, and VI school districts. (Sections 79-519, 79-525, and 79-1004)  (2) The statutes are silent on the establishment of this position by the governing boards of Class I school districts, except that statutory support for the position is construed by Section 79-441.
(b) Assistant Superintendent	(1) Position may be established by the governing boards of Class IV and V school districts. (Section 79-525 and 79-1004)  (2) The statutes are silent on the establishment of this position in Class I, II, III, and VI school districts, except that statutory support for the position is construed by the meaning of "certificated employee" as that term is used in Section 79-101.
(c) Business manager	(1) The statutes are silent on the establishment of this position, except for implied provisions, the secretary of the governing board in Class I, II, and VI school districts is authorized to perform some business management duties (Sections 79-456 and 79-457). In these districts the secretary is a board member. In class III districts the secretary may be a person not a member of the board. (Section 79-508)  (2) In Class IV and V school districts the position of assistant superintendent of business affairs, a certificated-type position, may be established by the governing boards of class IV and V governing boards. (Section 79-525)
(d) Principal	(1) Position of principal may be established by the governing boards of class

IV and V school districts. (Section 79-525)

(2) The statutes are silent on the establishment of this position by the governing boards of Class I, II, and III, and IV school districts, except that statutory support for this position is construed from the meaning of "certificated employee" as that term is used in Section 79-101(10).

2. Director or Supervisor or Instruction, and Librarian

- (a) Director (eg.) curriculum
- (b) Coordinator (eg.) audio-visual
- (c) Supervisor (eg.) elementary and secondary
- (d) Subject area supervisor

The statutes are silent on the establishment of any of these positions by the governing boards of Class I, II, III, IV, V, and VI school districts, except that such positions are assumed within the meaning of Section 79-525 for class IV and V school districts. Statutory support for the establishment of any or all of these positions by the governing boards of class I, II, III, IV, V, and VI school districts is implied from the meaning of "certificated employee." (Section 79-101(10))

- (e) Librarian

The statutes are silent on the establishment of this position by the governing boards of class I, II, III, IV, V, and VI school districts, except that this position is within the meaning of "certificated employee" as that term is used in Section 79-101.

3. Pupil Personnel Positions

- (a) Director of Guidance or Pupil Personnel

The statutes are silent on the establishment of this position by the governing boards of class I, II, III, IV, V, and VI school districts, except that such position is assumed within the meaning of Section 79-525 for class IV and V school districts and Section 79-101(10) for all school districts.

- (b) Visiting teacher

Governing boards of class I, II, III, IV, V, and VI school districts may establish the position of visiting teacher for the homebound handicapped child, providing they meet the requirements of the Commissioner of Education. (Section 48-607)

(c) Attendance officer..... (1) Position of attendance officer shall be established by the governing boards of Class III, IV, and V school districts. (Section 79-210)

(2) Position of attendance officer for Class I, II, and VI school districts shall be established by the county superintendent of schools or the county superintendent of schools shall so act. (Section 79-210)

(d) Psychologist..... Any district (Class I, II, III, IV, V, VI) operating a program for the educable mentally handicapped approved by the superintendent of public instruction may establish the position of educational psychologist. (Section 43-604)

4. School Health Service Positions

(a) School nurse..... Position of school nurse may be established by the governing board of any Class I, II, III, IV, V, and VI school district in accord with the provisions of Section 79-101.

(b) Dental hygienist..... The statutes are silent on the establishment of this position by the governing boards of Class I, II, III, IV, V, and VI school districts, except that statutory support for the establishment of this position is construed from the provisions of Sections 79-101 and 79-4137 especially for Class III, IV, and V school districts.

(c) Physician..... Position of school physician may be established by the governing board of any school district. (Section 79-4137)

## NEVADA

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<b>1. General Administration</b>	
(a) Superintendent of Schools	Position of superintendent of schools is to be established by the governing board of a school district under the provision that the governing board is authorized to employ any person regularly certificated to serve as superintendent of the school district. ( <i>Section 391.110</i> )
(b) Assistant Superintendent	The statutes are silent on the establishment of the position of assistant superintendent, except that this position is within the meaning of "all other necessary employees" as used in Section 391.100.
(c) Business manager	Statutes are silent on the establishment of this position by the governing boards of school districts, except that: (1) School board clerk, who may or may not be a member of the board, is authorized to perform some business management duties. ( <i>Section 396.310</i> ) (2) Position of business manager could be established in accord with the meaning of "all other necessary employees" as that term is used in Section 391.100.
(d) Principal	Position of principal may be established by the governing board of school districts. ( <i>Section 391-310</i> )
<b>2. Director or Supervisor of Instruction, and Librarian</b>	
(a) Director (eg.) curriculum	The statutes are silent on the establishment of these positions, except that any or all of these positions are within the meaning of Section 391.100 which provides that the governing board of a school district may employ a superintendent of schools, teachers, and all other necessary employees.
(b) Coordinator (eg.) audio-visual	
(c) Supervisor (eg.) elementary and secondary	
(d) Subject area supervisor	
(e) Librarian	
<b>3. Pupil Personnel Positions</b>	
(a) Director of Guidance or Pupil Personnel	The statutes are silent on the establishment of these positions by the govern-

- (b) Visiting teacher \_\_\_\_\_ ing boards of school districts, except that these positions are within the meaning of Section 391.100.
- (c) Attendance officer \_\_\_\_\_ The position of attendance officer may be established by the governing boards of school districts. (Section 392.150)
- (d) Psychologist \_\_\_\_\_ The statutes are silent on the establishment of the position by the governing boards of school districts, except that power to create position is implied by Section 388.472 relating to the examination of the mentally retarded by competent psychologists and provisions of Section 391.100.

**4. School Health Service Positions**

- (a) School nurse \_\_\_\_\_ These positions may be established by the governing boards of school districts providing State, county, or district public health services are not available or cannot be conveniently obtained. (Section 392.420)
- (b) School physician \_\_\_\_\_
- (c) Dental hygienist \_\_\_\_\_ Under the provisions of Section 392.420 a dental hygienist may be implied as a necessary employee providing State, county, or district public health services are not available or cannot be conveniently obtained.

## NEW HAMPSHIRE

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<b>1. General Administration</b>	
(a) Superintendent of Schools.....	Position of superintendent of schools shall be established for each supervisory union with the governing boards of school districts (town, city, or cooperative) nominating the superintendent and the State Board appointing. ( <i>Sections 189:45 and 186:11, XXII</i> )
(b) Assistant Superintendent.....	Position of assistant superintendent may be established in not more than five of the supervisory unions with the governing boards of the school districts nominating the assistant superintendent and the State Board appointing. ( <i>Section 186:11, XXII</i> )
(c) Business manager.....	The statutes are silent on the establishment of this position by the governing board of any school district, except for implied provisions.
(d) Principal.....	The statutes are silent on the establishment of this position by the governing boards of town, city, or cooperative school districts, except that this position may be established in accord with "teacher" as that term is used in Chapter 189.
<b>2. Director or Supervisor of Instruction, and Librarian</b>	
(a) Director (eg.) curriculum.....	The statutes are silent on the establishment of these positions by the governing boards of town, city, or cooperative school districts, except that:
(b) Coordinator (eg.) audio-visual	(1) The supervisory union board may establish the positions of supervisors of health, physical education, music, art, and guidance. ( <i>Section 189:47</i> )
(c) Supervisor (eg.) elementary and secondary	(2) Section 189:47 implies the power of supervisory union boards to establish positions such as directors of curriculum and librarians.
(d) Subject area supervisor	
(e) Librarian	



(2) Positions such as director of curriculum and librarian may be established in accord with the implications of Section 194:3 and 194:2 relative to the powers of city, town, and cooperative school districts; the cooperative school districts; the expenditures of local taxes, and the meaning of "teachers" as that term is used in Chapter 189.

**3. Pupil Personnel Positions**

- (a) Director of Guidance or Pupil Personnel
- (b) Visiting teacher

(1) Position of supervisor of guidance may be established by the supervisory union board. (Section 189:47)

(2) Statutes are silent on the establishment of these positions by the governing boards of town, city, or cooperative school districts, except that such positions are implied by Sections 194:3, and 198:2 and the meaning of "teachers" as that term is used in Chapter 189.

(3) Position of visiting teacher is implied as a power of the supervisory union board under Section 189.47 and the meaning of "teachers" as that term is used in Chapter 189.

- (c) Attendance officer

The governing boards of town, city, and cooperative school districts shall appoint attendance officers (Section 189:34), and the State Board may require any school board to appoint additional attendance officers. (Section 189:37)

- (d) Psychologist

The statutes are silent on the establishment of this position by the governing boards of town, city, or cooperative school districts, except for implied provisions.

**4. School Health Service Positions**

- (a) School nurse

The statutes are silent on the establishment of this position by the governing boards of town, city, or cooperative school districts, except that this position is implied under Section 194:3 and 198:2 and the meaning of "teachers" as that term is used in Chapter 189.

- (b) Dental hygienist

The statutes are silent on the establishment of this position by the governing boards of town, city, or cooperative

142 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

school districts, except for implied provisions.

- (c) School physician ..... The position of school physician may be established by the governing boards of city, town, and cooperative school districts. (Section 200:16)

STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
Superintendent of Schools, Assistant Superintendents, Helping Teacher	Provision is made in the general statutes for setting the State's share of the annual salary of the superintendent of supervisory unions, assistant superintendents, and helping teachers with the total amounts available for such salaries accountable from the school districts in accord with the provisions of Section 194:12. The State's share of the annual salary of the superintendent of a union varies by categories of adjusted valuations of the unions with the amount of the State's share of the superintendents' salary increasing with stipulated decreases in valuation. The State's share of the annual salary of assistant superintendents and helping teachers is set at a flat amount. (Section 186:11, XXII) The amount for superintendents (1957-1958) ranges from \$2,500 to \$4,500, except that the State's share of the salary of a superintendent in a union which has a helping teacher is fixed at \$2,500. The State's share of the salary of assistant superintendents and helping teachers is \$2,500.

## NEW JERSEY

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. General Administration	
(a) Superintendent of Schools	<p>(1) Position of superintendent of schools may be established by the governing board of any city school district organized under the provisions of Chapter 6, and any township, incorporated town, and borough school district accepting the provisions of Chapter 6, Title 18. (Section 18:6-2)</p> <p>(2) Position of superintendent of schools may be established by the governing boards of any city, township, incorporated town, or borough school district organized under or accepting the provisions of Chapter 7, Title 18, providing:</p> <p>(a) the necessity for the position is agreed to in writing by the county superintendent of schools.</p> <p>(b) the school district qualified under the rules and regulations of the State Board of Education.</p> <p>(c) approval of the State Board of Education and the Commissioner of Education is received. (Section 18:7-70)</p>
(b) Assistant Superintendent	<p>The governing board of any school district may establish the position of assistant superintendent of schools providing the school district has a superintendent of schools. Appointment is contingent upon recommendation of the superintendent of schools. (Section 18:6-40 and 18:10-9)</p>
(c) Business manager	<p>(1) Position of business manager may be established by the governing board of any city school district organized under the provisions of Chapter 6, and any township, incorporated town, and borough school district accepting the provisions of Chapter 6, Title 18. (Section 18:6-27)</p>

(d) Principal

(2) The statutes are silent on the establishment of this position by the governing boards of school districts organized under or accepting the provisions of Chapter 7, Title 18. The absence of specific designation of position is construed as not authorizing this position for Chapter VII school districts.

