

R E P O R T R E S U M E S

ED 013 478

EA 000 555

THE STATUS AND FUNCTIONS OF THE LOCAL SCHOOL BUSINESS
ADMINISTRATOR.

AMERICAN ASSN. OF SCHOOL ADMINISTRATORS

PUB DATE NOV 66

EDRS PRICE MF-\$0.25 HC-\$2.32 58P.

DESCRIPTORS- *ADMINISTRATIVE PERSONNEL, PUBLIC SCHOOL SYSTEMS,
STATUS, *RESPONSIBILITY, *SUPERVISION, *SALARIES, *SUPERVISOR
QUALIFICATIONS, OCCUPATIONAL INFORMATION, TABLES (DATA),
QUESTIONNAIRES, DISTRICT OF COLUMBIA

INFORMATION REGARDING TITLE AND STATUS,
RESPONSIBILITIES, PERSONNEL SUPERVISION, SALARIES,
QUALIFICATIONS, AND JOB DESCRIPTIONS OF SCHOOL BUSINESS
ADMINISTRATORS WAS OBTAINED FROM INDIVIDUAL SCHOOL SYSTEMS
THROUGHOUT THE COUNTRY. THE INFORMATION WAS RECEIVED FROM 239
OF THE 274 QUESTIONNAIRES. THIS CIRCULAR IS ALSO AVAILABLE
FROM EDUCATIONAL RESEARCH SERVICE, 1201 SIXTEENTH STREET,
N.W., WASHINGTON, D.C. 20036, 56 PAGES, \$1.25. (HW)

THE STATUS AND FUNCTIONS OF THE LOCAL SCHOOL BUSINESS ADMINISTRATOR

ED013478

In 1960, the Association of School Business Officials, in a report published in cooperation with the American Association of School Administrators, stressed the increasingly significant role of the professional school business administrator in the local school systems.^{1/} The person in this position, points out the ASBO report, "has the special responsibility to make business and financial operations accomplish most in operation and improvement of the schools. To him the superintendent looks for leadership in making business affairs add to educational efficiency and progress."

Subscribers to the Educational Research Service have expressed an interest in, and a need for, information regarding the current status and functions of the school business administrator in individual school systems throughout the country. To meet this need, the survey reported in this Circular was launched about a year ago, with the approval and cooperation of the Executive Secretary of the Association of School Business Officials.

It was decided that the study would focus on the position of the school business ADMINISTRATOR, defined by ASBO as the "member of the school staff who has been designated by the board of education and/or the superintendent to have general responsibility for the administration of the business affairs of a school district." Thus, this is the person who, in most systems, is the immediate superior of the business OFFICIALS who supervise specific areas of business affairs--financial planning, maintenance, operation, purchasing, transportation, et cetera.

TABLE OF CONTENTS

Discussion and summary	1
Table 1. The Position of School Business Administrator: Status and Qualifications	9
Table 2. Personnel Supervised by School Business Administrators	24
Job descriptions	44
Bibliography	54
Questionnaire	55

^{1/} Hill, Frederick W. The School Business Administrator. Association of School Business Officials of the United States and Canada, Bulletin No. 21. Evanston, Ill.: the Association, 1960. \$1.

EA 060 555

Single copy of this Circular - \$1.25
(Order from Educational Research Service)

The questionnaire shown on pages 55 and 56 was sent in November 1965 to all school systems with 25,000 or more enrollment, to a random sample of systems with 12,000 to 24,999 enrollment, and to a few smaller systems suggested by ASBO. On the basis of size of system, the replies are distributed as follows:

<u>Enrollment Stratum</u>	<u>Ques. sent</u>	<u>Replies received</u>
Stratum 1 (100,000 or more)	24	22 (92%)
Stratum 2 (50,000-99,999)	47	41 (87%)
Stratum 3 (25,000-49,999)	83	75 (90%)
Stratum 4 (12,000-24,999)	100	84 (84%)
Smaller systems	<u>20</u>	<u>17</u> (85%)
	274	239 (87%)

Twenty of the 239 respondents indicated that they have no one staff member who might be said to have general administrative responsibility for the over-all business affairs. These systems are listed on page 43.

The 219 school systems which completed the questionnaire are listed in Table 1, which begins on page 9. This table reports the replies to questions 2, 3, 4, and 7. Table 2, beginning on page 24, reports the replies to question 6 which was answered by 212 of the respondents. A summary of the replies to question 5 is given in Table A, on page 3.

Supplementary to the tabular data are the job descriptions and the bibliography in the concluding pages of the report.

Title and Status of the School
Business Administrator

An examination of Column 2 of Table 1 reveals that a wide variety of titles are assigned to the person in charge of business affairs in

school systems throughout the country. It is obvious, however, that the majority hold the rank of Assistant Superintendent, and that Business Manager is the next most common title. Following is a breakdown of the title designations among the 219 participating systems:

<u>Title</u>	<u>Number of systems</u>
Assistant Superintendent (for: Business, Business Affairs, Business Management, Business Services, etc.)	119
Business Manager	43
Director (of: Business Affairs, Finance, Business Services, Fiscal Affairs, etc.)	21
Deputy or Associate Superintendent (for Business, etc.)	16
Other designations	20

Among the "other designations" reported are Administrative Assistant, Comptroller, Board Secretary, and Secretary-Treasurer.

The question which elicited the above information asked for "the title of the person who has general administrative responsibility for the OVER-ALL business affairs of the school system." At least 26 of the 239 responding school systems apparently have no one official who fits this definition. Included are the 20 listed on page 43, the replies from which merely indicated that the business functions are shared by several officials. The following six gave more information and are included in Table 1 with explanatory footnotes: Birmingham, Ala.; Jefferson Co., Ala.; Montgomery Co., Ala.; Ann Arbor, Mich.; St. Louis, Mo.; and Dayton, Ohio.

Table A

SUMMARY: AREAS IN WHICH THE SCHOOL BUSINESS ADMINISTRATOR HAS
FULL OR SHARED RESPONSIBILITY, 215 SCHOOL SYSTEMS

Areas of responsibility	Number and percent of school systems reporting					Totals (215 systems)
	Stratum 1 (22 systems)	Stratum 2 (36 systems)	Stratum 3 (67 systems)	Stratum 4 (73 systems)	Smaller (17 systems)	
Purchasing and supply management	20 (90.9%)	34 (94.4%)	65 (97.0%)	72 (98.6%)	17 (100.0%)	208 (96.7%)
Insurance	20 (90.9%)	34 (94.4%)	65 (97.0%)	66 (90.4%)	14 (82.4%)	199 (92.6%)
Financial planning and budgeting	19 (86.4%)	30 (83.3%)	63 (94.0%)	68 (93.2%)	16 (94.1%)	196 (91.2%)
Accounting	16 (72.7%)	28 (77.8%)	64 (95.5%)	62 (84.9%)	15 (88.2%)	185 (86.0%)
Payroll	18 (81.8%)	26 (72.2%)	60 (89.6%)	64 (87.7%)	15 (88.2%)	183 (85.1%)
Food services	17 (77.3%)	31 (86.1%)	59 (88.1%)	53 (72.6%)	15 (88.2%)	175 (81.4%)
Operation of plant	12 (54.5%)	27 (75.0%)	56 (83.6%)	57 (78.1%)	14 (82.4%)	166 (77.2%)
Maintenance of plant	12 (54.5%)	27 (75.0%)	56 (83.6%)	57 (78.1%)	14 (82.4%)	166 (77.2%)
Transportation	13 (59.1%)	23 (63.9%)	55 (82.1%)	49 (67.1%)	10 (58.8%)	150 (69.8%)
Plant planning and construction	11 (50.0%)	22 (61.1%)	48 (71.6%)	47 (64.4%)	8 (47.1%)	136 (63.3%)
Elections and bond referenda	11 (50.0%)	19 (52.8%)	43 (64.2%)	42 (57.5%)	9 (52.9%)	124 (57.7%)
Data processing	12 (54.5%)	21 (58.3%)	44 (65.7%)	37 (50.1%)	8 (47.1%)	122 (56.7%)
Management of classified personnel	8 (36.4%)	18 (50.0%)	41 (61.2%)	43 (58.9%)	10 (58.8%)	120 (55.8%)

NOTE: A number of respondents listed areas of responsibility in addition to those included on the above checklist. Most frequently mentioned were:

Real estate management
School rentals
Auditing
Control of community use of school buildings
Pupil accounting
Management of federal and state funds
Board secretary
Legal matters
Office management
Retirement system
School print shop
Research and statistics

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL OFFICE OF EDUCATION POSITION OR POLICY.

Of particular significance is the fact that in only NINE of the 219 school systems represented in Table 1 do the business administrators REPORT DIRECTLY TO THE BOARD OF EDUCATION. Three of these (Indianapolis, Ind.; St. Louis, Mo.; and Milwaukee, Wis.) are in enrollment Stratum 1. Two (Kansas City, Kans., and Jersey City, N. J.) are in Stratum 3. The other four (Camden, N. J.; Lawton, Okla.; Allentown, Pa.; and Bethlehem, Pa.) are in Stratum 4. It should be noted that a revision of the administrative organization in Lawton, Okla., is currently under consideration.

Responsibilities of the School Business Administrator

One item on the questionnaire provided a checklist of 13 areas of responsibility which might be assigned to the office of the school business administrator. Space was provided for listing additional responsibilities. The replies to this question are summarized in Table A, which tabulates the responses of 215 of the participating school systems.

Most frequently checked as responsibilities of the school business administrator were management of supplies and purchases (in 96.7 percent of the systems), insurance matters (92.6 percent), and financial planning (91.2 percent). More than 75 percent of these individuals handle accounting, payroll, food services, plant operation, and plant maintenance. All 13 of the areas on the questionnaire checklist fall within the responsibility of at least half the respondents. In some cases, it was indicated that

the business administrator shares a particular responsibility with another school official.

Table A suggests that the business administrators in Stratum 3 school systems (enrollment 25,000 to 49,999) are assigned wider responsibilities than their colleagues in the larger and smaller systems included in this survey. Every area of responsibility on the list was checked by more than 60 percent of the respondents in Stratum 3.

Several rather unique functions were included among the responsibilities written in at the end of the checklist. For example, one respondent wrote "laundry," another added "high school diplomas," and a third noted that he is the "board's lobbyist."

Personnel Supervised by the School Business Administrator

Another indication of the scope of the school business administrator's responsibilities is the number and type of personnel serving under his supervision. This question was included on the inquiry form used for this study, and was answered by 212 school systems. The replies of these systems are reported in Table 2, beginning on page 24. Respondents were asked to give information regarding the number of employees of various types for which the business administrator is responsible, both in the central office (Column 2 of Table 2) and in individual schools (Column 3). In addition it was requested that the titles of the central office administrative personnel who are under the busi-

ness administrator be listed (Column 4). The titles reported reflect the areas of major responsibility summarized in Table A.

The information regarding the number of administrative personnel supervised by the business administrator is of particular significance. In Column 2, the number of such personnel reported ranges from none to 27, with the following breakdown:

No. supervised	Enrollment Stratum				Smaller	Total systems
	1	2	3	4		
27	1	1
20	..	1	1
19	..	1	1
18	..	1	1
17	..	1	1
16	1	..	1	2
15	2	2
14	..	1	1
13	..	1	1	2
12	..	2	1	3
11	1	1
10	2	1	2	5
9	2	3	1	1	..	7
8	2	1	9	2	..	14
7	..	3	7	3	..	13
6	4	5	8	5	..	22
5	1	6	8	6	1	22
4	3	4	14	9	3	33
3	1	..	6	21	2	30
2	..	2	2	15	3	22
1	1	5	4	10
None	..	1	2	6	3	12

Not always in Table 2 does the number of individual central office administrators listed in Column 4 correspond to the number of central office administrative personnel in Column 2. Obviously a few respondents have included subordinate administrators who do not report directly to the business administrator. As one reply explained, "Directly or indirectly, all personnel assigned under the business division are under the general supervision of the Assistant Superintendent for Business Services."