(1) Position of principal may be established by the governing board of any city school district organized under the provisions of Chapter 6, or any township, incorporated town, and borough school district accepting the provisions of Chapter 6, Title 18. (Section 18: 6-20)

(2) Position of principal may be established by the governing board of any city, township, incorporated town, regional, or consolidated school district organized under or accepting the provisions of Chapter 7, Title 18. (Section 18: 7-71)

2. Director of Supervisor of Instruction, and Librarian

- (a) Director (eg.) curriculum
- (b) Coordinator (eg.) audio-visual
- (c) Supervisor (eg.) elementary and secondary
- (d) Subject area supervisor
- (e) Librarian

The statutes are silent on the establishment of these positions, except that any or all of these positions may be established under the provisions of statutes that authorize the employment of teachers, including the provisions of Section 18:13-5 which empower a board of education to make rules and regulations governing the engagement and employment of teachers as defined. (Section 18:13-5)

3. Pupil Personnel Positions

- (a) Director of Guidance or Pupil Personnel
- (b) Visiting teacher

The statutes are silent on the establishment of these positions by the governing boards of school districts, except that these positions may be established under the provisions of statutes that authorize the employment of teachers, including the provisions of Section 18:13-5 which empower a board of education to make rules and regulations governing the engagement and employment of teachers as defined. (Section 18:13-5)

(c) Attendance officer..... Position of attendance officer shall be established by the governing board of each school district provided that if county attendance officers are appointed, any district governing board may be exempt from the establishment of this position. (Section 18:14-48)

(d) Psychologist..... Position of psychologist (psychological examiner) shall be established by one or more boards of education acting either separately or jointly, except that in lieu of employing a psychological examiner boards of education may separately or jointly contract to use the psychological services of any clinic or agency approved by the Commissioner of Education. (18:14-71.B) (18:14-71.4)

4. School Health Service Positions

(a) School nurse..... Position of school nurse may be established by the governing board of each school district. (Section 18: 14-56)

(b) Dental hygienist..... The statutes are silent on the establishment of this position by the governing boards of school districts. It is presumed that this position may be authorized under the provisions of Section 18: 11-14.

(c) School physician..... Position of school physician (medical inspector) shall be established by the governing board of each school district. (Section 18: 14-56)

## NEW MEXICO

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. General Administration	
(a) Superintendent of Schools	<p>(1) The statutes provide that the position of county superintendent of schools shall be established in each county (Section 73-5-1) unless otherwise provided for by the provisions of the general statutes relative to the reorganization of school districts.</p> <p>(2) The statutes are silent on the establishment of this position by the governing boards of municipal, independent rural, and union high school districts, except that statutory support for the establishment of this position is implied from general provisions including but not limited to Sections 73-11-4, 73-9-14, 73-10-2, and 73-7-3.</p>
(b) Assistant Superintendent	<p>The statutes are silent on the establishment of this position by the governing boards of municipal, independent rural, and union high school districts, except that statutory support for this position is implied with the meaning of "teacher" as that term is used in Section 73-12-7 including therein the pupil average daily attendance requirement for employment of "teacher."</p>
(c) Business manager	<p>The statutes are silent on the establishment of this position by the governing boards of municipal, independent rural, and union high school districts, except for implied provisions and that clerks of boards of education in municipal, independent rural, and union high school districts are empowered to exercise some business management responsibilities. (Section 73-9-18)</p>
(d) Principal	<p>The statutes are silent on the establishment of this position by the governing boards of municipal, independent rural, and union high school districts, except that statutory support for this position is construed within the mean-</p>

**2. Director or Supervisor of Instruction, and Librarian**

- (a) Director (eg.) \_\_\_\_\_
- (b) Coordinator (eg.) audio-visual
- (c) Supervisor (eg.) elementary and secondary
- (d) Subject area supervisor
- (e) Librarian

ing of "teacher" as that term is used in Section 73-12-7 including therein the pupil average daily attendance requirement for employment of "teachers."

The statutes are silent on the establishment of these positions by the governing boards of municipal, independent rural, and union high school districts, except that statutory support for these positions is construed within the meaning of "teacher" as that term is used in Section 73-12-7, including therein the pupil average daily attendance requirement for the employment of "teachers."

**3. Pupil Personnel Positions**

- (a) Director of Guidance or Pupil Personnel \_\_\_\_\_
- (b) Visiting teacher

The statutes are silent on the establishment of these positions by the governing boards of municipal, independent rural, and union high school districts, except that these positions may be allowed under the provisions of Section 73-12-7 including therein pupil average daily attendance requirement for the employees of "teachers."

- (c) Attendance Officer \_\_\_\_\_

The statutes are silent on the establishment of this position by the governing boards of municipal, independent rural, and union high school districts, except that statutory support is construed from provisions of general statutes pertaining to powers of governing boards.

- (d) Psychologist \_\_\_\_\_

The statutes are silent on the establishment of this position by the governing boards of municipal, independent rural, and union high school districts, except that this position may be established under implied provisions.

**4. School Health Service Positions**

- (a) School nurse \_\_\_\_\_
- (b) Dental hygienist
- (c) Physician

The statutes are silent on the establishment of these positions, except that under the provisions of Section 12-2-10, school health personnel shall be under the jurisdiction and powers of the district health officer, insofar as it affects public health.



## NEW YORK

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<b>1. General Administration</b>	
(a) Superintendent of Schools	(1) Position of superintendent of schools may be established by governing boards of union free and central school districts providing these districts have a population of 4,500 or more. (Sections 1711)  (2) Position of superintendent of schools shall be established by city school districts. (Sections 2503(5), 2509(1), and 2554)
(b) Assistant Superintendent	(1) Position of assistant superintendent may be established by the governing board of city school districts. (Sections 2503(5) and 2554(2))  (2) The statutes are silent on the establishment of this position in union free and central school districts, except that this position may be established under the provisions of Sections 1709-13 and 1709-33 providing the position of superintendent exists.
(c) Business manager	(1) Position of business manager may be established by the governing board of city school districts. (Sections 2503 and 2554)  (2) The statutes are silent on the establishment of this position in union free and central school districts, except that this position may be established under the provision that the governing boards have the superintendence, management, and control of the educational affairs of the district and have all the powers reasonably necessary to execute such powers and duties as are expressed or implied in the statutes. (Sections 1709-13, 1709-33)
(c) Principal	(1) Position of principal shall be established by the governing boards of city school districts. (Sections 2503(5) and 2554)

(2) Position of principal shall be established by the governing boards of union free and central school districts (providing 8 or more teachers are employed). (Section 3012 and 3013)

(3) Position of principal may be established by the governing boards of common school districts providing 8 or more teachers are employed. (Section 3013)

2. Director or Supervisor of Instruction, and Librarian

- (a) Director (eg.) curriculum
- (b) Coordinator (eg.) audio-visual
- (c) Supervisor (eg.) elementary and secondary
- (d) Subject area supervisors

(1) Any or all of these positions may be established by the governing boards of city school districts. (Sections 2503(5), 2508(5), and 2509(1))

(2) Any or all of these positions may be established by the governing boards of union free and central school districts providing these districts have a population of 4,500 or more and employ a superintendent of schools. (Section 3012)

(3) Any or all of these positions may be established by the governing boards of common school, union free, and central school districts with a population of less than 4,500 providing eight or more teachers are employed, and the district superintendent approves. (Section 3013)

- (e) Librarian

Position of librarian may be established by the governing board of any school district. (Sections 275 and 1709(15))

3. Pupil Personnel Positions

- (a) Director of Guidance or Pupil Personnel

Under the provisions of Section 4603 when two or more qualified persons are employed as teachers, counselors, or guidance workers for the purpose of providing vocational or educational guidance service in any approved district one may be appointed as director or supervisor. (Section 4603)

- (b) Visiting teacher

The statutes are silent on the establishment of this position except that:

(1) This position may be established by the governing board of city school

districts. (Sections 2503(5) and 2508 (5))

(2) This position may be established by the governing boards of union free and central school districts providing the districts have a population of 4,500 or more and a school superintendent is employed. (Sections 3012)

(3) This position may be established by the governing boards of common school, union free, and central school districts with a population of less than 4,500 providing eight or more teachers are employed and the district superintendent approves. (Section 3013)

(c) Attendance officer.....

The position shall be established by the governing boards of city school districts, union free school districts, central school districts, or common school districts whose limits include in whole or in part an incorporated village. (Section 3213)

(2) This position shall be established by the town board of each town providing:

(a) Position is not otherwise established in Section 3213, above.

(b) the approval of the district superintendent is given in writing. (Section 3213)

(d) Psychologist.....

The statutes are silent on the establishment of this position by the governing boards of school districts, except that psychologist is included within the provisions of Sections 2503(5) and 2554 for city school districts, and Sections 3012 and 3013 for union free, central, and common school districts.

4. School Health Service Positions

(a) School nurse.....

Position of school nurse may be established by the governing board of any city, union free, central, or common school district. (Section 302(1))

(b) Dental hygienist.....

Position of dental hygienist may be established by the governing board of any city, union free, central, or common school district. (Section 302(1))

- (c) Physician \_\_\_\_\_ Position of medical inspector shall be established by the governing boards of city, union free, central, and common school districts. (*Section 902(1)*)

STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. Psychologist _____	Statutes provide that State aid shall be allocated for the salary of an approved psychologist in qualifying school districts. ( <i>Section 4405</i> )
2. Visiting teacher _____	Statutes also provide that State aid shall be allocated for the salary of "visiting teacher" in qualifying school districts. ( <i>Section 4405</i> )

## NORTH CAROLINA

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<b>1. General Administration</b>	
(a) Superintendent of Schools	Position of superintendent of schools shall be established by the governing boards of county or city administrative units. ( <i>Section 115-39</i> )
(b) Assistant Superintendent	Position of assistant superintendent may be established by the governing boards of county or city administrative units. ( <i>Section 115-44</i> )
(c) Business manager	The statutes are silent on the establishment of this position by the governing board of city or county administrative units, except that this position may be established under the provisions of Sections 115-40 and 115-44, which provides for the employment of personnel in order that the schools of the administrative unit and the work of the superintendent of schools may be conducted in a prompt, efficient, and economical manner.
(d) Principal	Position of principal is to be established by the governing board of county or city administrative units in accord with the provisions of Sections 115-58 and 115-72, requiring approval of election of principal, by the superintendent of schools and the governing board. ( <i>Sections 115-58, 115-72, 115-68 and 115-35</i> )
<b>2. Director or Supervisor of Instruction, and Librarian</b>	
(a) Director (eg.) curriculum	Any or all of these positions may be established by the governing boards of county and city administrative units. In the event the administrative unit qualifies and participates under the provisions of State aid ( <i>Section 115-11, 12</i> ) the positions are as authorized and approved by the State Board of Education. If the local administrative unit pays the total cost, any or all of these professional positions may be
(b) Coordinator (eg.) audio-visual	
(c) Supervisor (eg.) elementary and secondary	
(d) Subject area supervisor	
(e) Librarian	

established under the provisions of Section 115-44.