The respondents may have had different interpretations of the question regarding personnel in the individual schools who are under the supervision of the business administrator (Table 2, Column 3). Seventeen gave no figures, explaining that the supervision of personnel in the individual schools is not the direct responsibility of the business administrator. No doubt, this is true in most of the 47 systems which merely left this portion of the question blank, and it probably applies in most of the systems for which figures are given.

Salary of the School Business Administrator

Salaries received by school business administrators in 1965-66 are reported in Column 3 of Table 1 for the individual school systems; the data are summarized in Table B. The lowest salary reported is \$6,900 and the highest is \$38,600, while the median is \$15,922.

Undoubtedly, the unusually wide range in salaries can be at least partly attributed to differences in size and location of system, scope of responsibility, and level of authority. The individual whose 1965-66 salary was \$6,900 is in a Southern school system with an enrollment just under 13,000; although his title is Director of Purchasing, he has some responsibility for plant operation and maintenance, transportation, food services, financial planning, payroll, plant planning, and insurance--as well as management of purchases and supplies; personnel under his supervision number 72, all clerical or custodial.

In contrast, the recipient of \$38,600 is in a school system enrolling more than 600,000 pupils; with the title of Deputy Superintendent for Business and Educational Services, he reported responsibilities in 19 areas; under his supervision are 14,000 employees, including five subordinate administrators.

Table B shows that the median salary of business administrators in Stratum 1 (100,000 or more enrollment) is \$18,999.50, and that it decreases with size of system to \$13,714 in Stratum 4 and \$12,428 in the group of 16 smaller systems which reported salary data.

Qualifications of the School
Business Administrator

The final item on the questionnaire asked "What qualifications does this position require." It will be noted in Column 5 of Table 1 that the detail with which this question was answered varied. Some respondents merely indicated that the business administrator must have certification or that the requirements are "the same as for other assistant superintendents." Others mentioned definite educational requirements plus specified experience in schools and/or business.

Table B

SUMMARY: SALARIES OF SCHOOL BUSINESS ADMINISTRATORS, 1965-66
(Based on data from 215 school systems)

Salary intervals	Number and percent of school systems reporting					Totals
	Stratum 1	Stratum 2	Stratum 3	Stratum 4	Smaller	
More than \$27,000	2 (9.1%)	2 (0.9%)
\$25,000-\$26,999	1 (4.5%)	1 (0.4%)
23,000- 24,999	2 (9.1%)	1 (2.6%)	...	1 (1.4%)	...	4 (1.9%)
21,000- 22,999	4 (18.2%)	3 (7.7%)	2 (3.0%)	3 (4.2%)	...	12 (5.6%)
19,000- 20,999	2 (9.1%)	6 (15.4%)	12 (17.9%)	5 (7.1%)	1 (6.2%)	26 (12.1%)
17,000- 18,999	6 (27.3%)	11 (28.2%)	18 (26.9%)	3 (4.2%)	1 (6.2%)	39 (18.1%)
15,000- 16,999	4 (18.2%)	7 (17.9%)	15 (22.4%)	10 (14.1%)	2 (12.5%)	38 (17.7%)
13,000- 14,999	1 (4.5%)	7 (17.9%)	10 (14.9%)	21 (29.6%)	2 (12.5%)	41 (19.1%)
11,000- 12,999	...	3 (7.7%)	9 (13.4%)	16 (22.5%)	7 (43.9%)	35 (16.3%)
9,000- 10,999	...	1 (2.6%)	1 (1.5%)	9 (12.7%)	2 (12.5%)	13 (6.0%)
Less than \$9,000	3 (4.2%)	1 (6.2%)	4 (1.9%)
Total reporting	22 (100.0%)	39 (100.0%)	67 (100.0%)	71 (100.0%)	16 (100.0%)	215 (100.0%)
Median salaries	\$18,999.50	\$17,280.00	\$16,800.00	\$13,714.00	\$12,428.00	\$15,922.00

NOTES: The figures tabulated do not include travel allowances which were reported by seven school systems (range--\$360 to \$900).

In the nine cases where respondents reported minimum and maximum salaries for the position of school business administrator, the maximum salary has been tabulated.

Apparently a number of the responding school systems have not established any formal requirements for the position of business administrator. Some stated that this is so, or did not reply to the question. Others outlined "preferred" qualifications, and still others reported the qualifications of the person currently holding the position.

A specific level of educational attainment was mentioned by 147 of the 197 school systems responding to this question; an additional 22 systems did not respond. The specific level was listed as being required in 137 systems and preferred in 10 districts.

Among the 137 systems which reported they require a specific degree (62.6 percent of all school systems in the survey), the most frequently mentioned was the master's degree--required in 95 systems. This figure includes 22 which reported that the state administrative credential (including a master's) is required. Eight systems require a doctor's degree. Thus, in 103 systems (75 percent of those reporting a required level of formal educational attainment), the business administrator must have at least a master's degree. In the remaining 34 of the 137 systems, a bachelor's degree is required. Also, the master's degree or higher was listed by six of the 10 districts which indicated a preferred level of education.

A look at the formal educational requirements reported within the various enrollment categories shows little variation among these

categories in the percent reporting that they require a master's degree or higher. This attainment is required in 75 percent of the 12 Stratum 1 systems which reported having such requirements, in 83 percent of 23 Stratum 2 systems, in 76 percent of 46 Stratum 3 systems, and in 70 percent of 44 Stratum 4 systems. Of the 12 smaller systems reporting educational requirements, nine specify a master's degree and three specify a bachelor's degree.

Usually, in addition to the required educational preparation, the reports show that the school business administrator is expected to have had some experience in school administration or business administration. In some cases, his experience must have included teaching.

Set forth in some of the formal statements of qualifications are certain attributes that are less objective than a master's degree or 10 years' experience. For example, the Assistant Superintendent for Business Services in the Phoenix, Arizona, Union High School District must:

". . . submit evidence of ability to solve problems quickly, accurately, and with discernment. He should be able to sort out the important from the unimportant. He is scientifically able; his decisions are based upon a careful and methodical collection of facts and data. He must be able to delegate responsibility and authority to subordinates and must have demonstrated ability to evaluate the effectiveness of programs and of those who are responsible for them. He must have demonstrated competence in supervising the activities of those who work for him. He must command the respect of those who work with and for him. He must have demonstrated good judgment. He must be fair, firm, and constructive in criticism. Because many times pressure and complexity of problems are frustrating, a sense of humor is essential."

Found among other formal qualifications are such phrases as "ability to maintain harmonious working relations with school officials, other employees, and the public," "ability to write and speak well," "vigorous good health," and "marked emotional stability." Perhaps these last two qualifications were in the minds of the school business administrators who volunteered the information that they need "a strong constitution" and "a hell of a lot of patience."

Job Descriptions

A number of the questionnaire replies were accompanied by job descriptions for the position of school business administrator, or by charts outlining the functions of the business unit. Space limitations do not permit the reproduction in this report of all these materials. Beginning on page 44 are descriptions received from nine school systems--selected not as "models," but to illustrate a variety of forms and to represent school systems of various sizes.

TABLE 1. THE POSITION OF SCHOOL BUSINESS ADMINISTRATOR:
STATUS AND QUALIFICATIONS
(219 local school systems)

School system	Title of person who has general administrative responsibility for business affairs	Salary, 1965-66	To whom does he report?	Qualifications required
1	2	3	4	5
STRATUM 1--ENROLLMENT 100,000 OR MORE (22 systems)				
LOS ANGELES, CALIF.	Deputy Superintendent-Business and Educational Services	\$ 38,600	Superintendent	Certification.
SAN DIEGO, CALIF.	Assistant Superintendent, Business Services Division	23,000	Associate Superintendent, School Services	California administrative certificate (includes general elementary and secondary credential).
DADE COUNTY, FLA. (Miami)	Assistant Superintendent for Business Management	17,750	Superintendent	Degree plus experience as public school administrator in charge of business affairs. ^{a/}
DUVAL COUNTY, FLA. (Jacksonville)	Assistant Superintendent for Business Affairs	15,750	Superintendent	Prefer M.A. degree, with undergraduate major in economics, finance, accounting, business administration, or business education; experience in public school administration and/or thorough training in business management and accounting.
ATLANTA, GA.	Assistant Superintendent for Administrative Services	17,150	Superintendent	No formal requirements.
HAWAII--entire state.	Assistant Superintendent for Business Administration	15,000	Superintendent	M.A. degree or equivalent, plus 20 credits of appropriate graduate courses or equivalent in special training activities.
CHICAGO, ILL.	Associate Superintendent in charge of Operation Services	24,800	Superintendent	Suggested qualifications include (a) graduate work in educational administration (b) undergraduate and/or graduate work in accounting, business administration, or engineering. Experience should include service as teacher and school administrator or service as head of one of the major administrative units in the business department.
INDIANAPOLIS, IND.	Business Manager	17,000	Board of Education	No formal requirements. Appointed by board, usually from ranks in business office.
ORLEANS PARISH, LA. (New Orleans)	Business Manager	17,060	Superintendent	Doctor's degree in school administration, with basic courses in business administration. Several years of experience in school and/or business management.
BALTIMORE, MD., city schools	Assistant Superintendent, Business Management	17,000	Associate Superintendent, General administration	Teaching and administrative experience and a graduate degree in educational administration or business management.
BALTIMORE COUNTY, MD. (Towson)	Assistant Superintendent in Business and Finance	18,000	Superintendent	No formal requirements.

TABLE 1. (Continued)

School system	Title of person who has general administrative responsibility for business affairs	Salary, 1965-66	To whom does he report?	Qualifications required
1	2	3	4	5
STRATUM 1 SCHOOL SYSTEMS (Continued)				
MONTGOMERY COUNTY, MD. (Rockville)	Assistant Superintendent for Business and Financial Services	\$ 19,080	Deputy Superintendent	Doctorate in educational administration and minimum of 5 years' teaching experience, with other appropriate business-related experience.
PRINCE GEORGES COUNTY, MD. (Upper Marlboro)	Director of School Business Affairs	14,700	Superintendent	No formal requirements. Incumbent is former business teacher and principal with M.A. in educational administration.
ST. LOUIS, MO.	Secretary-Treasurer ^{b/}	20,000	Board of Education	No reply.
NEW YORK, N.Y.	Deputy Superintendent-Business and Administration	28,975-30,000	Superintendent	Superintendent's certificate for New York state.
CLEVELAND, OHIO	Business Manager	21,000	Superintendent	Must be an administrator-professional engineer, have some knowledge of law, and be well versed in educational needs and requirements.
COLUMBUS, OHIO	Assistant Superintendent, Business Affairs	16,300	Superintendent	B.A. and M.A. degrees in education, including administration.
PHILADELPHIA, PA.	Business Manager and Assistant Treasurer	25,000	Superintendent	Degree plus broad business background and experience.
MEMPHIS, TENN.	Assistant Superintendent, Department of Business Affairs	15,500	Superintendent	M.S. degree and practical experience.
DALLAS, TEXAS	Assistant Superintendent-Business	21,000	Superintendent	Same qualifications as other assistant superintendents.
HOUSTON, TEXAS	Deputy Superintendent-Business Manager	22,000	Superintendent	No formal requirements.
MILWAUKEE, WIS.	Secretary-Business Manager	21,000	Board of School Directors	Degree, preferably in business or educational administration and 5 years of responsible administrative experience.
STRATUM 2--ENROLLMENT 50,000-99,999 (39 systems)				
BIRMINGHAM, ALA., city schools	1. Business Manager ^{c/} 2. Secretary of the Board ^{c/}	1. \$ 10,102 2. 10,566	Both report to Superintendent	No reply.
JEFFERSON COUNTY, ALA. (Birmingham)	1. Assistant Superintendent-Business Affairs ^{d/} 2. Assistant Superintendent-General Administration ^{d/}	1. 12,750 2. 15,400	Both report to superintendent	No reply.
MOBILE COUNTY, ALA. (Mobile)	Assistant Superintendent in charge of Business	12,400 plus \$900 for travel	Associate Superintendent	M.A. in educational administration (1 additional year preferred), plus 8 years of successful educational experience (3 in administration).
FRESNO, CALIF.	Assistant Superintendent for Business	20,000	Superintendent	Administrative credential and successful experience in school district business management.