3. Pupil Personnel Positions

- (a) Director of Guidance or Pupil Personnel
- (b) Visiting teacher

States are silent on the establishment of these positions, except that such positions may be established under provisions of Section 115-11-12 wherein the positions are to be as authorized and approved by the State Board of Education, providing the qualifying unit participates in State aid. If the local administrative unit pays the total cost, any or all of these professional positions may be established under the provisions of Section 115-44.

- (c) Attendance officer

Position of attendance officer may be established by the governing board of city or county administrative units. In the event this position is not established, the county superintendent of public welfare shall assume the duties of school attendance officer. (Section 115-168)

- (d) Psychologist

The statutes are silent on the establishment of this position by the governing board of county and city administrative units, except that this position may be established under the provisions of Section 115-44 with the local administrative unit paying the cost.

4. School Health Service Positions

- (a) School nurse
- (b) Dental hygienist
- (c) School physician

The statutes are silent on the establishment of these positions by the governing boards of county and city administrative units, except that support for the establishment of these positions is assumed by the provisions of Section 115-44.

STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. School superintendents, principals and supervisors	State aid is allocated to support salaries of school superintendents, principals, and other certificated personnel identified in the statute. The administrative and supervisory positions named in the statutes are superinten-

dents, elementary and high school principals, and supervisors. In making provision from State funds, the State Board of Education shall effect all economies possible in providing for all objects and items of expenditure, except items of salary, and after such economies in all non-salary items, the Board shall have the authority to increase and decrease on a uniform percentage basis, the salary schedule of all personnel employed in order that appropriation of State funds for the public schools may insure their operation for the full length of the term. (Section 115-79) The State salary schedule for principals is for a period of 10 months and is based upon experience as principal and the size of school supervised. It ranges from \$3,740 to \$7,100. The salary of the superintendent is also based upon experience as superintendent and size of school system. The salary range is from \$5,784 to \$9,312 for a period of 12 months.

#### 2. Attendance officers

In addition to allocation to support salaries for those positions named in Section 115-79, the State Board is authorized and empowered to make allotments of State funds to support the salaries of attendance officers in county and city administrative units. (Section 115-11(12))



## NORTH DAKOTA

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<b>I. General Administration</b>	
(a) Superintendent of Schools	<p>(1) Position of superintendent of schools may be established by the governing boards of special school districts. In the event a superintendent is not appointed the county superintendent of schools shall supervise the schools of a special school district in the same manner as the schools of a common school district. (Section 15-2907)</p> <p>(2) Position of superintendent of schools shall be established by the governing boards of independent school districts. (Section 15-3207)</p> <p>(3) Statutes are silent on the establishment of this position by the governing boards of common school districts.</p>
(b) Assistant Superintendent	The statutes are silent on the establishment of this position by the governing boards of special or independent school districts, except that statutory support for this position is construed from "teacher" as that term is used in general provisions, including Sections 15-2908 and 15-3207.
(c) Business manager	The statutes are silent on the establishment of this position by the governing boards of common, special, or independent school districts, except that the school board clerk, who is not a member of the board, is empowered to perform some business management duties in common, special, and independent school districts. (Section 15-2503)
(d) Principal	<p>The statutes are silent on the establishment of this position by the governing boards of common, special, and independent school districts, except that:</p> <p>(1) In special school districts the superintendent may be required to act</p>

as principal or teacher. (*Section 15-2908*)

(2) Statutory support for the establishment of this position by the governing boards of common, special, or independent school districts is construed from "teacher" as that term is used in general provisions, including Sections 15-2506, 15-2908 and 15-3207.

2. Director or Supervisor of Instruction, and Librarian

- (a) Director (eg.) curriculum
- (b) Coordinator (eg.) audio-visual
- (c) Supervisor (eg.) elementary and secondary
- (d) Subject area supervisor

The statutes are silent on the establishment of any or all of these positions by the governing boards of common, special, or independent school districts, except that statutory support for these positions is construed from "teacher" as that term is used in general provisions, including Sections 15-2506, 15-2908, and 15-3207.

- (e) Librarian

(1) The governing board of a common school district may appoint a suitable person as librarian. (*Section 15-2506*)

(2) The statutes are silent on the establishment of this position by the governing boards of special or independent school districts, except that statutory support for this position is construed from "teacher" as that term is used in general provisions, including Sections 15-2908 and 15-3207.

3. Pupil Personnel Positions

- (a) Director of Guidance or Pupil Personnel
- (b) Visiting teacher

The statutes are silent on the establishment of these positions by the governing boards of common, special, or independent school districts, except that statutory support for these positions are construed from the meaning of "teacher" as that term is used in general provisions, including Sections 15-2506, 15-2908 and 15-3207.

- (c) Attendance officer

Position of attendance officer may be established by the governing board of any school district providing the district has more than 500 inhabitants. (*Section 15-3410*)

- (d) Psychologist

The statutes are silent on the establishment of this position by the governing boards of common, special, or inde-

pendent school districts, except that creation of this position is inferred as within the general powers of local boards of education.

#### 4. School Health Service Positions

- (a) School nurse
- (b) Dental hygienist
- (c) Physician

The statutes are silent on the establishment of these positions by the governing boards of common, independent, and special school districts, except that employment of dental hygienists and the appointment of school nurses and physicians is inferred from general powers of local boards of education.

OHIO

ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. General Administration	
(a) Superintendent of Schools.....	(1) Position of superintendent of schools shall be established by the governing boards of city and exempted village districts. (Section 3319.01) (2) The governing board of a local school district may designate a principal as executive head but not as superintendent of schools, upon the recommendation of the county superintendent of schools. (Section 3319.01)
(b) Assistant Superintendent.....	Position of assistant superintendent of schools may be established by the governing boards of city and exempted village school districts. (Section 3319.02)
(c) Business manager.....	(1) Position of business manager may be established by the governing boards of city school districts. (Section 3319.03) (2) The statutes are silent on the establishment of this position in exempted village and local school districts.
(d) Principal.....	(1) Position of principal shall be established by the governing boards of city, exempted village, and local school districts for all high schools in the district. (Section 3319.02) (2) Position of principal may be established by the governing boards of city, exempted village, and local school districts for such other schools as the boards may designate. (Section 3319.02)
2. Director or Supervisor of Instruction, and Librarian	
(a) Director (eg.) curriculum.....	The statutes are silent on the establishment of any or all of these positions by the governing boards of city, exempted village, and local school districts, except that these positions may be established by the governing boards
(b) Coordinator (eg.) audio-visual	
(c) Supervisor (eg.) elementary and secondary	
(d) Subject area supervisor	

(e) Librarian

in accord with "teacher" as that term is used in Sections 3319.07 and 3319.09. In local school districts positions such as supervisor shall be filled in accord with the provisions of Section 3319.07.

3. Pupil Personnel Positions

(a) Director of Guidance  
or Pupil Personnel

The statutes are silent on the establishment of this position by the governing boards of city, exempted village, and local school districts, except that this position may be established in accord with "teacher" as that term is used in Section 3319.04 and 3319.09.

(b) Visiting teacher

This position may be established by the governing boards of city, exempted village, and local school districts in accord with standards of the State Board of Education, although the provision does not expressly name visiting teacher. (Sections 3323.02 and 3323.06)

(c) Attendance officer

(1) Position of attendance officer shall be established by the governing boards of city and exempted village school districts. (Section 3321.15)

(2) The statutes are silent on the establishment of this position by the governing boards of local school districts.

(d) Psychologist

The statutes are silent on the establishment of this position by the governing boards of city, exempted village, and local school districts, except that this position is within the meaning of the provisions of Sections 3317.05T.

School Health Service Positions

(a) School nurse

This position may be established by the governing boards of city, exempted village, and local school districts. (Section 3313.68)

(b) Dental hygienist

This position may be established by the governing boards of city, exempted village, and local school districts under their authority to employ one or more school dentists. (Section 33.13.68)

(c) School physician

This position may be established by the governing boards of city, exempted village, and local school districts. (Section 3313.68)

# 160 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

## STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
Administrative and Supervisory Positions	<p>Statutes provide for a State aid allowance for certificated employees devoting full time to administrative or supervisory duties. This is an additional salary allowance computed as 25% of the amount otherwise allowed. The total approved salary allowance for any district is the regular salary allowances plus the additional salary allowances for extended services and the additional salary allowances for employees who are full-time administrators or supervisors. The amount of State support a school district is entitled is determined according to a five factor formula. The salary allowance figure is one factor in the formula. The State support plan is based upon a teacher-unit plan for the distribution of State funds, in which the sum of approved teacher units calculated in accord with the provisions of Section 3317.05 shall be divided by eight and the quotient thus obtained is to be the number of approved administrative and special service units. Also included in the calculation of approved teacher units are approved supervisory units. (Sections 3317.05, 3317.051, and 3317.052)</p>

## OKLAHOMA

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<b>1. General Administration</b>	
(a) Superintendent of Schools	Position of superintendent of schools may be established by the governing boards of independent and dependent school districts. (Section 4-22)
(b) Assistant Superintendent	The statutes are silent on the establishment of this position by the governing boards of dependent or independent school districts, except that assistant superintendent is within the meaning of "other necessary employees" as used in Section 4-22.
(c) Business manager	The statutes are silent on the establishment of this position by the governing boards of independent and dependent school districts, except that business manager is within the meaning of "other necessary employees" as used in Section 4-22.
(d) Principal	Position of principal may be established by the governing boards of independent and dependent school districts (Section 4-22). The principal may have supervisory or administrative authority over a school with two or more teachers, or he may be teaching principal with at least one half of his time spent in teaching. (Section 1-18)
<b>2. Director or Supervisor of Instruction, and Librarian</b>	
(a) Director (eg.) curriculum	The statutes are silent on the establishment of any or all of these positions by the governing boards of independent and dependent school districts, except that these positions are in accord with "teacher" as that term is used in Section 1-18 and the powers of governing boards as expressed in Section 4-22.
(b) Coordinator (eg.) audio-visual	
(c) Supervisor (eg.) elementary and secondary	
(d) Subject area supervisor	
(e) Librarian	
<b>3. Pupil Personnel Positions</b>	
(a) Director of Guidance or Pupil Personnel	The statutes are silent on the establishment of this position by the governing boards of independent and dependent districts, except this position is in ac-



cord with "teacher" as that term is used in Section 1-18 and the powers of the governing boards as expressed in Section 4-22.

(b) Visiting teacher.....

The statutes are silent on the establishment of this position by the governing boards of independent and dependent districts, except this position is supported by the meaning of "teacher" as that term is used in Section 1-18 and also supported by the powers of governing boards to employ "necessary employees." (Section 4-22)

(c) Attendance officer.....

(1) The position of supervisor of school census and attendance shall be established by the governing board of independent school districts. (Section 10-1)

(2) Position of supervisor of school census and attendance shall be established by the county superintendent of schools to serve the dependent school districts of the county. (Section 10-2)

(3) Position of supervisor of school census and attendance may be established to serve two or more independent school districts, or one or more independent school districts and the dependent school districts of one or more counties. (Section 10-1)

(d) Psychologist.....

The statutes are silent on the establishment of this position by the governing boards of independent and dependent districts, except this position is supported by the meaning of "teacher" as that term is used in Section 1-18 and also supported by the powers of governing boards to employ "necessary employees." (Section 4-22)

4. School Health Service Positions

- (a) School nurse.....
- (b) Dental hygienist.....
- (c) School physician.....

Any or all of these positions may be established by the governing board of independent and dependent districts. (Section 4-22)

## STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
Superintendents, Principals, or Teaching Principals	Provision is made in the statutes for an allocation of State aid to independent and dependent districts to support the salary of superintendents and principals or teaching principals. The administrative increment is based upon the term of the contract and an amount of \$3 per teacher not to exceed 20 teachers. Superintendents are also entitled to 2 months' additional increment upon proper contracts. No district shall be granted increments for both superintendents and principals unless the school district shall qualify eight or more teachers and maintain an accredited high school. ( <i>Section 18-1</i> )

## OREGON

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. General Administration	
(a) Superintendent of Schools ...	(1) This position may be established by the governing boards of first, second, and third class school districts and county unit school districts. ( <i>Sections 332.320, 333.210 and 335.765</i> )  (2) This position may also be established in union high school districts in accord with the construction of the provisions of Section 335.475.
(b) Assistant Superintendent...	(1) Position may be established by the governing board of county-unit school districts. ( <i>Section 333.220</i> )  (2) Statutes are silent on the establishment of this position by the governing boards of first, second, and third class school districts, except that this position is implied within the meaning of Section 332.320.
(c) Business manager.....	The statutes are silent on the establishment of this position by the governing boards of school districts, except that school district board clerks, appointed by district school boards, are empowered to exercise business management responsibilities.
(d) Principal .....	(1) This position may be established by the governing boards of first, second, third class school districts, union high school and county unit school districts. ( <i>Section 332.320</i> )  (2) The superintendent of a union high school may be appointed as principal of an elementary school of any regular school district in which the high school is located by the governing board of the regular school district. ( <i>Section 335.475</i> )
2. Director or Supervisor of Instruction, and Librarian	
(a) Director (eg.) curriculum...	(1) Position of supervisor of recreation, may be established by the govern-
(b) Coordinator (eg.)	

- audio-visual  
 (c) Supervisor (eg.) elementary and secondary  
 (d) Subject area supervisor

ing boards of first, second, third class, union high, and county unit school districts. (Sections 332.320 and 333.220)

(2) Positions of director, supervisors of instruction, coordinators of instruction, and subject matter supervisors may be established by the governing boards of first, second, third, union high, and county unit school districts. (Sections 332.320 and 333.220)

- (e) Librarian .....

The statutes are silent on the establishment of this position by the governing boards of first, second, third, union high school, and county unit school districts, except that this position is in accord with "teacher" as that term is used in Sections 332.322 and 333.220.

3. Pupil Personnel Positions

- (a) Director of Guidance or Pupil Personnel .....

(1) Position of director of research and guidance may be established by the governing boards of school districts with a population of 10,000. (Section 348.150)

(2) The statutes are silent on the establishment of position of director of guidance by the governing boards of all other school districts, except that statutory support for this position is construed from "similar employees" and "teachers" as those terms are used in Sections 332.320 and 333.220.

- (b) Visiting teacher .....

Statutes are silent on the establishment of this position. (Believed supported by "teacher" as used in Sections 332.320 and 333.220)

- (c) Attendance officer .....

(1) This position may be established by the governing boards of first, second, third class, union high and county unit districts. (Section 332.320, 333.130 and 333.220.)

(2) Position of attendance supervisor shall be established by the governing board of first class school districts. The county school superintendent shall appoint attendance supervisor for second or third class school districts. (Section 339.040)

## 166 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

- (d) Psychologist \_\_\_\_\_ The statutes are silent on the establishment of this position by the governing boards of first, second, third class, union high school, and county unit school districts, except that this position is implied as within meaning of Section 332.320 and 333.220.

### 4. School Health Service Positions

- (a) School nurse \_\_\_\_\_  
(b) Dental hygienist \_\_\_\_\_  
(c) School physician \_\_\_\_\_
- Statutes are silent on the establishment of these positions by the governing boards of first, second, third class, union high school, and county unit school districts, except that these positions are implied as within the meaning of Sections 332.320 and 333.220.

## PENNSYLVANIA

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<b>1. General Administration</b>	
<b>(a) Superintendent of Schools</b>	<p>(1) Position of district superintendent of schools shall be established by the governing boards of first and second class school districts. (Section 10-1071)</p> <p>(2) Position of district superintendent may be established by the governing boards of third class school districts. (Section 10-1071) In lieu of electing a district superintendent the governing board of a district of the third class may appoint an associate superintendent of schools. (Section 10-1072)</p> <p>(3) Statutes are silent on the establishment of this position by the governing boards of fourth class school districts.</p>
<b>(b) Assistant Superintendent</b>	Position of assistant superintendent may be established by the governing boards of first, second, and third class school districts. Statutes are silent on the employment of assistant superintendents by the governing boards of fourth class school districts. (Section 10-1071)
<b>(c) Business manager</b>	The statutes are silent on the establishment of this position by the governing boards of first, second, third, and fourth class school districts, except that this position is within the meaning of the provisions of Section 4-406. Board secretary may have duties of business manager. (Sections 4-408 and 4-404)
<b>(d) Principal</b>	<p>(1) This position shall be established by the governing boards of first, second, third, and fourth class school districts. (Sections 11-1108 and 5-508)</p> <p>(2) Positions of supervising principal may be established by the governing boards of school districts of the third</p>

or fourth class that do not employ a district superintendent of schools. (Section 11-1181)

## 2. Director or Supervisor of Instruction, and Librarian

- (a) Director (eg.) curriculum
- (b) Coordinator (eg.) audio-visual
- (c) Supervisor (eg.) elementary and secondary
- (d) Subject area supervisor

(1) Any or all of these positions may be established by the governing boards of first, second, third, or fourth class school districts in accord with the provisions of Sections 11-1106 and 11-1101.

(2) Positions of supervisor of drawing, music, or other special subjects may be established by the governing boards of two or more school districts providing the nomination for such joint action is made by the superintendent or supervising principal of the districts concerned. (Section 11-1168)

- (e) Librarian

The statutes are silent on the establishment of the position of librarian in first, second, third, and fourth class school districts, except such employee is within the meaning of Sections 11-1106 and 11-1101.

## 3. Pupil Personnel Positions

- (a) Director of Guidance or Pupil Personnel

(1) Statutes are silent on the establishment of the position of director of guidance by the governing boards of districts of the first, second, third, and fourth class, except that this position is within the meaning of the provisions of Sections 11-1106 and 11-1101.

(2) Position of supervisor of special education may be established by the governing boards of school districts of the first, second, and third class in accord with the provisions of Sections 11-1101 and 11-1106.

- (b) Visiting teacher
- (c) Attendance officer

(1) The position of attendance officer, or home and school visitor shall be established by the governing boards of districts of the first, second, and third class. (Section 13-1841)

(2) The position of attendance officer or home and school visitor may be established by the governing board of districts of the fourth class. (Section 13-1841)



(d) Psychologist..... (1) Statutes are silent concerning the establishment of this position by the governing boards of districts of the first, second, third, and fourth class, except that this position may be established in accord with the provisions of Sections 11-1101 and 11-1106.

(2) The statutes provided that a certificated public school psychologist shall be eligible for appointment as a supervisor or joint supervisor of special education. (Section 10-1054)

4. School Health Service Positions

(a) School nurse..... This position shall be established alone or jointly by the governing boards of school districts of the first, second, third, and fourth class. (Section 14-1429)

(b) Dental hygienist..... This position may be established alone or jointly by the governing boards of school districts of the first, second, third, and fourth class. (Section 14-1410 and 14-1430)

(c) School physician..... This position shall be established alone or jointly by the governing boards of school districts of the first, second, third class providing the approval of the Secretary of Health is received. (Section 14-1410) In every school district of the fourth class, the Department of Health, shall provide in such manner as it may determine, medical examinations by proper medical examiners, to be appointed by the Secretary of Health, at the expense of said Department. (Section 14-1426)

STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<p>1. School physician 2. School dentist</p>	<p>The statutes provide that school districts of the first, second, or third class shall be allocated State aid funds for the specific purpose of supporting the approved services of school physicians and school dentists. The allocation shall be based upon the actual cost of such medical and dental services</p>

## 170 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

with a maximum school district allocation as prescribed in the statute. (Section 1411)

### 3. School nurse

The statutes provide that school districts of the first, second, third, or fourth class shall be allocated State aid funds to the amount equal to one reimbursement unit for each nurse having care of 1,500 or more pupils in average daily membership. For each school nurse having care of less than 1,500 such pupils the amount shall be equal to the number of pupils under her care divided by 1,500. (Section 2505)

## RHODE ISLAND

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<b>1. General Administration</b>	
(a) Superintendent of Schools	The position of superintendent of schools shall be established by the school committee of each town or city ( <i>Section 16-2-9</i> ), except that:  (1) The school committee of two or more towns or cities may by vote unite for the purpose of the employment of a superintendent of schools of the several towns providing the aggregate number of schools shall not be more than 60. ( <i>Section 16-2-12</i> )  (2) The position of superintendent of schools may be established by the Department of Education for any town or city that has not availed itself of State aid for supervision and the school committee of such town or city requests the Department of Education to provide the approved standard of supervision for the public schools of town or city. ( <i>Section 16-5-7</i> )
(b) Assistant Superintendent	The statutes are silent on the establishment of these positions by the school committee of each town or city, except that the positions may be established by the school committees under implied provisions.
(c) Business manager	
(d) Principal	The statutes are silent on the establishment of the position of principal by the school committee of each town or city, except that under the powers and duties of the superintendent of schools, the provisions of certificated qualifications and other general provisions any of these positions may be established by the school committees of towns or cities. ( <i>Sections 16-2-11 and 16-11-1</i> )
<b>2. Director or Supervisor of Instruction, and Librarian</b>	
(a) Director (eg.) curriculum	The statutes are silent on the establishment of these positions by the
(b) Coordinator (eg.)	