TABLE 1. (Continued)

School system	Title of person who has general administrative responsibility for business affairs	Salary, 1965-66	To whom does he report?	Qualifications required
1	2	3	4	5
STRATUM 2 SCHOOL SYSTEMS (Continued)				
LONG BEACH, CALIF.	Assistant Superintendent, Business	\$ 18,000-22,000	Superintendent	General administrative credential and experience in school district business management.
SAN FRANCISCO, CALIF.	1. Fiscal Officer 2. Assistant Superintendent, Buildings and Grounds	23,220 each	Both report to Superintendent	California administrative credential.
DENVER, COLO.	Assistant Superintendent for Business Services	15,750	Superintendent	No reply.
BROWARD COUNTY, FLA. (Ft. Lauderdale)	Assistant Superintendent for Business	15,623	Superintendent	No formal requirements.
HILLSBOROUGH COUNTY, FLA. (Tampa)	Assistant Superintendent for Business Affairs	13,500 plus \$600 for travel	Superintendent	Doctorate or advanced post-graduate study. Preferably should have served an internship in this type position in a large school system and have minimum of 10 years' experience in public school work.
ORANGE COUNTY, FLA. (Orlando)	Director of Finance	14,900	Superintendent	No formal requirements.
PALM BEACH COUNTY, FLA. (West Palm Beach)	Assistant Superintendent in Business Affairs	14,500	Superintendent	M.A. degree in school administration or business education and prior experience in school administration and school finance and accounting.
PINELLAS COUNTY, FLA. (Clearwater)	Assistant Superintendent in charge of Finance	14,616	Superintendent	B.A. degree in business administration or business education with course emphasis in accounting and fiscal management, supplemented by courses in school administration leading to a master's degree. Experience in public school administration and/or training and experience in business management and accounting.
WICHITA, KANS.	Assistant Superintendent, Business Services Division	17,250	Superintendent	No formal requirements.
JEFFERSON COUNTY, KY. (Louisville)	Assistant Superintendent, Division of Business Affairs	15,000	Superintendent	No reply.
LOUISVILLE, KY., city schools	Assistant Superintendent in charge of Business Affairs	12,573	Superintendent	M.A. degree; standard certificate for administration and supervision.
CADDO PARISH, LA. (Shreveport)	Director of Finance	13,860	Superintendent	No formal requirements. Incumbent has B.A. in business education and business administration, with experience in teaching and administration.
ANNE ARUNDEL COUNTY, MD. (Annapolis)	Assistant Superintendent in Administration	17,205	Superintendent	M.A. degree in educational administration.

TABLE 1. (Continued)

School system	Title of person who has general administrative responsibility for business affairs	Salary, 1965-66	To whom does he report?	Qualifications required
1	2	3	4	5
STRATUM 2 SCHOOL SYSTEMS (Continued)				
BOSTON, MASS.	Business Manager	\$ 19,064	Superintendent	College background in business and financial management; work experience in major fields relating to position.
MINNEAPOLIS, MINN.	Assistant Superintendent in charge of Business Affairs	22,050	Superintendent	Minnesota administrator's certificate, M.A. degree, at least 10 years' successful experience in school business administration.
KANSAS CITY, MO.	Comptroller	17,480	Superintendent	No formal requirements.
OMAHA, NEBR.	Assistant Superintendent for Business Services	17,600	Assistant Superintendent	M.A. degree with graduate training in educational supervision and administration, plus 5 years' outstanding teaching service. Must meet certification requirements.
CLARK COUNTY, NEV. (Las Vegas)	Assistant Superintendent-Business Services	19,436	Superintendent	No reply.
NEWARK, N. J.	Assistant Superintendent in charge of Business Administration	15,000-19,500	Superintendent	M.A. degree in business administration, business management, or accounting; 5 years' experience in public school business administration (including direct experience with building construction, purchasing and warehousing, etc.); and eligibility for New Jersey general supervisor's certificate.
ALBUQUERQUE, N. MEX.	Assistant Superintendent for Finance and Maintenance	15,000	Superintendent	General administrative certificate, M.A. degree in school administration, prior successful experience.
BUFFALO, N. Y.	Associate Superintendent for Finance and Research	18,600	Superintendent	New York State superintendent's certificate.
CHARLOTTE-MECKLENBURG SCHOOL SYSTEM, N. C. (Charlotte)	Assistant Superintendent, Business Services	14,500	Superintendent	B.A. degree and experience in administration.
AKRON, OHIO	Assistant Superintendent in charge of Business Affairs	18,300	Superintendent	M.A. degree and state certification as administrator.
CINCINNATI, OHIO	Assistant Superintendent, Business Administration	19,000	Superintendent	Training and experience in educational administration, preferably in business area.
DAYTON, OHIO	Assistant Superintendent, Business ^e	17,450	Superintendent	M.A. degree. Engineering and administrative experience desirable.
TOLEDO, OHIO	Business Manager	16,200	Superintendent	Prefer M.A. degree; experience in education, personnel management, construction, and business management; national registration as school business administrator.
TULSA, OKLA.	Assistant Superintendent, Business Management	18,000	Superintendent	Thorough knowledge of business practices and school law and ability to supervise others.
PORTLAND, OREG.	Business Manager	19,500	Superintendent	No formal requirements.
PITTSBURGH, PA.	Associate Superintendent for Business	22,450 plus \$700 for travel	Superintendent	No reply.

TABLE 1. (Continued)

School system	Title of person who has general administrative responsibility for business affairs	Salary, 1965-66	To whom does he report?	Qualifications required
1	2	3	4	5
STRATUM 2 SCHOOL SYSTEMS (Continued)				
GREENVILLE COUNTY, S. C. (Greenville)	Coordinator of Fiscal Affairs	\$ 11,400	Superintendent	M.A. degree in education, training in business administration, and a high level of managerial ability.
METROPOLITAN SCHOOL SYSTEM, NASHVILLE, TENN.	Comptroller	17,850	Superintendent	B.A. degree with a major in accounting and business administration. Should have at least 10 years' experience in business supervision and be a CPA.
FAIRFAX COUNTY, VA. (Fairfax)	Assistant Superintendent for Finance	15,500	Superintendent	M.A. degree, experience in educational administration, school business affairs, and teaching.
NORFOLK, VA.	Senior Assistant Superintendent	13,624 plus \$360 for travel	Superintendent	Prefer doctor's degree, training and experience in education, and knowledge of general areas of business and finance.
SEATTLE, WASH.	Assistant Superintendent for Business Services	18,000	Superintendent	Superintendent's credentials, experience in business and school administration.
KANAWHA COUNTY, W. VA. (Charleston)	Associate Superintendent for Business Affairs	13,280	Superintendent	M.A. degree in public school administration and at least 5 years' experience in teaching.
STRATUM 3--ENROLLMENT 25,000-49,999 (67 systems)				
MONTGOMERY COUNTY, ALA. (Montgomery)	Assistant Superintendent	\$ 12,000	Superintendent	M.A. degree in administration with training and experience in areas of business management.
PHOENIX UNION HIGH SCHOOL DISTRICT, ARIZ. (Phoenix)	Assistant Superintendent for Business Services	20,000	Superintendent	Degree, plus graduate courses in accounting, budgeting, purchasing, construction, and engineering preferred. Appropriate experience may be substituted for educational courses.
TUCSON, ARIZ.	Business Manager	17,250	Superintendent	Degree; executive and administrative ability; accounting background; experience in business, and in education, if possible.
ANAHEIM UNION HIGH SCHOOL DISTRICT, CALIF. (Anaheim)	Assistant Superintendent, Business	18,000	Superintendent	B.A. degree, general administrative credential, business administration background, governmental accounting.
FREMONT, CALIF.	Assistant Superintendent, Business Services	18,500	Superintendent	General administrative and supervisory credentials.
GARDEN GROVE, CALIF.	Associate Superintendent in charge of Business Affairs	16,900	Superintendent	General administrative credential.

TABLE 1. (Continued)

School system	Title of person who has general administrative responsibility for business affairs	Salary, 1965-66	To whom does he report?	Qualifications required
1	2	3	4	5
STRATUM 3 SCHOOL SYSTEMS (Continued)				
HAYWARD, CALIF.	Business Manager	\$ 18,250	Superintendent	Training and experience indicating possession of skills and abilities desirable for the position. Example: degree in public or business administration, plus 5 years in school business administration, plus 2 years' administrative experience in private business.
MT. DIABLO SCHOOL DISTRICT, CALIF. (Concord)	Assistant Superintendent for Business Services	19,750	Superintendent	Administrative credential and teaching certificate.
NORWALK-LA MIRADA SCHOOL DISTRICT, CALIF. (Norwalk)	Assistant Superintendent, Business Services	20,400	Superintendent	No reply.
PASADENA, CALIF.	Assistant Superintendent for Business	18,840-20,830	Superintendent	Doctorate, administrative credential, 5 years' experience in business management.
RICHMOND, CALIF.	Assistant Superintendent, Business Services	20,004	Superintendent	No reply.
RIVERSIDE, CALIF.	Assistant Superintendent-Business	18,500	Superintendent	No formal requirements.
SAN BERNARDINO, CALIF.	Assistant Superintendent, Business	19,987	Superintendent	M.A. degree; wide educational background; experience in business management, school administration, and teaching.
SAN JOSE, CALIF.	Assistant Superintendent in charge of Business Services	19,500	Associate Superintendent	Administrative credential and experience in teaching and business operations.
SAN JUAN SCHOOL DISTRICT, CALIF. (Carmichael)	Assistant Superintendent for Business Services	18,250	Superintendent	No reply.
STOCKTON, CALIF.	Deputy Superintendent and Business Manager	18,344	Superintendent	M.A. degree; administrative credential; experience in school administration and teaching; experience in private business, or extensive college training in business administration.
TORRANCE, CALIF.	Assistant Superintendent-Business	18,444	Superintendent	California administrative credential and special training in school business management.
COLORADO SPRINGS, COLO.	Assistant Superintendent for Business Services	15,388	Superintendent	Training and experience in education and business.
JEFFERSON COUNTY SCHOOL DISTRICT R-1, COLO. (Lakewood)	Assistant Superintendent for Business Management	16,017	Superintendent	M.A. degree in administration; B.A. degree with a CPA certificate; or equivalent combination of education and experience. Also, 10 years' administrative experience in a school business office, government facility, or private concern.
BREVARD COUNTY, FLA. (Titusville)	Assistant Superintendent for Administration and Finance	13,400	Superintendent	Prefer M.A. degree in school business, with experience in that area.

TABLE 1. (Continued)

School system	Title of person who has general administrative responsibility for business affairs	Salary, 1965-66	To whom does he report?	Qualifications required
1	2	3	4	5
STRATUM 3 SCHOOL SYSTEMS (Continued)				
ESCAMBIA COUNTY, FLA. (Pensacola)	Assistant Superintendent for Finance and Business	\$ 11,300	Superintendent	Advanced degree in school administration, state certification, experience as principal or superintendent and as financial manager for a school system or state department.
VOLUSIA COUNTY, FLA. (DeLand)	Director of Finance	12,750	Superintendent	M.A. degree, experience in school finance, knowledge of school law, ability to establish and maintain good public relations, and an understanding of the over-all school program.
BIBB COUNTY, GA. (Macon)	Assistant Superintendent	11,000	Superintendent	M.A. degree and experience in school business, teaching, and as principal.
RICHMOND COUNTY, GA. (Augusta)	Assistant Superintendent in charge of Business Affairs	10,700	Superintendent	No formal requirements. Incumbent has a degree and has experience as a principal.
SAVANNAH-CHATHAM COUNTY, GA. (Savannah)	Treasurer and Assistant Superintendent for Business	17,000	Superintendent ^{h/}	Degree in engineering, plus courses in education and business administration.
EVANSVILLE-VANDERBURGH SCHOOL CORPORATION, IND. (Evansville)	Assistant Superintendent in charge of Business	15,200	Superintendent	Superintendent's license and training in business education.
FORT WAYNE, IND.	Assistant Superintendent for Business Management	17,620	Superintendent	M.A. degree and experience in school administration.
GARY, IND.	Assistant Superintendent-Business Affairs	20,000	Superintendent	No reply.
SOUTH BEND, IND.	Assistant Superintendent, Division of Business Services	15,000 (maximum-20,000)	Superintendent	Prefer degree in business administration plus teaching experience or graduate work in school administration. Will accept bachelor's degree plus appropriate training and experience.
DES MOINES, IOWA	Business Manager and Secretary	16,500	Superintendent	Degree, preferably with a business major and teaching certificate and experience; also experience in accounting and business.
KANSAS CITY, KANS.	Business Manager	18,500	Board of Education	No formal requirements. Incumbent has B.S. in engineering.
JEFFERSON PARISH, LA. (Gretna)	Assistant Superintendent, Finance	15,200	Superintendent	M.A. degree.
SPRINGFIELD, MASS.	Assistant Superintendent	16,390 (maximum-17,500)	Superintendent	M.A. degree, background in business administration, and successful teaching experience.
WORCESTER, MASS.	Assistant Superintendent-Budgetary Matters	10,562-14,500	Superintendent	B.A. degree with major in business administration and specific courses in school business affairs; 5 years' experience in school business administration; age, 35-55.

TABLE 1. (Continued)

School system	Title of person who has general administrative responsibility for business affairs	Salary, 1965-66	To whom does he report?	Qualifications required
1	2	3	4	5
STRATUM 3 SCHOOL SYSTEMS (Continued)				
FLINT, MICH.	Associate Superintendent for Business Affairs	\$ 19,000	Superintendent	M.A. degree in school administration plus experience in business and financial planning and budgeting.
GRAND RAPIDS, MICH.	Assistant Superintendent in charge of Business Affairs	17,180	Superintendent	Certification, plus training and experience in business administration.
LANSING, MICH.	Assistant Superintendent for Business and Physical Plant	17,660	Superintendent	M.A. degree or equivalent in training, plus experience in business and accounting.
LIVONIA, MICH.	Assistant Superintendent for Business Administration	18,000 plus car and expenses	Superintendent	M.A. degree in business administration and background in teaching and administration.
ST. PAUL, MINN.	Deputy Superintendent	22,000	Superintendent	M.A. degree and state certification as assistant superintendent.
JACKSON, MISS.	Assistant Superintendent of Business Administration	13,200 plus \$900 car allowance	Superintendent	Certification as school administrator, with knowledge of business affairs and ability to select and direct competent supervisory personnel.
LINCOLN, NEBR.	Assistant Superintendent in charge of Business Affairs	15,000	Superintendent	Doctorate with a major in business or school administration, plus several years' experience as an administrator in charge of business affairs.
WASHOE COUNTY, NEV. (Reno)	Administrative Assistant in charge of Business	16,250	Superintendent	B.A. degree plus experience in business and education.
JERSEY CITY, N. J.	Secretary	18,000	Board of Education	No formal requirements.
ROCHESTER, N. Y.	Assistant Superintendent of Business Affairs	19,888	Superintendent	M.A. degree plus 30 hours' specific training in business administration; 10 years' experience in business, industry, and/or education (must include 5 years' school experience); state certification as administrator or supervisor.
SYRACUSE, N. Y.	Assistant Superintendent for Administration	18,000	Superintendent	Doctorate (or near doctorate) in education, with training and experience in administration, business management, and accounting.
YONKERS, N. Y.	Deputy Superintendent in charge of Business Affairs	22,500	Superintendent	Must hold a New York State superintendent's certificate.
GREENSBORO, N. C.	Assistant Superintendent for Business	14,670	Superintendent	M.A. degree; experience in both teaching and business preferred.
WINSTON-SALEM/FORSYTH COUNTY, N. C. (Winston-Salem)	Associate Superintendent for Administration	14,500	Superintendent	M.A. degree in school administration plus experience in school administration.
YOUNGSTOWN, OHIO	Assistant Superintendent for Business Affairs	17,100	Superintendent	M.A. degree, superintendent's certificate, experience in school business affairs.

TABLE 1. (Continued)

School system	Title of person who has general administrative responsibility for business affairs	Salary, 1965-66	To whom does he report?	Qualifications required
1	2	3	4	5
STRATUM 3 SCHOOL SYSTEMS (Continued)				
PROVIDENCE, R. I.	Director of Finance	\$ 12,600	Superintendent	Certification as a teacher plus training and experience in accounting.
COLUMBIA, S. C.	Assistant Superintendent in charge of Business Affairs	12,900	Superintendent	Knowledge of school business operations.
KNOXVILLE, TENN.	Assistant Superintendent in charge of Business Affairs	13,000	Superintendent	No formal requirements.
SHELBY COUNTY, TENN. (Memphis)	Administrative Assistant	12,500	Superintendent	Good business ability and understanding of school program.
AMARILLO, TEXAS	Business Manager	14,500	Superintendent	No formal qualifications. Incumbent has M.A. in business administration with training and long experience in school administration.
AUSTIN, TEXAS	Business Manager	14,600	Superintendent	M.A. degree with administrator's certificate, or equivalent in training and experience.
CORPUS CHRISTI, TEXAS	Assistant Superintendent for Business	16,250	Superintendent	Prefer B.A. degree plus 5 years' experience in a business office or 3 years' experience in maintenance or engineering.
LUBBOCK, TEXAS	Business Manager	14,200	Superintendent	M.A. degree with preparation in educational administration and business management.
PASADENA, TEXAS	Business Manager	13,482 plus \$600 for travel	Superintendent	No reply.
SALT LAKE CITY, UTAH	Clerk Treasurer and Business Manager	12,500	Superintendent ^{i/}	Degree in business administration and accounting.
ARLINGTON COUNTY, VA. (Arlington)	Assistant Superintendent for Finance and Business Management	16,580	Superintendent	M.A. degree with specialization in administration and 10 years' experience in school administration work or equivalent training and experience.
NEWPORT NEWS, VA.	Assistant Superintendent, Business and Finance	11,500	Superintendent	No formal requirements.
RICHMOND, VA.	Assistant Superintendent in charge of Physical Properties	20,332	Superintendent	Doctorate, with emphasis in school administration and experience as principal and teacher.
HIGHLINE SCHOOL DISTRICT, WASH. (Seattle)	Assistant Superintendent in charge of Business and Plant and Board Secretary	15,500	Superintendent	Superintendent's credential.
SPOKANE, WASH.	Business Administrator and Secretary to the Board	15,000	Superintendent	Degree and experience in business and education.
TACOMA, WASH.	Business Manager and Secretary	16,275	Superintendent	No reply.

TABLE 1. (Continued)

School system	Title of person who has general administrative responsibility for business affairs	Salary, 1965-66	To whom does he report?	Qualifications required
1	2	3	4	5
STRATUM 3 SCHOOL SYSTEMS (Continued)				
MADISON, WIS.	Director of Business Services	\$ 15,600	Superintendent	B.A. degree and 2 years' experience as chief school business official, or training and experience in general business management and in education; or M.A. degree in school business management.
RACINE, WIS.	Director of Business Affairs	15,800	Superintendent	M.A. in business administration.
STRATUM 4--ENROLLMENT 12,000-24,999 (74 systems)				
BALDWIN COUNTY, ALA. (Bay Minette)	Supervisor of Transportation and Maintenance	\$ 12,000	Superintendent	M.A. degree.
GADSDEN, ALA.	Director of Purchasing	6,900	Superintendent	M.A. degree and several years' experience in teaching, administration, and maintenance within the school system.
ANCHORAGE, ALASKA	Assistant Superintendent, Building and Finance	21,000	Superintendent	M.A. degree in educational administration.
NORTH LITTLE ROCK, ARK.	Assistant Superintendent in charge of Business Affairs	8,850	Superintendent	Administrator's certificate based on M.A. degree with specific training in finance and administration.
ALUM ROCK UNION ELEMENTARY SCHOOL DISTRICT, CALIF. (San Jose)	Assistant Superintendent for Business Services	15,750	Superintendent	No formal requirements. Incumbent has Ed.D. in educational administration.
COMPTON, CALIF.--ELEMENTARY SCHOOL DISTRICT	Assistant Superintendent and Business Manager	16,200	Superintendent	California elementary administrative credential.
COVINA VALLEY SCHOOL DISTRICT, CALIF. (Covina)	Assistant Superintendent, Business Services	20,250	Superintendent	No reply.
FULLERTON, CALIF.--ELEMENTARY SCHOOL DISTRICT	Assistant Superintendent-Business Services	16,000	Superintendent	California administrative credential.
INGLEWOOD, CALIF.	Associate Superintendent and Business Manager	23,000	Superintendent	Doctorate in school business administration.
KERN COUNTY UNION HIGH SCHOOL DISTRICT, CALIF. (Bakersfield)	Deputy Superintendent	21,420	Superintendent	No formal requirements.
LOMPOC, CALIF.	Administrative Assistant, Business	12,000	Superintendent	No formal requirements.
MODESTO, CALIF.	Assistant Superintendent for Business Services	18,230	Superintendent	No reply.
MONTEBELLO, CALIF.	Assistant Superintendent, Business Services	19,623	Superintendent	California administrative credential.
SANTA ANA, CALIF.	Deputy Superintendent, Business Division	21,000	Superintendent	General administrative credential, 5 years' teaching and administrative experience, and academic background and experience in school business procedures.