## 172 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

- audio-visual
- (c) Supervisor (eg.) elementary and secondary
- (d) Subject area supervisor
- (e) Librarian

school committees of towns or cities, except that under the powers and duties of the superintendent of schools, the provisions of certificate qualifications and other general provisions any of these positions may be established by the school committees of towns or cities. (Sections 16-2-11 and 16-11-1)

### 3. Pupil Personnel Positions

- (a) Director of Guidance or Pupil Personnel
- (b) Visiting teacher

The statutes are silent on the establishment of these positions by the school committees of towns or cities, except that under the powers and duties of the superintendent of schools, the provisions of certificate qualifications and other general provisions position may be established by school committees of towns or cities. (Sections 16-2-11 and 16-11-1)

- (c) Attendance officer

This position shall be established by each school committee of town or city. Two or more cities or towns may employ the same attendance (truant) officer. (Section 16-19-3)

- (d) Psychologist

The statutes are silent on the establishment of this position by the school committees of towns or cities, except that under the powers and duties of the superintendent of schools, the provisions of certificate qualification and other general provisions position may be established by school authority of towns or cities. (Sections 16-2-11 and 16-11-1)

### 4. School Health Service Positions

- (a) School nurse

Position of school nurse may be established by the school committees of towns or cities. (Section 16-21-3)

- (b) Dental hygienist

Position of dental hygienist may be established by the school committees of towns or cities. (Section 5-31-13)

- (c) School physician

Position of school physician may be established by the school committees of towns or cities. (Section 16-21-3)

STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. Superintendent of Schools	The statutes provide for an allocation of State aid funds to each town employing a qualified superintendent up to 50 percent of the salary of the superintendent, not exceeding \$1,000, providing the town pays at least \$1,500 of the superintendent's salary. (Section 16-5-6)
2. School physician	The statutes provide for an allocation of State aid funds to each town for the specific purpose of paying part of the cost of services of school physicians and school nurses equal to one-half the total approved cost of such services, but not to exceed \$250 to any one town or city.
3. School nurse	

## SOUTH CAROLINA

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<b>1. General Administration</b>	
(a) Superintendent of Schools	(1) Position of county superintendent of education is established by Section 21-61 which also provides that the county superintendent shall be elected except as otherwise provided. (Section 21-61)  (2) The statutes are silent on the establishment of the position of superintendent of schools for individual school districts, except superintendent of schools is construed to be within the meaning of Sections 21-228 and 21-230 concerning the employment of teachers and other employees.
(b) Assistant Superintendent	The statutes are silent on the establishment of this position by the governing boards of county and regular school districts, except assistant superintendent of schools is construed to be within the meaning of Sections 21-228 and 21-230.
(c) Business manager	The statutes are silent on the establishment of this position by the governing boards of county and regular school districts, except this position is construed to be within the meaning of Sections 21-228 and 21-230.
(d) Principal	The statutes are silent on the establishment of this position by the governing boards of county and regular school districts, except this position is construed to be within the meaning of Sections 21-228 and 21-230.
<b>2. Director or Supervisor of Instruction, and Librarian</b>	
(a) Director (eg.) curriculum	The statutes are silent on the establishment of these positions by the governing boards of any county or regular school districts, except these positions are construed to be within the meaning of Sections 21-228 and 21-230.
(b) Coordinator (eg.) audio-visual	
(c) Supervisor (eg.) elementary and secondary	
(d) Subject area supervisor	

(e) Librarian

3. Pupil Personnel Positions

(a) Director of Guidance  
or Pupil Personnel

The statutes are silent on the establishment of this position by the governing boards of county and regular school districts, except this position is construed to be within the meaning of Sections 21-228 and 21-230.

(b) Visiting teacher

Position of visiting teacher is established by the county board of education. (Section 21-781)

(c) Attendance officer

(Visiting teacher was substituted by statute for position of attendance officer, repealing Sections 21-761 to 21-779.)

(d) Psychologist

The statutes are silent on the establishment of this position by the governing boards of county and regular school districts, except psychologist is construed to be within the meaning of Sections 21-228 and 21-230.

4. School Health Service Positions

(a) School nurse

(b) School physician

The statutes are silent on the establishment of these positions by the governing board of county and regular school districts, except these positions are inferred as within the meaning of Sections 21-228 and 21-230.

(c) Dental hygienist

Statutes are silent on the establishment of this position, except this position is inferred as within the meaning of Sections 21-228 and 21-230.

STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. Supervisory Support	Provision is made in the statutes for an allocation to qualifying school districts for supervision and overhead at an amount of \$5 per pupil enrolled and in attendance 35 days and a like amount under the same conditions for maintenance and operation. This aid is not reserved for the specific purpose of supporting administrative and specialized service positions. (Section 21-2601)



## 176 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

2. County Superintendent of Education ..... The statutes provide that the salary of each elected or appointed county superintendent of education shall be supported by State aid to an amount of \$4,125. (1957 Appropriation Act.)
3. Visiting teacher ..... The statutes provide that a participating county is to receive State aid to support the salary of a visiting teacher on the basis one such teacher for each 10,000 children or major fraction thereof. (Section 21-761) The 1957 appropriation was for one teacher per county at an amount of \$2,875 per visiting teacher.
4. School lunch supervisor ..... The statutes provide that each county is empowered to employ a qualified school lunch supervisor. The 1957 Appropriation Act allocated for each school lunch supervisor the sum of \$2,875.

## SOUTH DAKOTA

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<b>1. General Administration</b>	
(a) Superintendent of Schools	This position may be established by the governing boards of any common, county common, independent, and county independent school districts. (Section 1, Chapters 16 and 9)
(b) Assistant Superintendent	This position may be established by the governing boards of common, county common, independent, and county independent school districts. (Section 1, Chapters 16 and 9)
(c) Business manager	(1) Position of business manager may be established by the governing board of independent and county independent school districts. (Section 4, Chapter 9)  (2) The statutes are silent on these establishment of this position by the governing boards of common and county common school districts, except the common school district board may employ a bookkeeper to keep the records of the clerk and treasurer and to prepare all reports and do such other clerical work as the school board may direct. Such person need not be a resident of the school district and may serve in that capacity for more than one school district. (Section 5, Chapter 9)
(d) Principal	This position may be established by the governing boards of any common, county common, independent, or county independent school district. (Section 1, Chapters 16 and 9)
<b>2. Director or Supervisor of Instruction, and Librarian</b>	
(a) Director (eg.) curriculum	The statutes are silent on the establishment of any of these positions by the governing boards of common, county common, independent, and county independent school districts, except that these positions may be established in accord with the phrase "any other personnel deemed necessary by the board"
(b) Coordinator (eg.) audio-visual	
(c) Supervisor (eg.) elementary and secondary	
(d) Subject area supervisor	
(e) Librarian	

as used in Section 1, Chapter 16, and Section 1, Chapter 9.

3. Pupil Personnel Positions

- (a) Director of Guidance or Pupil Personnel
- (b) Visiting teacher

The statutes are silent on the establishment of these positions by the governing boards of common, county common, independent, and county independent school districts, except these positions may be established in accord with the phrase "any other personnel deemed necessary by the board" as used in Section 1, Chapter 9, and Section 1, Chapter 16.

- (c) Attendance officer

(1) This position shall be established by the governing boards of each independent and county independent school district. In the event such governing board fails to appoint an attendance (truant) officer the president of the board shall act as attendance (truant) officer. (Section 5, Chapter 15)

(2) The statutes are silent on the employment of an attendance officer by the governing boards of common and county common school districts as this responsibility is authorized for the county superintendent of schools under construction of the powers of the county superintendent of schools, including Section 5, Chapter 15.

- (d) Psychologist

Statutes are silent on the establishment of this position by the governing boards of common, county common, independent, and county independent school districts, except that this position may be established by construction of Section 1, Chapter 9 and Section 1, Chapter 16.

4. School Health Service Positions

- (a) School nurse

The statutes are silent on the establishment of this position by the governing boards of common, county common, independent, and county independent school districts, except that this position may be established by construction of Section 1, Chapter 9, and Section 1, Chapter 16.

- (b) Dental hygienist

This position may be established by the

governing boards of any common, county common, independent, or county independent school district. (Implied under general provisions; supported by Section 27.0608, supplement to South Dakota Code of 1939).

(c) School physician

The statutes are silent on the establishment of this position by the governing boards of common, county common, independent, or county independent school districts, except that this position may be established by construction of Section 1, Chapter 18, and Section 1, Chapter 9.

## TENNESSEE

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<b>1. General Administration</b>	
<p>(a) Superintendent of Schools</p>	<p>(1) Position of county superintendent of schools shall be established by the quarterly county court in counties where this is required by law. (<i>Section 49-201</i>)</p> <p>(2) The general statutes are silent on the establishment of the position of superintendent of schools by the governing boards of city and special school districts, as these districts operate, unless otherwise provided for, in accord with the provisions of their respective charters.</p>
<p>(b) Assistant Superintendent</p>	<p>The general statutes are silent on the establishment of this position by the governing boards of county, special, and city school districts, except this position is implied under general provisions as within powers of such boards.</p>
<p>(c) Business manager</p>	<p>The statutes are silent on the establishment of this position by the governing boards of county, special, and city school districts, except that such position is inferred as within the general powers of such boards.</p>
<p>(d) Principal</p>	<p>The position of principal shall be established by the governing boards of county, city, and special school districts. (<i>Section 17, Chapter 186, Public Acts of 1955</i>)</p>
<b>2. Director or Supervisor of Instruction, and Librarian</b>	
<p>(a) Director (eg.) curriculum</p>	<p>(1) Position of supervisor of teaching may be established by the governing boards of county, city, and special school districts. (<i>Section 49-1010</i>)</p> <p>(2) Statutes are silent on the establishment of all other positions, except for such positions as may be implied by the provisions of Chapter 53, Public Acts of 1957, and the general powers</p>
<p>(b) Coordinator (eg.) audio-visual</p>	
<p>(c) Supervisor (eg.) elementary and secondary</p>	
<p>(d) Subject area supervisor</p>	
<p>(e) Librarian</p>	

of the governing boards of county, city, and special school districts.

3. Pupil Personnel Positions

- (a) Director of Guidance or Pupil Personnel
- (b) Visiting teacher

The statutes are silent on the establishment of these positions by the governing boards of county, city, and special school districts, except for such positions as may be implied by the provision of Chapter 53, Public Acts of 1957, and the general powers of the governing boards of county, city, and special school districts.

- (c) Attendance officer

Position of attendance officer may be established by the governing boards of county, city, or special school districts. In the event the governing board of any school district can show cause that the services of a full-time attendance officer are not needed, the governing board may, subject to the approval of the State Commissioner of Education, employ either a part-time attendance officer or join with a neighboring school district in the joint employment of an attendance officer. (Section 49-1711)

- (d) Psychologist

The statutes are silent on the establishment of this position by the governing boards of county, city, or special school districts, except that this position may be established by any governing board providing such board meets the standards and regulations of the State Board of Education as provided for in Section 49-2902.

4. School Health Service Positions

- (a) School nurse
- (b) Dental hygienist
- (c) School physician

The statutes are silent on the establishment of these positions by the governing boards of county, city, or special school districts, except that such positions may be implied under the provisions of Chapter 53, Public Acts of 1957, and the general powers of the governing boards of county, city, and special school districts.

STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. County Superintendent of Schools	The salary of a county superintendent shall be included in the minimum four-

dation school program of an equalizing county and determined on the basis of a salary schedule prescribed by the State Board of Education and approved by the State Commissioner of Education. (Section 4, Chapter 53, Public Acts of 1957)

2. Superintendent of Schools  
of City or Special School District

There shall be included in the minimum foundation school program of an equalizing city or special school district, if not otherwise provided, an amount not to exceed (\$1,835) for the 1958-59 salary of the superintendent of schools of such city or special school district, according to a schedule which shall be established by the State board of Education and approved by the State Commissioner of Education. (Section 4, Chapter 53, Public Acts of 1957)

3. Superintendent of Schools

In non-equalizing systems State aid shall be allocated in an amount of (\$500) for one position per county, city, or special school district actually maintained during the current year and for which no other provision has been made. (Section 7, Chapter 53, Public Acts of 1957)

4. System-wide Positions

(1) System-wide positions allowed and used, together with the cost of salaries, other than the position and salary of the superintendent of schools, shall be allowed in the minimum foundation school program of an equalizing county, city, or special school district in accordance with employment standards, salary schedules, system-wide position ratios, and the maximum and minimum number per school system of such system-wide positions as shall be established by the State Board of Education and approved by the State Commissioner of Education. (Section 4, Chapter 53, Public Acts of 1957)

(2) In non-equalizing systems aid shall be allocated in an amount of (\$800) per year and for systemwide position allowed and used under regulations prescribed by the State Board of Education and approved by the State Commissioner of Education. (Section 7, Chapter 53, Public Acts of 1957)



## 5. Principals

In an equalizing system principals (principal-teacher) as shall be allowed and used under teacher-pupil ratios established by State Board of Education and approved by State Commissioner of Education shall have a salary allotment calculated in accordance with the provisions of Section 4C, Chapter 53, Public Acts of 1957.

TEXAS

ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<p><b>General Administration</b>                      (a) Superintendent of Schools</p>	<p>(1) Position of superintendent of schools may be established by the governing board of any independent school district. (<i>Articles 2780 and 2781</i>)</p> <p>(2) Position of superintendent of schools shall be established by the governing boards of consolidated independent school districts.</p> <p>(3) Position of superintendent of schools may be established by the governing board of any common school district, provided the contract for the superintendent of schools is approved by the county superintendent of schools. (<i>Article 2750.a-1</i>) A 4-year accredited high school is also a requirement.</p> <p>(4) Position of county superintendent of schools shall be established by the governing board of county unit school district. (<i>Article 2706</i>)</p> <p>(5) The statutes are silent on the establishment of the position of superintendent of schools by the governing boards of rural high school districts, except that under Article 2922k, the governing board has the power to employ a superintendent of schools.</p>
<p>(b) Assistant Superintendent</p>	<p>The statutes are silent on the establishment of this position by the governing boards of common, rural high, independent, and countywide school districts, except that statutory support for this position is provided by general provisions including, but not limited to, Articles 2750a and 2781.</p>
<p>(c) Business manager</p>	<p>The statutes are silent on the establishment of this position by the governing boards of common, rural high, independent, and county-unit school districts, except that statutory support</p>

for this position is provided by general provisions including, but not limited to, Articles 2750a and 2781.

(d) Principal

(1) Position of principal may be established by the governing boards of independent school districts. (Article 2781)

(2) Position of principal may be established by the governing boards of county unit school districts. (Article 2713)

(3) Position of principal may be established by the governing boards of common school districts, provided that the contract shall be approved by the county superintendent of schools. (Article 2750a)

(4) The statutes are silent on the establishment of the position of principal by the governing boards of rural school districts, except that under the provisions of Article 2922k the governing board has the power to employ a principal.

2. Director or Supervisor of Instruction, and Librarian

- (a) Director (eg.) curriculum
- (b) Coordinator (eg.) audio-visual
- (c) Supervisor (eg.) elementary and secondary
- (d) Subject area supervisor
- (e) Librarian

The statutes are silent on the establishment of any or all of these positions, except that all school districts participating in the Foundation School Fund are authorized under the provisions of Article 2922-12, Section 2, to establish the positions of supervisor and librarian and statutory support for any or all of these positions is provided by general provisions, including but not limited to Articles 2750a and 2781.

3. Pupil Personnel Positions

- (a) Director of Guidance or Pupil Personnel

The statutes are silent on the establishment of this position by the governing boards of common, rural high school, independent, and county unit school districts, except that this position is within the meaning of "counselor" as that term is used in Article 2922-12 (2) and statutory support for this position is also provided by general provisions including, but not limited to, Articles 2750a and 2781.

## 186 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

- (b) Visiting teacher..... The statutes are silent on the establishment of this position by the governing boards of common, rural high, independent, and county-unit school districts, except that all school districts participating in the Foundation School Fund are authorized under the provisions of Article 2922-12(2) to establish the position of visiting teacher and statutory support is also provided by general provisions including but not limited to Articles 2750a and 2781.
- (c) Attendance officer..... Position of attendance officer may be established by the governing board of any independent school district under the provisions of Article 2895.
- (d) Psychologist..... The statutes are silent on the establishment of this position by the governing boards of common, rural high school, independent and county unit school districts, except that statutory support is provided by general provisions, including but not limited to Articles 2750a and 2781.

### 4. School Health Service Positions

- (a) School nurse..... The statutes are silent on the establishment of these positions by the governing boards of common, rural high, independent, and county unit school districts, except that all school districts participating in the Foundation School Fund are authorized under the provisions of Article 2922-12(2) to establish the positions of school nurse and school physician and statutory support is also provided by general provisions.
- (b) School physician.....
- (c) Dental hygienist..... The statutes are silent on the establishment of this position by the governing boards of common, rural high, independent, and county unit school districts, except that this position is also supported by general provisions and is construed to be included under special service teachers as that term is used in Article 2922-12(2).

STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. Administrative, Supervisory and Special Service Positions	<p>Statutes provide that to effectuate the foundation program qualifying local school districts are authorized professional units. Included in the authorized professional units are units for superintendents, full-time principals, part-time principals, supervisors and/or counselors, and special service teachers, among whom shall be included librarians, school nurses, school physicians, visiting teachers, and itinerant teachers. These units are in addition to the regular classroom teacher unit. They are not grants of State aid funds. (Article 2922-18)</p>
2. Superintendent of Schools	<p>Any qualifying district which has one or more 4-year accredited high schools shall be eligible for one superintendent allotment. (Article 2922-18(7))</p>
3. Principal	<p>(1) Any qualifying district that has assigned a teacher to serve as part-time principal shall be allotted a principal unit, except that no district having fewer than 8 approved classroom units shall be eligible for a principal allotment.</p> <p>(2) In districts having from 8 to 19 classroom teacher units, and not having an accredited 4-year high school, one part-time principal unit shall be allotted.</p> <p>(3) In a district having from 9 to 19 classroom teacher units and having a 4-year accredited high school, 2 part-time principal units; provided, however, additional part-time principal units shall be allotted, if necessary, to the extent that at least one part-time principal will be available for each campus on which a school with more than 2 classroom teachers is operated in the district.</p> <p>(4) In districts having 20 or more approved classroom teacher units, there shall be allotted one full-time principal</p>

unit for the first 20 classroom teacher units, and one full-time principal unit for each additional 30 classroom teacher units. In addition to full-time principal unit allowances provided in this sub-section, one of the first 20 classroom teachers, and one for each additional 30 classroom teachers, in addition to part-time classroom duties, may be designated to serve as part-time principal and receive an additional allowance therefor as hereinafter provided; however, additional part-time principal units shall be allotted, if necessary to the extent that at least one full-time principal or part-time principal will be available for each campus on which a school with more than 2 classroom teachers is operated in the district. (Article 2922-13(6))

4. Supervisor and/or Counselor..... Any qualifying district shall be allotted one supervisor or counselor unit for the first (40) classroom units and one supervisor or counselor unit for each additional (50) classroom teacher units or major fraction thereof. If a district is eligible for one such unit, the district may employ for such unit either a supervisor or counselor but not both. If a district is eligible for two or more such units, the district may employ supervisors only, or a combination of the two to the extent of total eligibility. (Article 2922-18)

5. Special Service Teacher..... Any qualifying school district shall be eligible providing it has (20) or more approved classroom teacher units, for one special service unit for each (20) classroom teacher units. (Article 2922-18)

Positions

## UTAH

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<b>1. General Administration</b>	
(a) Superintendent of Schools	The position of superintendent of schools shall be established by the governing boards of county or city districts. (Section 53-6-11)
(b) Assistant Superintendent	The statutes are silent on the establishment of the position of assistant superintendent by the governing boards of county or city districts, except that statutory support for this position is assumed by the general statutory powers and duties of governing boards, including the phrase "may do all things needful for the maintenance, prosperity and success of the schools and promotion of education" as used in Section 53-6-20.
(c) Business manager	The statutes are silent on the establishment of the position of business manager by the governing boards of county or city districts, except that:  (1) A clerk shall be elected by the board. The clerk has many duties commonly classified under business management.  (2) Statutory support for the position is assumed by the general statutory powers and duties of governing boards, including the phrase "may do all things needful for the maintenance, prosperity, and success of the schools and promotion of education" as used in Section 53-6-20.
(d) Principal	The position of supervising principal may be established by the governing boards of county or city districts upon approval of the State Board of Education. (Section 53-2-29)
<b>2. Director or Supervisor of Instruction, and Librarian</b>	
(a) Director (ag.) curriculum	(1) Position of supervisor may be established under provisions of Section
(b) Coordinator (eg.) audio-	



190 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

- visual
- (c) Supervisor (eg.)  
elementary and secondary
- (d) Subject area supervisor
- (e) Librarian

53-2-29, which provides that the minimum uniform school program for the various districts shall include general supervisors to assist the superintendent. (Section 53-2-29)

(2) The governing boards of two or more school districts may act jointly to establish the position of supervisor. (Section 53-2-29)

(3) The statutes are silent on all other positions, except that statutory support is assumed in accordance with the general statutory powers and duties of governing boards, including the phrase "may do all things needful for the maintenance, prosperity, and success of the schools and promotion of education" as used in Section 53-6-20, and the provisions of Section 53-2-29 relative to the minimum uniform school program.

3. Pupil Personnel Positions

- (a) Director of Guidance  
or Pupil Personnel
- (b) Visiting teacher

The statutes are silent on the establishment of these positions by the governing boards of county or city districts, except that statutory support for these positions is assumed in accordance with the general statutory powers and duties of governing boards, including the phrase "may do all things needful for the maintenance, prosperity and success of the schools and promotion of education" as used in Section 53-6-20 and support provided by Sections 53-7-5a(4) and 53-7-5a(3).

- (c) Attendance director

The position of truant officer may be established by the governing boards of county or city districts. (Section 53-2-3)

- (d) Psychologist

The position of psychologist may be established by the governing boards of city or county districts in order to determine a child's fitness for special education. (Section 53-18-1)

4. School Health Service Positions

- (a) School nurse
- (b) Dental hygienist

The statutes are silent on the establishment of these positions by the governing boards of county or city districts, except that statutory support is as-

(c) School physician \_\_\_\_\_

sumed in accordance with the provisions of Section 53-6-20.