TABLE 1. (Continued)

School system	Title of person who has general administrative responsibility for business affairs	Salary, 1965-66	To whom does he report?	Qualifications required
1	2	3	4	5
STRATUM 4 SCHOOL SYSTEMS (Continued)				
SANTA MONICA, CALIF.	Assistant Superintendent of Business	\$ 20,631	Superintendent	General administrative credential.
BOULDER VALLEY SCHOOL DISTRICT, COLO. (Boulder)	Assistant Superintendent for Business and Plant	16,500	Superintendent	No reply.
WATERBURY, CONN.	Director of Business	13,400	Superintendent	Certification as assistant superintendent.
ALACHUA COUNTY, FLA. (Gainesville)	Assistant Superintendent for Personnel Service	10,000-11,000	Superintendent	M.A. degree in school administration, 5 years' experience in school work, 2 years' business experience, and over-all understanding of school problems.
BOISE, IDAHO	Director of Business and Maintenance	11,000	Superintendent	Background in business or education.
GRANITE CITY, ILL.	Administrative Assistant in charge of Business	No reply	Superintendent	Prefer degree in accounting.
PEORIA, ILL.	Director of Business	14,500	Superintendent	No formal requirements.
SPRINGFIELD, ILL.	Director of Finance	11,000	Superintendent	M.A. degree, certification in administration, 5 years' experience in education, and demonstrated ability in field.
VIGO COUNTY SCHOOL CORPORATION, IND. (Terre Haute)	Assistant Superintendent of Business	14,150	Superintendent	Degree in business or public school administrative experience.
COUNCIL BLUFFS, IOWA	Business Manager	10,500	Superintendent	No reply.
SIOUX CITY, IOWA	Assistant Superintendent in charge of Business Affairs	13,250	Superintendent	Degree and professional certification, plus experience in school administration.
OUACHITA PARISH, LA. (Monroe)	Business Manager	8,600	Superintendent	B.A. degree in accounting. Some teaching experience preferred.
CARROLL COUNTY, MD. (Westminster)	Supervisor of Accounting and Purchasing	11,500	Superintendent	Knowledge of purchasing and accounting.
BROCKTON, MASS.	Assistant Superintendent	14,500	Superintendent	M.A. degree and experience in administration.
NEWTON, MASS.	Director of Business Services	19,000	Superintendent	No reply.
ANN ARBOR, MICH.	1. Assistant Superintendent, Finance and Budget 2. Business Manager-Services	1. 16,000 2. 15,000	Both report to Superintendent	No reply.
DEARBORN, MICH.	Assistant for Business Services	14,400	Superintendent	B.B.A. degree; thorough knowledge of school business administration, including accounting and finance.
EAST DETROIT, MICH.	Assistant Superintendent of Business Affairs	13,500	Superintendent	M.A. degree in educational administration.

TABLE 1. (Continued)

School system	Title of person who has general administrative responsibility for business affairs	Salary, 1965-66	To whom does he report?	Qualifications required
1	2	3	4	5
STRATUM 4 SCHOOL SYSTEMS (Continued)				
FARMINGTON, MICH.	Assistant Superintendent-Business	\$ 15,250	Superintendent	M.A. degree in public school administration and experience in classroom teaching or supervision.
WAYNE, MICH.	Director of Budget and Finance	12,000	Superintendent	Prefer degree in business administration, CPA rating, and experience with IBM equipment. Should have 3 years' experience in budget and finance control and an understanding of school finance problems.
BLOOMINGTON, MINN.	Director of Business Affairs	14,500	Superintendent	No formal requirements.
CAMDEN, N. J.	School Business Administrator-Secretary	15,150	Board of Education	New Jersey school business administrator's certificate.
CLIFTON, N. J.	Board Secretary	13,171	Superintendent	No formal requirements.
BRENTWOOD, N. Y.	Business Manager	9,000	Supervising Principal	Graduation from an approved college course in accounting and/or business management and a minimum of 5 years' experience.
ELMIRA, N. Y.	Director of Business	13,300	Superintendent	M.A. in educational administration and experience in teaching and business.
FARMINGDALE, N. Y.	Business Manager	17,500	Superintendent	No formal requirements. Incumbent has B.S. in business and M.A. in public school administration.
HICKSVILLE, N. Y.	Business Manager	13,500	Superintendent	Background in business administration.
LEVITTOWN, N. Y.	Assistant Superintendent for Business Affairs	19,295	Superintendent	B.A. or B.S. degree, 3 years' experience in education, evidence of advanced training in business administration or educational administration.
HARNETT COUNTY, N. C. (Lillington)	Assistant Superintendent for Business	No reply	Superintendent	M.A. degree.
BEREA, OHIO	Assistant Superintendent of Business Affairs	16,950	Superintendent	M.A. degree and superintendent's certificate.
SOUTH-WESTERN (FRANKLIN) SCHOOL DISTRICT, OHIO (Grove City)	Director of Business Affairs	11,000	Assistant Superintendent	M.A. degree in education.
SPRINGFIELD, OHIO	Business Manager	10,000	Superintendent	Degree and knowledge of the entire school plant.
LAWTON, OKLA.	Business Manager	9,500	Board of Education	Knowledge of business and accounting.
SALEM, OREG.	Business Manager	11,000	Superintendent	Suitable experience.
ALLENTOWN, PA.	Secretary-Business Manager	12,000	Board of School Directors	Business experience and administrative-supervisory experience.
BETHLEHEM, PA.	Secretary-Business Manager	14,000	Board of School Directors	Training and experience in business and accounting.

TABLE 1. (Continued)

School system	Title of person who has general administrative responsibility for business affairs	Salary, 1965-66	To whom does he report?	Qualifications required
1	2	3	4	5
STRATUM 4 SCHOOL SYSTEMS (Continued)				
CRANSTON, R. I.	Business Administrator	\$ 14,000 maximum	Superintendent	Bachelor's and master's degrees--one in business administration and one in education.
FLORENCE, S. C.	Assistant Superintendent in charge of Business	10,000	Superintendent	No formal requirements. Incumbent has M.A. degree and many years' experience in school administration and school construction.
SPARTANBURG, S. C.	Business Manager	11,500	Superintendent	Business and personnel management experience, preferably with advanced degree. Engineering background based on technical education and experience in building construction.
RAPID CITY, S. DAK.	Director of Business Affairs	10,764	Superintendent	M.A. degree.
SIOUX FALLS, S. DAK.	Business Manager-Clerk to Board of Education	13,150	Superintendent ^{k/}	M.A. degree in business administration.
KNOX COUNTY, TENN. (Knoxville)	Business Manager	9,877	Superintendent	Degree in business administration.
ABILENE, TEXAS	Business Manager-Assistant Superintendent	No reply	Superintendent	M.A. degree.
ARLINGTON, TEXAS	Assistant Superintendent-Finance	15,000	Superintendent	M.A. degree with business major or minor.
BEAUMONT, TEXAS	Assistant Superintendent for Business Services	14,500	Superintendent	M.S. degree and administrative experience.
ECTOR COUNTY, TEXAS (Odessa)	Director of Business	18,000	Superintendent	Degree in business administration and experience in personnel and business management.
GARLAND, TEXAS	Assistant Superintendent	15,600	Superintendent	M.A. degree in school administration.
LAREDO, TEXAS	Business Manager	11,000	Superintendent	Knowledge of accounting, auditing and budget-making; experience in business administration.
NORTHEAST HOUSTON SCHOOL DISTRICT, TEXAS (Houston)	Business Manager	11,280	Superintendent	B.S. degree with major in business administration.
NORTH EAST SCHOOL DISTRICT, TEXAS (San Antonio)	Business Manager	13,000	Superintendent	No formal requirements. Experience as public school administrator preferred.
RICHARDSON, TEXAS	Administrative Assistant-Non-instruction	12,327	Superintendent	M.A. degree and experience in general administration.
WICHITA FALLS, TEXAS	Assistant Superintendent-Business	14,500	Superintendent	B.A. degree and business experience.
CHESTERFIELD COUNTY, VA. (Chesterfield)	Business Manager	10,000	Superintendent	B.S. degree and experience in business administration.
LYNCHBURG, VA.	Assistant Superintendent in charge of Business Administration	13,600	Superintendent	No formal requirements.

TABLE 1. (Continued)

School system	Title of person who has general administrative responsibility for business affairs	Salary, 1965-66	To whom does he report?	Qualifications required
1	2	3	4	5
STRATUM 4 SCHOOL SYSTEMS (Continued)				
PORTSMOUTH, VA.	Assistant Superintendent	\$ 14,000	Superintendent	M.A. degree in administration and finance.
PRINCE WILLIAM COUNTY, VA. (Manassas)	Director of Special Services	12,300	Superintendent	M.A. degree and 5 years' experience in administration.
EVERETT, WASH.	Business Manager and Secretary of the Board	14,000	Superintendent	No reply.
VANCOUVER, WASH.	Business Manager	13,050	Superintendent	Background in business and accounting.
CABELL COUNTY, W. VA. (Huntington)	Assistant Superintendent in charge of Business Administration	12,000	Superintendent	M.A. degree.
FAYETTE COUNTY, W. VA. (Fayetteville)	Office Manager and Purchasing Agent	10,000	Superintendent	No formal requirements.
SCHOOL SYSTEMS WITH LESS THAN 12,000 ENROLLMENT (17 systems)				
ADAMS CITY, COLO.	Assistant Superintendent	\$ 14,500	Superintendent	M.A. degree in school administration, business experience, and special study in school business affairs.
GREELEY, COLO.	Director of Business Affairs	11,300	Associate Superintendent	M.A. degree in school or business administration, 3 years' experience in school business, and knowledge of general business practices with emphasis on accounting.
ST. VRAIN VALLEY SCHOOL DISTRICT RE-1-J, COLO. (Longmont)	Assistant Superintendent of Business Services	12,600	Superintendent	M.A. degree, Colorado administrator's certificate, 2 years' teaching experience, and training in business management.
THOMPSON SCHOOL DISTRICT R-2-J, COLO. (Loveland)	Assistant Superintendent for Business	10,000	Superintendent	M.A. degree in school administration, teacher's certificate, and 5 years' experience in administration.
CHRISTIAN COUNTY, KY. (Hopkinsville)	Assistant Superintendent	No reply	Superintendent	No reply.
LEXINGTON, KY.	Assistant Superintendent for Business Administration	10,500	Superintendent	Kentucky assistant superintendent's certificate or equivalent.
OWENSBORO, KY.	Assistant Superintendent	11,300	Superintendent	M.A. degree in school administration.
PADUCAH, KY.	Assistant Superintendent in charge of Business	11,350	Superintendent	M.A. degree, experience in teaching and business, and graduate major in educational administration.
MIDLAND, MICH.	Director of Business Management	12,750	Superintendent	Degree in business administration-accounting, experience in teaching and business.
ROCHESTER, MICH.	Assistant Superintendent for Business	15,500	Superintendent	M.A. degree in school administration, teaching and administrative experience, knowledge of school business operations.

TABLE 1. (Continued)

School system	Title of person who has general administrative responsibility for business affairs	Salary, 1965-66	To whom does he report?	Qualifications required
1	2	3	4	5
SCHOOL SYSTEMS WITH LESS THAN 12,000 ENROLLMENT (Continued)				
ST. JOSEPH, MICH.	Business Manager	\$ 8,600	Superintendent	Degree in business administration.
TRAVERSE CITY, MICH.	Assistant Superintendent in charge of Business and Financial Affairs	13,750	Superintendent	Degree and teaching experience.
CLAYTON, MO.	Business Manager	12,200	Assistant Superintendent	No formal requirements.
KIRKWOOD, MO.	Assistant Superintendent	15,000	Superintendent	M.A. degree in education.
NORMANDY SCHOOL DISTRICT, MO. (St. Louis)	Assistant Superintendent in charge of Business and Finance	17,000	Superintendent	M.A. degree in business administration.
UNIVERSITY CITY, MO.	Assistant Superintendent	19,000	Superintendent	Training and experience in teaching and business.
WEBSTER GROVES, MO.	Business Manager	12,000	Superintendent	No reply.

Footnotes:

a/ Dade County, Fla.: Degree qualifications are as follows--

BA degree in education and management plus 7 to 9 years' experience as public school administrator in charge of business affairs

MA degree in education and business administration plus 7 years' experience as public school administrator in charge of business affairs

Doctorate in education and business administration plus 5 years' experience as public school administrator in charge of business affairs

b/ St. Louis, Mo.: The Secretary-Treasurer is responsible for financial planning, payroll, tax and bond referenda, insurance, data processing, retirement system, investments, and realty purchases. Other business functions are performed by the Superintendent, Building Commissioner, and Auditor--all of whom report directly to the Board of Education.

c/ Birmingham, Ala.: The Business Manager is responsible for plant operation and maintenance, purchasing and supplies, insurance, and supervision of some classified personnel. The Secretary of the Board handles financial planning, payroll, accounting, and data processing. Other business functions are performed by the Assistant Superintendent in charge of Research and Building Program Planning, who reports to the Superintendent; and by the General Manager of Lunchrooms, who reports to an assistant superintendent.

d/ Jefferson County, Ala.: The Assistant Superintendent for Business Affairs is responsible for plant operation and maintenance, transportation, and management of purchasing and supplies. The Assistant Superintendent for General Administration handles financial planning, plant planning and construction, tax and bond referenda, classified personnel, and insurance. Other business functions are performed by the Assistant Superintendent for Special Services and the Director of Financial Records.

e/ Dayton, Ohio: The Assistant Superintendent for Business handles most major business functions. However, budgeting and data processing are in the Research Department, accounting is under the Clerk-Treasurer, and management of classified personnel falls under the individual department heads.

f/ Norfolk, Va.: In addition to annual salary and travel allowance, the Senior Assistant Superintendent receives full reimbursement for out-of-city trips.

g/ Montgomery County, Ala.: Most major business functions are handled by the Assistant Superintendent. However, budgeting, payroll, and accounting are under the Auditor; food service is directed by the Lunchroom Supervisor. All three report directly to the Superintendent.

h/ Savannah-Chatham County, Ga.: In his position as Business Manager he reports directly to the Superintendent of Schools; as Treasurer, he reports to the Board of Education.

i/ Salt Lake City, Utah: In his position as Business Manager he reports directly to the Superintendent of Schools; as Clerk-Treasurer, he reports to the Board of Education.

j/ Lawton, Okla.: The Business Manager reports directly to the Board, but works closely with the Superintendent. A revision of the administrative organization of the school system is currently under consideration.

k/ Sioux Falls, S. Dak.: In his position as Business Manager he reports directly to the Superintendent of Schools; as Clerk, he reports to the Board of Education.

TABLE 2. PERSONNEL SUPERVISED BY THE SCHOOL BUSINESS ADMINISTRATORS, 212 SCHOOL SYSTEMS

School system	Number of persons supervised by the business administrator		Central office administrative personnel responsible to the business administrator
	In central office	In individual schools	
1	2	3	4
STRATUM 1. ENROLLMENT 100,000 OR MORE (20 systems)			
LOS ANGELES, CALIF. Total of 14,000		Business Manager Director of Budget (Assistant Superintendent) Director of School Planning (Associate Superintendent) Controller Director of Administrative Services
SAN DIEGO, CALIF.	9 administrative 98 clerical-secretarial 220 custodial, maintenance, and supervisors	615 custodial-maintenance 102 gardening 305 cafeteria	Assistant Business Manager Administrative Assistant for General Business Services Director of Purchasing Director of Building Planning and Construction Director of Food Services Director of Maintenance Chief Accountant Director of Materiel Control and Warehousing Director of Gardening and Custodial
DADE COUNTY, FLA. (Miami)	11 administrative 100 clerical-secretarial 8 others	None reported	Director of Finance Supervisor of Accounting Assistant Supervisor of Accounting Supervisor of Purchasing Supervisor of Audits and Reports Assistant Supervisor of Lunchroom Accounting Supervisor of Fiscal Records Supervisor of Stores and Distribution Supervisor of Student Activity Funds Supervisor of Insurance and Safety Coordinator of Contracted Programs
DUVAL COUNTY, FLA. (Jacksonville)	4 administrative 59 clerical-secretarial 8 others	780 custodial 160 maintenance	Director of Finance and Chief Accountant Director of General Services Director of Plant Services Director of Food Services
ATLANTA, GA.	4 administrative 39 clerical-secretarial 32 others	1,019 operating and preventive maintenance 648 others	Executive Director of Maintenance and Operating Director of Purchasing Director of Food Services Director of Research
HAWAII--entire state	6 administrative 41 clerical-secretarial	Not responsibility of business administrator	Director of Budget and Accounting Payroll Supervisor Budget Analyst Management Analyst Director of School Lunch Services Purchasing Agent
CHICAGO, ILL.	16 administrative 143 clerical-secretarial 249 others	4,460 custodial-maintenance 2,114 others	Director of Purchases Director of Plant Operation and Maintenance Director of Architecture Director of Lunchrooms
INDIANAPOLIS, IND.	10 administrative 18 clerical-secretarial 4 assistants to supervisors 11 data processing operators 8 bookbinders and repairers 6 stockmen and truck drivers	Not responsibility of business administrator	Administrative Assistant General Accountant Cafeteria Supervisors (2) Craft Center Supervisor Supplies Supervisor Payroll Supervisor Data Processing Supervisor Purchasing Agent Military Property Custodian

TABLE 2. (Continued)

School system	Number of persons supervised by the business administrator		Central office administrative personnel responsible to the business administrator
	In central office	In individual schools	
1	2	3	4
STRATUM 1 SCHOOL SYSTEMS (Continued)			
ORLEANS PARISH, LA. (New Orleans)	6 administrative 64 clerical-secretarial 170 others	1,032 custodial-maintenance 730 others	Chief Accountant Director of Maintenance and Operations Director of Food Service Purchasing Agent Transportation Manager Supervisor of Office Services
BALTIMORE, MD., city schools	5 administrative 50 clerical-secretarial 450 supervisors, laborer- chauffeurs, skilled tradesmen, etc.	1,800 custodial-maintenance 1,000 cafeteria	Administrative Assistant Director of Business Planning, Educa- tional Supplies and Equipment Admin- istration Director of School Buildings and Grounds Director of Cafeterias Supervisor of School Finance and Ac- counting
BALTIMORE COUNTY, MD. (Towson)	9 administrative 34 clerical-secretarial 13 others	None reported	Director of Accounting Supervisor of General Accounting Supervisor of Payroll Supervisor of School Accounting Director of Purchasing Director of Transportation Manager of Data Processing Specialist in Child Accounting Supervisor of School Lunch
MONTGOMERY COUNTY, MD. (Rockville)	27 administrative 156 clerical-secretarial 266 others	1,022 custodial-maintenance 710 school lunch	Director of School Facilities Director of School Services Director of Financial Services Budget Officer Office Manager
PRINCE GEORGE'S COUNTY, MD. (Upper Marlboro)	6 administrative 40 clerical-secretarial 3 others	Not responsibility of busi- ness administrator	Supervisor of Purchasing Chief Payroll Officer Finance Officer Manager of Data Processing Coordinator of Federal Legislation Program Manager of Printing Services
NEW YORK, N. Y.	Total of 1,698	5,027 custodial-maintenance 2,378 clerical-secretarial 7,979 others	Director of Transportation Director of School Lunches Superintendent of School Supplies Administrator of School Planning and Research Administrator of Office of Business Affairs Director of Management Information and Data Processing Director of Financial Aids Director of School Clerical Services
CLEVELAND, OHIO	6 administrative 38 clerical-secretarial 30 others	1,500 custodial-maintenance	Purchasing Agent Office Manager Superintendent of Buildings Architect Supervisor of Custodians Warehouse Superintendent
COLUMBUS, OHIO	4 administrative 7 clerical-secretarial 18 others	629 custodial-maintenance 210 clerical-secretarial 42 others	Supervisor of Maintenance Supervisor of Transportation Director of Purchasing Chief Engineer Head Storekeeper

TABLE 2. (Continued)

School system	Number of persons supervised by the business administrator		Central office administrative personnel responsible to the business administrator
	In central office	In individual schools	
1	2	3	4
STRATUM 1 SCHOOL SYSTEMS (Continued)			
PHILADELPHIA, PA.	8 administrative 17 clerical-secretarial 518 others	1,069 employees	Director of Cafeterias Director of Transportation Director of Purchasing Director of Payroll Director of Accounting Warehouse Superintendent
MEMPHIS, TENN.	3 administrative 35 clerical-secretarial 15 others	None reported	Director of Purchasing and Warehousing Director of School Feeding Director of Accounting
HOUSTON, TEXAS	10 administrative 35 clerical-secretarial	1,411 custodial-maintenance 1,150 others	Assistant Business Manager Controller Director of Maintenance and Operation Supervisor of Custodians and Maids Director of Lunchrooms Director of Purchasing
MILWAUKEE, WIS.	8 administrative 31 clerical-secretarial 12 others	938 custodial-maintenance 27 clerical-secretarial 30 others	Auditor Chief of the Construction Division Supervising School Engineer Purchasing Agent Director of Maintenance of Buildings and Grounds Director of Data Processing General Service Coordinator Assistant to the Secretary-Business Manager
STRATUM 2--ENROLLMENT 50,000-99,999 (37 systems)			
MOBILE COUNTY, ALA. (Mobile)	12 administrative 14 clerical-secretarial	400 custodial, maintenance, and transportation	Purchasing Agent Supervisor of School Lunch Program Supervisor of Local School Accounting Supervisor of School Plant Operations Director of School House Planning and Construction Assistant Directors (2) Senior Supervisor of Transportation Assistant Supervisor of Transportation Supervisors of Maintenance (2) Forester
FRESNO, CALIF.	5 administrative 30 clerical-secretarial 10 others	410 custodial-maintenance 200 clerical-secretarial 260 cafeteria workers	Administrator of Research, Budgets, and Financial Services Director of Purchasing Chief Accountant and Controller Director of Lunchrooms District Engineer and Director of Maintenance and Operations Manager of Data Processing Center
LONG BEACH, CALIF.	17 administrative 75 clerical-secretarial 14 others	587 custodial-maintenance 284 cafeteria 64 others	Administrative Assistant for Business Director of Purchasing Chief Engineer Budget Coordinator Director of Maintenance Director of Food Services Director of Operations Controller
SAN FRANCISCO, CALIF.	No information	No information	Responsible to Fiscal Officer: Assistant Fiscal Officer Supervisor of Cafeterias Responsible to Assistant Superintendent for Buildings and Grounds: Supervisor of Buildings and Grounds Supervisor of Supplies

TABLE 2. (Continued)

School system	Number of persons supervised by the business administrator		Central office administrative personnel responsible to the business administrator
	In central office	In individual schools	
1	2	3	4
STRATUM 2 SCHOOL SYSTEMS (Continued)			
DENVER, COLO.	9 administrative 57 clerical-secretarial 11 school press	679 custodial-maintenance 416 lunchroom	Director of Supplies and Equipment Director of Operation and Maintenance Director of Lunchrooms Supervisor of School Press Supervisor of Supplies and Equipment Supervisor of Operation and Maintenance Supervisor of Lunchrooms Supervisor of Transportation Supervisor of Warehouse
BROWARD COUNTY, FLA. (Fort Lauderdale)	6 administrative 1 clerical-secretarial	None reported	Director of Finance and Accounting Director of Maintenance and Operations Director of Plant Planning Supervisor of School Lunch Supervisor of Transportation Coordinator of Data Processing
HILLSBOROUGH COUNTY, FLA. (Tampa)	14 administrative 40 clerical-secretarial 32 warehouse, mail service, and lunchroom adminis- tration	696 custodial-maintenance 178 transportation	Director of Finance and Accounting Insurance Supervisor Auditor of Internal Accounts Payroll Supervisor Purchasing Agent Warehouse Supervisor Mail Service Supervisor Inventory Coordinator Director of General Services Director of Buildings and Grounds Transportation Supervisor School Lunch Operation
ORANGE COUNTY, FLA. (Orlando)	6 administrative 16 clerical-secretarial	None reported	Purchasing Agent Payroll Officer Internal Accounts Auditor Lunchroom Accounts Auditor Property Inventory Auditor Budgetary Accounting Officer
PALM BEACH COUNTY, FLA. (West Palm Beach)	7 administrative 66 clerical-secretarial 218 others	299 custodial-maintenance 595 others	Administrative Assistant for Business Affairs Director of School Lunch Program Director of Purchases and School Sup- plies Director of School Plant Planning Director of Maintenance and Operations Director of Finance
PINELLAS COUNTY, FLA. (Clearwater)	10 administrative 29 clerical-secretarial	257 clerical-secretarial 755 school lunch	School Lunch Supervisor Purchasing Agent Payroll Supervisor Accounting Supervisor Internal Accounts Auditor Budget Director Insurance Director Stores Supervisor Warehouse Supervisor Transportation Supervisor
WICHITA, KANS.	6 administrative 25 clerical-secretarial 10 assistants to directors and technicians	560 custodial-maintenance	Business Manager Director of Procurement Director of Building Program Studies Director of Plant Facilities Director of Food Service Director of Accounting