The position of school physician may be established by the governing boards of county or city districts. (Section 53-22-4)

STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. District Superintendent of Schools _____	Provision is also made for the calculation for the calculation of non-teaching professional units to be used as one factor in determining the cost of the basic State-supported school program. In addition to its allowance of other distribution units as provided in Section 53-7-5a a county or city district is allowed one unit for the district superintendent of schools. (Section 53-7-5a)
2. Other Certificated Non-teaching Personnel _____	Provision is also made for the calculation of other non-teaching certificated professional personnel units at the rate of one distribution unit for each nine units as computed in accordance with the provisions of Section 53-7-5a (1) (2) (3). The administrative and specialized service personnel authorized and allowed comprise employed personnel with State Board recognized certificates, except those directly relating to teaching such as teacher certificates or certificates of special education.

## VERMONT

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. General Administration	
(a) Superintendent of Schools	<p>(1) Position of superintendent of schools shall be established in each approved supervisory unit. The governing boards of town, incorporated or union school districts comprising the supervisory union shall select a superintendent previously approved by the Commissioner of Education. (Sections 4195, 4196, and 4203)</p> <p>(2) Statutes are silent on the establishment of the position of superintendent of schools outside the supervisory union, except that any town or city with 40 or more teachers may establish this position under general provisions, including Sections 4217 and 4449.</p>
(b) Assistant Superintendent	<p>Statutes are silent on the establishment of this position, except that statutory support is construed from Sections 4217 and 4449. The power of the governing boards in the supervisory union and the governing boards of town or city with 40 or more teachers to establish this position is implied from these and other general provisions, including Sections 4233 and 4229.</p>
(c) Business manager	<p>The statutes are silent on the establishment of the positions of business manager by the governing boards of town, incorporated or union school districts, except for implied provisions.</p>
(d) Principal	<p>The statutes are silent on the establishment of the position of principal by the governing boards of town, incorporated, or union school districts, except that statutory support for this position is construed from Sections 4217 and 4449 which provide that a governing board shall have management of its schools and the meaning of "teacher" as that term is used in Sections 4233 and 4229.</p>

2. Director or Supervisor of Instruction, and Librarian

- (a) Director (eg.) curriculum
- (b) Coordinator (eg.) audio-visual
- (c) Supervisor (eg.) elementary and secondary
- (d) Subject area supervisor
- (e) Librarian

The statutes are silent on the establishment of these positions by the governing boards of town, incorporated, or union school districts, except that statutory support for these positions is construed from Sections 4217 and 4449 which provide that a governing board shall have management of its schools and the meaning of "teacher" as that term is used in Sections 4233 and 4229.

3. Pupil Personnel Positions

- (a) Director of Guidance or Pupil Personnel
- (b) Visiting teacher

The statutes are silent on the establishment of these positions by the governing boards of town, incorporated, or union school districts, except that statutory support for these positions is construed from Sections 4217 and 4449 which provide that governing board shall have management of its schools and the meaning of "teacher" as that term is used in Sections 4233 and 4229.

- (c) Attendance officer

The position of truant officer shall be established by the governing board of a town or incorporated district. (Section 4224)

- (d) Psychologist

The statutes are silent on the establishment of the position of psychologist by the governing board of a town, incorporated, or union school district, except that statutory support is construed under the provisions of Sections 4217 and 4449.

4. School Health Service Positions

- (a) School nurse
- (b) Dental hygienist
- (c) Physician

(1) The position of medical inspector may be established by the governing boards of town or incorporated districts. A medical inspector may be either a licensed physician or a trained nurse. (Section 4393)

(2) The statutes are silent on the establishment of the position of dental hygienist by the governing boards of town, incorporated or union school districts except that statutory support is implied under the provisions of Sections 4217 and 4449.

## VIRGINIA

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<p>1. General Administration</p>	
<p>(a) Superintendent of Schools</p>	<p>(1) The position of superintendent of schools is to be established in each school division. In the event the local board or boards fail to elect a superintendent of schools within the time prescribed by law, the State Board of Education shall appoint the superintendent. (<i>Article IX, Section 133 of the Constitution.</i>)</p> <p>(2) When two or more counties comprise a school division then it shall be the responsibility of the school boards meeting jointly to establish the position of division superintendent. (<i>Section 22-34</i>)</p> <p>(3) The position of part-time division superintendent may be established by a school board of a school district providing the approval of the State Board is received. (<i>Section 22-37</i>)</p>
<p>(b) Assistant Superintendent</p> <p>(c) Business manager</p>	<p>The statutes are silent on the establishment of these positions by the school boards of city and county school districts (divisions), except that these positions may be established under general powers granted school boards by statutes.</p>
<p>(d) Principal</p>	<p>Statutes are silent on the establishment of this position by the school boards of county and city school districts, except that statutory support for this position is assumed in accordance with "teacher" as that term is used in Section 22-203 and the authority of the division superintendent to assign teachers and principals, employed by the school boards, in accordance with the provisions of Section 22-205. (<i>Sections 22-203, 22-204, 22-205, 22-230 and 22-258</i>)</p>

2. Director or Supervisor of Instruction, and Librarian

- (a) Director (eg.) curriculum
- (b) Coordinator (eg.) audio-visual
- (c) Supervisor (eg.) elementary and secondary
- (d) Subject area supervisor
- (e) Librarian

The statutes are silent on the establishment of these positions by the school boards of county and city school districts (division), except that statutory support for any of these positions is assumed in accordance with "teacher" as that term is used in Section 22-203, the assignment authority of the division superintendent as provided in Section 22-205, and the certification requirement as construed from Section 22-204. (Sections 22-203, 22X204, 22-205)

3. Pupil Personnel Positions

- (a) Director of Guidance or Pupil Personnel
- (b) Visiting teacher

Statutes are silent on the establishment of these positions by the school boards of county and city school districts (divisions), except that statutory support for these positions is assumed in accordance with "teacher" as that term is used in Section 22-203, the assignment authority of the division superintendent as provided in Section 22-205, and the certification requirement as construed from Section 22-204 (Sections 22-203, 22-204, 22-205, and Item 137 of Chapter 642, Regular Session, 1958)

- (c) Attendance officer

The position of attendance officer may be established by the school boards of county and city school districts (divisions), provided that in the event no attendance officer is appointed the superintendent of schools shall act as attendance officer. (Section 2-85)

- (d) Psychologist

The statutes are silent on the establishment of this position by the school boards of county or city school districts (divisions), except that this position may be established under general powers granted school boards by statutes.

4. School Health Service Positions

- (a) School nurse
- (b) School physician

These positions may be established by the governing boards of county and city school districts (divisions) under provisions of Section 22-241.

## 196 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

- (c) Dental hygienist..... The statutes are silent on the establishment of this position by the governing boards of county and city school districts (school divisions), except that this position is included within the meaning of the provisions of Section 22-241.

### STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. Superintendent of Schools.....	The statutes provide that of the minimum amount of the superintendent's salary in a school division as prescribed in Section 22-37 the State shall contribute 60 percent. ( <i>Section 22-37</i> )
2. Principal.....	The statutes provide for an allocation of State aid to support the position of 12 months' principals in each school division, providing such positions are qualified under the rules and regulations of the State Board of Education. ( <i>Chapter 642, Acts of General Assembly, Regular Session, 1958</i> )
3. School physician.....	The statutes provide that an allocation of State aid may be made to support the positions of school physician and/or school nurse in each school division not to exceed an amount equal to one-half of the annual salary of each nurse or physician appointed in accord with provisions of Section 22-242.
4. School nurse	
5. Supervisors and Visiting teachers	The statutes provide for an allocation of State aid to support instructional supervision and visiting teachers in school divisions, providing such positions are approved by the State Board of Education and the district is otherwise qualified to receive State aid in accord with statutory provisions and the rules and regulations of the State Board. ( <i>Chapter 642, Acts of General Assembly, Regular Session, 1958</i> )

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. General Administration	
(a) Superintendent of Schools	<p>(1) The governing board of a first class school district is empowered to employ a superintendent of schools. (Section 28.62.180)</p> <p>(2) The position of superintendent (or principal) shall be established by the governing boards of all second class districts. (Section 28.62.060)</p> <p>(3) The position of "superintendent" shall be established by the governing board of a third class district maintaining school in two or more buildings. Such "superintendent" may also be employed as a teacher in the district. (Section 28.62.060)</p>
(b) Assistant Superintendent	<p>(1) The position of assistant city superintendent may be established by the governing board of any first class district. (Section 28.62.180(8))</p> <p>(2) The governing board of a first class district may establish positions of superintendent of buildings and janitors, and superintendent of supplies and other employees. (Section 28.62.180)</p> <p>(3) The statutes are silent on the establishment of the position of assistant superintendent by the governing board of a second or third class district.</p>
(c) Business manager	<p>(1) The position of business manager may be established by the governing board of a first class district. (Section 28.62.180) The statutes also provide that the board secretary of first class districts may be authorized to act as business manager. (Section 28.62.080)</p> <p>(2) The statutes are silent on the establishment of the position of business manager by the governing boards of second or third class school districts.</p>



except that the clerk of the school board, who may be a member of the board in a second class district, and shall be a member in a third class district is empowered to carry out some business management responsibilities. (Section 28.63.010)

(d) Principal

(1) Position of principal (or superintendent) shall be established by the governing boards of second class districts. (Section 28.63.060)

(2) In all districts of the third class employing two or more teachers, the board shall designate one such teacher as principal. (Section 28.63.060)

(3) The statutes are silent on the establishment of the position of principal in first class school districts, except that this position is implied within the meaning of Section 28.62.180.

2. Director or Supervisor of Instruction, and Librarian

- (a) Director (eg.) curriculum
- (b) Coordinator (eg.) audio-visual
- (c) Supervisor (eg.) elementary and secondary
- (d) Subject area supervisor

(1) The position of supervisor of instruction may be established by the governing board of a first class school district. (Section 28.63.180)

(2) The statutes are silent on the establishment of the positions of supervisor of instruction and subject area supervisors by the governing boards of school districts of the second or third class (implied under general provisions).

(e) Librarian

The position of librarian may be established by the governing boards of first, second, or third class school districts. (Section 27.12.210)

3. Pupil Personnel Positions

- (a) Director of Guidance or Pupil Personnel
- (b) Visiting teacher

The statutes are silent on the establishment of these positions by the governing boards of first, second, or third class school districts, except that these positions are construed to be within the meaning of Section 28.62.180 relative to the employment of teachers, supervisors of instruction and other employees in a first class school district and Section 28.41.070. Concerning

special service units for all districts that qualify.

(c) Attendance officer \_\_\_\_\_ (1) The position of attendance officer shall be established by the governing boards of first class school districts. (Section 28.27.040)

(2) The statutes provide that the county superintendent shall act as attendance officer for school districts of the second or third class, except that in those second class districts which include incorporated cities the governing boards shall appoint attendance officers. (Section 28.27.040)

(d) Psychologist \_\_\_\_\_ The statutes are silent on the establishment of this position by the governing boards of school districts of the first, second, or third class except that under the provisions of Section 28.41.070, subsection 7, which defines the term "special service units," the employment of psychologists by first and second class districts has been authorized.

4. School Health Service Positions

(a) School nurse \_\_\_\_\_ (1) Position of school nurse may be established by the governing board of a second or third class district. (Section 28.31.080)

(2) The statutes are silent on the establishment of this position by the governing board of a school district of the first class, except that this position is construed to be within the meaning of Section 28.31.070.