TABLE 2. (Continued)

School system	Number of persons supervised by the business administrator		Central office administrative personnel responsible to the business administrator
	In central office	In individual schools	
1	2	3	4
STRATUM 2 SCHOOL SYSTEMS (Continued)			
JEFFERSON COUNTY, KY. (Louisville)	12 administrative 17 clerical-secretarial	297 custodial-maintenance 3 clerical-secretarial	Associate Superintendent for Maintenance, Operation, and Schoolhouse Construction Associate Superintendent for Accounting and Finance Director of Maintenance Director of Operation Director of Buildings and Grounds Director of Purchasing Director of Finance Supervisor of Maintenance General Supervisor of Operation Supervisor of Operation Coordinator of Classified Personnel Coordinator of Budget Control
LOUISVILLE, KY., city schools	4 administrative 29 clerical-secretarial 4 others	445 lunchroom personnel	Director of Finance Director of Purchases and Contracts Director of School Lunches Administrative Assistant
CADDO PARISH, LA. (Shreveport)	2 administrative 27 clerical-secretarial 3 others	103 clerical-secretarial	Chief Accountant Internal Auditor
ANNE ARUNDEL COUNTY, MD. (Annapolis)	18 administrative 24 secretarial-clerical 6 custodial 74 maintenance 62 bus contractors 15 bus drivers 11 bus aides	358 custodial	Director of School Facilities Supervisor of Buildings and Grounds Assistant Supervisors of Custodial Services Budget and Fiscal Officer Auditors Supervisor of Purchasing Supervisor of Transportation Supervisor of Cafeterias
BOSTON, MASS.	62 clerical-secretarial	None reported	...
MINNEAPOLIS, MINN.	6 administrative 1 clerical-secretarial	500 custodial-maintenance 400 clerical-secretarial 175 lunchroom 22 nurses 200 in trades	Director of Finance Director of School Building Planning Director of New Construction Director of Maintenance and Operations Director of Lunchrooms Supervisor of Clerical Services
KANSAS CITY, MO.	5 administrative 33 clerical-secretarial	None reported	Assistant Comptroller Director of Purchases and Supplies Director of Community Services Director of Food Services Director of Accounting Supervisor of Data Processing
OMAHA, NEBR.	4 administrative 7 clerical-secretarial	363 custodial-maintenance 2 clerical-secretarial 5 supply 5 transportation	Director of Supply Director of Operations and Maintenance Director of Schoolhouse Construction Director of Food Service
CLARK COUNTY, NEV. (Las Vegas)	9 administrative 42 clerical-secretarial 41 others	345 custodial-maintenance 175 food services 83 transportation	Director of Accounting Director of Data Processing Director of Food Services Director of Special Services Director of Systems Development Director of Maintenance and Operations Director of Purchasing and Warehousing Director of Transportation Director of Supplies and Equipment
NEWARK, N. J.	No reply	No reply	Administrative Engineer Architectural Engineer Purchasing Agent Supervisor of Repairs and Maintenance Supervisor of Custodial Services Supervisor of Heating and Boiler Repairs

TABLE 2. (Continued)

School system	Number of persons supervised by the business administrator		Central office administrative personnel responsible to the business administrator
	In central office	In individual schools	
1	2	3	4
STRATUM 2 SCHOOL SYSTEMS (Continued)			
ALBUQUERQUE, N. MEX.	6 administrative 1 clerical-secretarial 14 business office 3 staff welfare 3 building-planning 38 supply services 119 maintenance and operations	331 custodians	Business Manager Director of Building-Planning Director of Staff Welfare Director of Maintenance and Operations Director of Cafeteria Services Director of Supply Services
BUFFALO, N. Y.	5 administrative 42 clerical-secretarial	None reported	Assistant Superintendent for Finance and Research Director of Finance and Research Director of Budget Director of Cafeteria Services Director of Special Projects
CHARLOTTE-MECKLENBURG SCHOOL SYSTEM, N. C. (Charlotte)	7 administrative 6 clerical-secretarial 16 others	320 custodial-maintenance	Director of Maintenance Director of Transportation Director of Purchasing Director of Construction Director of Planning and Site Development Director of Auxiliary Business Services Director of Cafeterias
AKRON, OHIO	5 administrative 9 clerical-secretarial	None reported	Supervisor of Maintenance Supervisor of Transportation Supervisor of Operations Supervisor of Warehouse Supplies Director of Food Services
CINCINNATI, OHIO	4 administrative 41 clerical-secretarial 124 others	571 custodial-maintenance 219 clerical-secretarial 398 others	Director of Purchasing and Materiel Control Director of Plant Operations Director of Plant Maintenance Director of Food Services
DAYTON, OHIO	7 administrative 10 clerical-secretarial	350 custodial-maintenance 90 cafeteria	Supervisor of Purchasing Supervisor of Maintenance Supervisor of Cafeterias Supervisor of Operations Supervisor of New Construction
TOLEDO, OHIO	8 administrative 61 clerical-secretarial 14 others	420 custodial-maintenance 149 clerical-secretarial 126 food service	Administrative Assistant for Business Director of Cafeterias Director of Clerical Services Coordinator of Contractual Building Services Director of Operations Director of General Maintenance Director of Electrical and Mechanical Maintenance Director of Purchasing and Stores
TULSA, OKLA.	5 administrative 40 clerical-secretarial 2 warehouse	662 custodial-maintenance	Chief Accountant Director of Purchasing Director of Cafeterias Director of Maintenance and Plant Operation Manager of Print Shop
PORTLAND, OREG.	13 administrative 86 clerical-secretarial 202 others	713 custodial-maintenance 11 bus drivers 420 cafeteria workers	Assistant Business Manager Director of Physical Plant Supervisor of Maintenance Supervisor of Custodians Assistant Supervisor of Custodians Storekeeper Administrator of Building Print Shop Purchasing Manager Accountant Coordinator of Lunchrooms Assistant Coordinators of Lunchrooms (3)

TABLE 2. (Continued)

School system	Number of persons supervised by the business administrator		Central office administrative personnel responsible to the business administrator
	In central office	In individual schools	
1	2	3	4
STRATUM 2 SCHOOL SYSTEMS (Continued)			
PITTSBURGH, PA.	20 administrative 72 clerical-secretarial 22 technical 280 others	594 custodial 91 maintenance 35 warehouse	Chief Accountant Purchasing Agent Educational Facilities Coordinator Director of Plant Operation and Maintenance Director of Food Service Director of Data Processing
GREENVILLE COUNTY, S. C. (Greenville)	9 administrative 15 clerical-secretarial	379 custodial-maintenance 2 clerical-secretarial	Director of Buildings and Grounds Director of Purchases, Contracts and Supply Director of Accounting Director of Data Processing Administrative Assistant Director of Transportation, Textbooks and Attendance Accounting County Lunchroom Supervisor Director of Custodial Personnel
EL PASO, TEXAS	2 administrative 25 clerical-secretarial 10 others	60 clerical-secretarial 250 others	Director of Purchasing Director of Cafeterias
FAIRFAX COUNTY, VA. (Fairfax)	5 administrative 26 clerical-secretarial 6 others	30 clerical-secretarial	Finance Officer Budget and Systems Officer Payroll Supervisor Chief School Auditor Supervisor of Central Services
NORFOLK, VA.	4 administrative 8 sub-administrative 23 clerical-secretarial	8 warehouse 408 custodial-maintenance 424 school cafeterias	Director of Buildings and Grounds Director of Accounting Director of Purchases and Supply Director of School Cafeterias
SEATTLE, WASH.	19 administrative 54 clerical-secretarial 58 technical 210 maintenance workmen	492 custodial-maintenance	Director of Maintenance and Operation Business Manager (Budget Director) Director of Purchasing Manager of Data Processing Director of Lunchrooms Director of Building Planning Chief Security Officer Chief Accountant
KANAWHA COUNTY, W. VA. (Charleston)	No reply	No reply	Assistant Superintendent for Business Operations Assistant Superintendent for Financial Affairs Director of Buildings and Grounds Director of Transportation Director of Cafeterias Director of Purchases Director of Financial Affairs Director of Machine-Data Processing
STRATUM 3--ENROLLMENT 25,000-49,999 (66 systems)			
MONTGOMERY COUNTY, ALA. (Montgomery)	2 administrative 2 clerical-secretarial	206 custodial-maintenance 89 bus drivers and mechanics	Engineer Supervisor of Transportation
TUCSON, ARIZ.	15 administrative 35 clerical-secretarial 12 others	487 custodial-maintenance 19 clerical-secretarial 437 lunch program 54 others	Assistant Business Manager Controller Assistant Controller Purchasing Agent Assistant Purchasing Agent Director of Engineering Director of Maintenance (Continued on next page)

TABLE 2. (Continued)

School system	Number of persons supervised by the business administrator		Central office administrative personnel responsible to the business administrator
	In central office	In individual schools	
1	2	3	4
STRATUM 3 SCHOOL SYSTEMS (Continued)			
TUCSON, ARIZ. (Continued)			Assistant Directors of Maintenance (3) Director of Bookstores Director of School Lunch Program Examiner Administrative Assistant for Business Director of Data Processing
ANAHEIM UNION HIGH SCHOOL DISTRICT, CALIF. (Anaheim)	8 administrative 3 clerical-secretarial	None reported	Supervisor of Data Processing District Accountant Building and Planning Supervisor Cafeteria Supervisor Purchasing Agent Transportation Foreman Maintenance Foreman Custodian Foreman
FREMONT, CALIF.	4 administrative 15 clerical-secretarial 40 others	120 custodial-maintenance	Director of Budget and Supply Director of Food Services Supervisor of Transportation
GARDEN GROVE, CALIF.	4 administrative	None reported	Director of Purchasing Director of Accounting Director of Transportation Director of Cafeteria Services
HAYWARD, CALIF.	15 administrative 22 clerical-secretarial 66 others	126 custodial-maintenance 101 clerical-secretarial 174 others	Director of Maintenance and Operations Director of Food Services Director of School Plant Planning Director of Classified Personnel Assistant Business Manager Director of Fiscal Services Director of Purchasing
MT. DIABLO SCHOOL DISTRICT, CALIF. (Concord)	7 administrative 69 clerical-secretarial 3 others	340 custodial-maintenance 115 clerical-secretarial 264 others	Director of Purchasing Director of Accounting Director of Maintenance Director of Food Services Administrative Assistant for Data Processing Administrative Assistant for Budget Administrative Assistant for Classified Personnel
NORWALK-LA MIRADA SCHOOL DISTRICT, CALIF. (Norwalk)	7 administrative 30 clerical-secretarial 118 others	None reported	Administrator of Business Director of Purchasing and Stores Director of Accounts Director of Maintenance and Operations Director of Electronic Data Processing Director of Food Services Director of Transportation
PASADENA, CALIF.	8 administrative 91 clerical-secretarial	380 custodial-maintenance 15 truck and bus drivers 212 cafeteria workers	Director of Accounting and Finance Control Supervisor of Data Processing Contract Supervisor Director of Food Services Supervisor of Construction Supervisor of Maintenance Director of Operations and Transportation Director of Purchasing and Stores
RICHMOND, CALIF.	4 administrative 5 clerical-secretarial	349 custodial-maintenance 135 clerical-secretarial 8 warehouse 107 school lunch 53 Children's Center	Director of Purchasing Director of Maintenance and Operations Supervisor of Operations Senior Accountant