(b) Dental hygienist \_\_\_\_\_ The position of dental hygienist may be established by the governing boards of school districts of the first, second, or third class. (Implied by general provisions, supported by Section 18.29.050)

(c) School physician \_\_\_\_\_ (1) The position of school district medical inspection may be established by the governing board of a first class school district. (Section 28.31.070)

(2) The position of school physician may be established by the governing board of a second or third class school district. (Section 28.31.080)

## 200 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

### STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. Special Service Units	The statutes provide that in computing the total attendance credit to be allowed a school district 3,000 days' attendance shall be allowed for each guidance, health, and other special service units designated by the State Board of Education. ( <i>Section 28.41-070(71)</i> ) (The approved and authorized positions are instructors and/or supervisors or directors of remedial education, guidance counselors, psychologists, directors of testing programs, supervisors of health and recreation, librarians, directors of audio-visual services. Not more than one unit shall be allowed for each 72,000 days of attendance credit for appointment purposes; provided that high school districts accredited for 4 years and having less than 72,000 days of attendance, the State Superintendent may allow not to exceed one unit.)

## WEST VIRGINIA

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<b>1. General Administration</b>	
(a) Superintendent of Schools	The position of superintendent of schools shall be established by the governing board of each school district (county). ( <i>Article 12, Section 3 of the Constitution</i> ) ( <i>Section 1751</i> )
(b) Assistant Superintendent	The position of assistant superintendent of schools may be established by the governing board of a county school district. No more than one assistant superintendent may be employed for each 200 teachers or major fraction thereof. ( <i>Section 1798</i> ) Superintendent shall nominate persons to be appointed. ( <i>Section 1760</i> )
(c) Business manager	The statutes are silent on the establishment of the position of business manager by the governing board of a county school district, except that this position may be established under implied provisions.
(d) Principal	The position of principal may be established by the governing board of a county school district. ( <i>Sections 1798 and 1760(1)</i> )
<b>2. Director or Supervisor of Instruction, and Librarian</b>	
(a) Director (eg.) curriculum	The positions of general and special supervisors, or directors of instruction and of such other educational activities as may be deemed necessary may be established by the governing board of the county school district. ( <i>Section 1798</i> )  The position of librarian may be established by the governing board of a county school district. ( <i>Section 1781</i> )
(b) Coordinator (eg.) audio-visual	
(c) Supervisor (eg.) elementary and secondary	
(d) Subject area supervisor	
(e) Librarian	
<b>3. Pupil Personnel Positions</b>	
(a) Director of Guidance or Pupil Personnel	The statutes are silent on the establishment of this position, except that

## 202 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

director of guidance is within the meaning of the provisions of Section 1793.

- (b) Visiting teacher..... The position of visiting teacher may be established by the governing board of any county school district, providing such district has five or more exceptional children of any of the types or classifications named in the statutes. (Section 1905(5))
- (c) Attendance officer..... The governing board of each county shall establish the positions of county director of school attendance and attendance directors. (Section 1849)
- (d) Psychologist..... The statutes are silent on the establishment of this position, except that psychologist is within the meaning of the provisions of Section 1905, (5) and (6) empowering boards of education to provide such special services as may be necessary.

### 4. School Health Service Positions

- (a) School nurse..... Statutes provide that boards of education may employ school nurses. (Section 1789)
- (b) Dental hygienist..... Statutes are silent on the establishment of these positions, except for implied provisions.
- (c) School physician

### STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
Superintendent of Schools.....	The statutes provide that State aid funds (general school fund) shall be allocated to counties for the specific purpose of supporting the position of county superintendent by an amount of 20 cents per pupil in average daily attendance for the preceding year but not to exceed \$2,000. (Section 1861(1))

## WISCONSIN

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
1. General Administration	
(a) Superintendent of Schools	<p>(1) Position of superintendent of schools may be established by the governing boards of city school districts. (Section 40.808(2))</p> <p>(2) Position of superintendent of schools may be established by the governing board of any common school district that includes a city within its boundaries and operates both an elementary and high school. (Section 40.92(1))</p> <p>(3) Position of superintendent of schools or supervising principal may be established by any common school district operating grades Kindergarten through 12 or 1 through 12, or grades 9 through 12. (Section 40.92(2))</p> <p>(4) Position of superintendent of schools or supervising principal may be established by the governing board of any union high school district operating grades 9 to 12. (Section 40.92(2))</p>
(b) Assistant Superintendent	<p>(1) Position of assistant superintendent may be established by the governing boards of city school districts. (Section 40.808(2))</p> <p>(2) The statutes are silent on the establishment of this position by the governing boards of common and union high school districts, except that statutory support is construed from the general provisions, including Section 40.29(1) concerning the general powers of the governing boards of local school districts.</p>
(c) Business manager	<p>The statutes are silent on the establishment of this position by the governing boards of city, common, and union high school districts, except that</p>

statutory support is inferred from Section 40.29(1) relative to the general powers of the governing boards of local school districts.

- (d) Principal \_\_\_\_\_
- (1) Position of principal may be established by the governing boards of city school districts. (Section 40.809(2))
  - (2) Position of supervising principal (or superintendent) may be established by any common school district operating grades Kindergarten through 12, or grades 9 through 12. (Section 40.92(2))
  - (3) The statutes are silent on the establishment of this position by the governing boards of other common school districts, except that statutory support is construed from the general provisions, including but not limited to Sections 40.40, 40.41, and 40.29(1).

**2. Director or Supervisor of Instruction, and Librarian**

- (a) Director (eg.) curriculum
  - (b) Coordinator (eg.) audio-visual
  - (c) Supervisor (eg.) elementary and secondary
  - (d) Subject area supervisor
  - (e) Librarian
- The statutes are silent on the establishment of these positions by the governing boards of city, common, or union high school districts, except that any or all of these positions may be established in accordance with provisions of Sections 40.809(2), 40.29(1), 40.40, and 40.41 with specific reference to the term "teacher" as used in the general provisions. Also Section 43.22(1).

**3. Pupil Personnel Positions**

- (a) Director of Guidance or Pupil Personnel
  - (b) Visiting teacher
- The statutes are silent on the establishment of these positions by the governing boards of city, common, and union high school districts, except that these positions may be established in accordance with provisions of Sections 40.809(2), 40.29(1), 40.40, 40.41 with specific reference to the term "teacher" as used in the general provisions.

- (c) Attendance officer \_\_\_\_\_
- The statutes are silent on the establishment of this position by the governing boards of city, common, or union high school districts, except that the position of attendance officer, in other than school districts in cities of

the first class, shall be a professional employee of the school system. (*Section 40.78*)

(d) Psychologist.....

The statutes are silent on the establishment of this position by the governing boards of city, common, or union high school districts, except that statutory support is inferred from Section 40.29(1) relative to the general powers of local school districts.

4. School Health Service Positions

(a) School nurse.....

(b) School physician.....

These positions may be established by the governing boards of school districts in counties containing less than 500,000 population. (*Section 40.22(16)*) (Provisions for city of first class not considered herein.)

(c) Dental hygienist.....

This position may be established by the governing board of any school district. (*implied under general provisions; supported by Section 152-07(4)*)

✓



## WYOMING

### ESTABLISHMENT OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
<b>1. General Administration</b>	
<b>(a) Superintendent of Schools</b> .....	The statutes are silent on the establishment of this position by the governing boards of school districts (common), first class school districts, or high school districts, except that this position may be established by the governing boards under the general provision that educational matters affecting the school district shall be under the care of the district board of school trustees. ( <i>Section 67-108</i> )
<b>(b) Assistant Superintendent</b> .....	The statutes are silent on the establishment of this position by the governing boards of school districts (common), first class school districts, or high school districts, except that this position may be established by the governing boards under the general provision that educational matters affecting the school district shall be under the care of the district board of school trustees. ( <i>Section 67-108</i> )
<b>(c) Business manager</b> .....	The statutes are silent on the establishment of this position by the governing boards of school districts (common), first class school districts, or high school districts, except that this position may be established by the governing boards under the general provision that educational matters affecting the school district shall be under the care of the district board of school trustees. ( <i>Section 67-108</i> )
<b>(d) Principal</b> .....	<b>(1)</b> Position of principal shall be established by the governing board of a high school district. ( <i>Section 67-923</i> ) <b>(2)</b> The statutes are silent on the establishment of this position by the governing boards of school districts (common) and first class school districts, except that this position may be estab-

lished by the governing boards under the general provision that educational matters affecting the school district shall be under the care of the district board of school trustees. (*Section 67-105*)

**2. Director or Supervisor of Instruction, and Librarian**

- (a) Director (eg.) curriculum
- (b) Coordinator (eg.) audio-visual
- (c) Supervisor (eg.) elementary and secondary
- (d) Subject area supervisor
- (e) Librarian

The statutes are silent on the establishment of these positions by the governing boards of school districts (common), first class, and high school districts, except that any of these positions may be established by the governing boards under the general provision that educational matters affecting the school districts shall be under the care of the district board of school trustees. (*Section 67-105*)

**3. Pupil Personnel Positions**

- (a) Director of Guidance or Pupil Personnel
- (b) Visiting teacher

The statutes are silent on the establishment of these positions by the governing boards of school districts (common), first class school districts, and high school districts, except that any of these positions may be established by the governing boards under the general provisions that educational matters affecting the school districts shall be under the care of the district board of school trustees. (*Section 67-105*)

- (c) Attendance officer

This position may be established by the governing board of any school district. (*Section 67-1002*)

- (d) Psychologist

The statutes are silent on the establishment of this position by the governing board of school districts (common), first class school districts, and high school districts, except that this position may be established by the governing boards under the general provisions that educational matters affecting the school districts shall be under the care of the district board of school trustees. (*Section 67-105*)

**4. School Health Service Positions**

- (a) School nurse
- (b) School physician

The statutes are silent on the establishment of these positions by the governing boards of school districts (common), first class school districts, and

208 ADMINISTRATIVE AND SPECIALIZED SERVICE STAFFING

high school districts, except that these positions may be established by the governing boards under the general provisions that educational matters affecting the school districts shall be under the care of the district board of school trustees. (Section 67-103)

- (c) Dental hygienist ..... This position may be established by the governing board of any school district, providing such position is under the supervision of a dentist. (Implied by general provisions, supported by Section 67-1119)

STATE FINANCING OF POSITIONS

POSITIONS	SUMMARY OF STATUTORY PROVISIONS
Administrative, Supervisory and Specialized Service Personnel	The statutes provide that State aid funds shall be allowed to qualifying school districts (common), first class, and high school districts for the purpose of supporting under the foundation program administrative, supervisory, and specialized service positions. The determination of the amount for each qualifying district shall be based upon classroom unit allotments with the total of elementary, secondary, and vocational education units divided by 8 and the quotient the number of classroom units allotted for superintendents, principals, assistants, auxiliary teachers, or supervisory personnel. (Section 67-2804)

PS-2-60

★ U. S. GOVERNMENT PRINTING OFFICE: 1959—814206