TABLE 2. (Continued)

School system	Number of persons supervised by the business administrator		Central office administrative personnel responsible to the business administrator
	In central office	In individual schools	
1	2	3	4
STRATUM 3 SCHOOL SYSTEMS (Continued)			
RIVERSIDE, CALIF.	4 administrative 14 clerical-secretarial	220 custodial-maintenance	Controller Director of Food Services Auditor Supervisor of Building and Grounds
SAN BERNARDINO, CALIF.	6 administrative 24 clerical-secretarial	73 custodial-maintenance (plus part-time workers)	Assistant Business Manager Chief Accountant Purchasing Agent Staff Architect Cafeteria Supervisor Director of Maintenance and Operations
SAN JOSE, CALIF.	8 administrative 29 clerical-secretarial	204 custodial-maintenance	Director of Maintenance Supervisor of Operations Supervisor of Maintenance Controller Supervisor of Purchasing Director of Food Services Supervisor of Transportation Supervisor of Grounds
SAN JUAN SCHOOL DISTRICT, CALIF. (Carmichael)	7 administrative 50 clerical-secretarial	None reported	Business Manager Chief Accountant Director of Supply Purchasing Agent Director of Transportation Director of Food Services Data Processing Supervisor
STOCKTON, CALIF.	8 administrative 7 clerical-secretarial 37 others	284 custodial-maintenance 141 others	Administrative Assistant to the Business Manager Director of Finance Director of Data Processing Director of Food Services Director of Maintenance and Operations Director of Plans and Construction Director of Purchasing Transportation Supervisor
TORRANCE, CALIF.	6 administrative 29 clerical-secretarial 145 others	None reported	Director of Purchasing Supervisor of Educational Facilities Supervisor of Food Services Chief Accountant Supervisor of Maintenance and Operations Supervisor of Transportation
COLORADO SPRINGS, COLO.	5 administrative 56 clerical-secretarial 11 others	177 custodial-maintenance 76 clerical-secretarial	Administrative Assistant to the Assistant Superintendent Supervisor of Financial Affairs Supervisor of Purchasing Supervisor of Maintenance and Operation Supervisor of Food Services
JEFFERSON COUNTY SCHOOL DISTRICT R-1, COLO. (Lakewood)	9 administrative 41 clerical-secretarial	460 custodial-maintenance 200 bus drivers	Comptroller Director of Maintenance and Operations Supervisor of Maintenance Supervisor of Operations Supervisor of Transportation Supervisor of Food Services Supervisor of Accounting Supervisor of Purchasing Supervisor of Budget and Insurance
BREVARD COUNTY, FLA. (Titusville)	7 administrative 68 clerical-secretarial	438 custodial-maintenance 186 clerical-secretarial 489 others	Director of Internal Accounts Director of Purchasing and Supply Director of Maintenance and Operation Director of Finance Director of School Lunch Director of Property Accounting Director of Pupil Accounting

TABLE 2. (Continued)

School system	Number of persons supervised by the business administrator		Central office administrative personnel responsible to the business administrator
	In central office	In individual schools	
1	2	3	4

STRATUM 3 SCHOOL SYSTEMS (Continued)

ESCAMBIA COUNTY, FLA. (Pensacola)	7 administrative 32 clerical-secretarial 193 others	Not responsibility of business administrator	Director of Accounting Purchasing Agent Director of Maintenance and Operations Auditor of Internal Accounts Transportation Supervisor Supervisor of School Lunch Administrative Assistant for Stores
VOLUSIA COUNTY, FLA. (DeLand)	6 administrative 4 clerical-secretarial 11 others	Not responsibility of business administrator	Assistant Director of Finance Assistants in Finance (2) Payroll Manager Data Processing Supervisor Assistant Data Processing Supervisor
BIBB COUNTY, GA. (Macon)	8 administrative 2 clerical-secretarial	2 administrative assistants for custodial-maintenance 2 clerical-secretarial	Director of Purchasing Director of Maintenance Director of Supplies Fiscal Officer
RICHMOND COUNTY, GA. (Augusta)	7 clerical-secretarial	None reported	. . .
SAVANNAH-CHATHAM COUNTY, GA. (Savannah)	8 administrative 40 clerical-secretarial 20 others	207 custodial-maintenance 70 clerical-secretarial 516 others	Accountant Director of Warehousing Director of Purchasing Director of Maintenance and Operation Director of Transportation Director of Food Services Director of School Planning Retirement Secretary
EVANSVILLE-VANDEBURGH SCHOOL CORPORATION, IND. (Evansville)	4 administrative 15 clerical-secretarial	None reported	Accounting Supervisor Assistant Business Manager Finance Officer Supervisor of Transportation
FORT WAYNE, IND.	10 administrative 12 clerical-secretarial	260 custodial-maintenance	Assistant in Buildings and Grounds Engineer for Buildings and Grounds Assistant in Buildings Assistant in Grounds Chief Custodian Assistant in Finance Assistant in Purchasing Assistant in Books and Supplies Assistant in Transportation Assistant in Food Services
GARY, IND.	16 administrative 28 clerical-secretarial	403 custodial 70 maintenance	Assistant to the Assistant Superintendent of Business Affairs Purchasing Agent Chief Accountant Budget Officer Supervisor of Food Services Area Coordinators of Food Services (2) Chief Payroll Clerk Cashier Data Processing Supervisor Superintendent of Plants and Facilities Supervisor of Architectural, Engineering, Construction, and Contract Service Mechanical Engineer Civil Engineer Supervisor of Custodial Services Assistant Supervisor of Maintenance

TABLE 2. (Continued)

School system	Number of persons supervised by the business administrator		Central office administrative personnel responsible to the business administrator
	In central office	In individual schools	
1	2	3	4
STRATUM 3 SCHOOL SYSTEMS (Continued)			
SOUTH BEND, IND.	8 administrative 50 clerical-secretarial 4 others	221 custodial 46 maintenance 78 clerical-secretarial 88 food service	Director of Financial Services Director of Building Services Director of Food Services Director of Purchasing and Warehousing Supervisor of Transportation
DES MOINES, IOWA	3 administrative 16 clerical-secretarial	Not responsibility of business administrator	Purchasing Agent Director of Food Services Chief Clerk of Supply Department
KANSAS CITY, KANS.	3 administrative 7 clerical-secretarial	170 custodial-maintenance	Director of Records and Accounts Purchasing Agent Director of Physical Properties
JEFFERSON PARISH, LA. (Gretna)	4 administrative 25 clerical-secretarial	None reported	Director of Plant Operation Director of Purchasing Department Director of Accounting Director of Lunch Department
SPRINGFIELD, MASS.	5 administrative 74 clerical-secretarial 18 others	211 custodial-maintenance 79 clerical-secretarial 177 others	Assistant Business Manager Chief Accountant School Lunch Supervisor Supervisor of Buildings and Custodians Chief Supervisor of Attendance
WORCESTER, MASS.	4 administrative 14 clerical-secretarial 44 shop mechanics	187 custodial-maintenance 78 cafeteria	Director of School Plant Director of Cafeterias Director of Accounts Administrative Assistant
FLINT, MICH.	No reply	No reply	Director of Personnel Director of Business Affairs Chief Accountant Director of Building and Grounds Director of Food Services Director of Data Processing Director of College Business Affairs Construction Engineer
GRAND RAPIDS, MICH.	12 administrative 26 clerical-secretarial 14 warehouse 60 maintenance department	223 custodial-maintenance 63 cafeteria personnel	Director of Budget and Finance Director of Purchasing Administrative Intern (Purchasing) Director of Maintenance and Operation Supervisor of Elementary Operations Supervisor of Secondary Operations Supervisor of Heating Supervisor of Supplies Director of Cafeterias and Supervisor of Home and Family Living IBM Supervisor Internal Accountant Administrative Assistant
LANSING, MICH.	6 administrative 36 clerical-secretarial 12 others	52 transportation	Director of Budget and Finance Director of Purchasing Director of Food Service Director of Data Processing Director of Engineering Services Director of Maintenance and Custodial Services
LIVONIA, MICH.	8 administrative 20 clerical-secretarial 5 others	220 custodial-maintenance 160 clerical-secretarial 250 others	Treasurer of School District Director of Transportation Administrative Assistant for Business Director of School Lunch Program Director of Purchasing Construction Engineer Director of Plant Operation Director of Maintenance

TABLE 2. (Continued)

School system	Number of persons supervised by the business administrator		Central office administrative personnel responsible to the business administrator
	In central office	In individual schools	
1	2	3	4
STRATUM 3 SCHOOL SYSTEMS (Continued)			
ST. PAUL, MINN.	4 administrative 16 clerical-secretarial 22 data processing, cafeterias, and storehouse	375 custodial-maintenance 3 others	Business Executive Supervisor of Maintenance School Architect Director of Cafeterias
JACKSON, MISS.	10 administrative 3 clerical-secretarial 67 maintenance 16 office workers 19 pupil transportation 5 warehouse and distribution	196 custodial	Supervisor of Purchasing and Transportation Supervisor of Finance and Accounting Supervisor of Plant Maintenance and Operation Supervisor of New Construction Supervisor of School Lunch Service Assistant Supervisors (5)
LINCOLN, NEBR.	3 administrative 23 clerical-secretarial	Not responsibility of business administrator	Director of Purchasing Assistant to Director of Purchasing Director of Budgeting and Accounting
WASHOE COUNTY, NEV. (Reno)	2 administrative 7 clerical-secretarial	2 custodial-maintenance 4 warehouse, mail, and deliveries	Purchasing Agent
JERSEY CITY, N. J.	13 administrative 39 clerical-secretarial	346 custodial-maintenance 20 others	No reply
ROCHESTER, N. Y.	6 administrative 40 clerical-secretarial 32 others	270 custodial-maintenance 113 others	School Accountant Coordinator of Buildings and Grounds Supervisor of Purchases and Stores Supervisor of Pupil Transportation School Lunch Director Supervisor of Data Processing
SYRACUSE, N. Y.	8 administrative 22 clerical-secretarial 6 others	425 custodial-maintenance	School Business Administrator Supervisor of School Lunch Supervisor of Transportation Supervisor of Supplies (School Service Center) Director of Operations and Maintenance Supervisor of Data Processing School Auditor Supervisor of Manpower Development Training
YONKERS, N. Y.	4 administrative 38 clerical-secretarial 22 others	151 custodial-maintenance 74 clerical-secretarial 252 others	Purchasing Agent Auditor Supervisor of Buildings and Grounds Supervisor of Vocational Foods Trades and School Cafeterias
GREENSBORO, N. C.	5 administrative 12 clerical-secretarial 5 others	226 custodial-maintenance 235 others	Supervisor of Maintenance Director of Cafeterias Treasurer Supervisor of Transportation and Operation Data Processing Coordinator
WINSTON-SALEM/FORSYTH COUNTY, N. C. (Winston-Salem)	4 administrative 34 clerical-secretarial	345 custodial-maintenance 84 clerical-secretarial	Assistant Superintendent for Business Affairs Director of Food Services Director of Pupil Personnel Services Director of Transportation
YOUNGSTOWN, OHIO	5 administrative 11 clerical-secretarial 3 others	263 custodial-maintenance 218 bus drivers, lunchroom personnel, and boy custodial helpers (all part-time)	Supervisor of Operators Supervisor of Purchasing and Stores Supervisor of Food Services Supervisor of Construction Supervisor of Data Processing

TABLE 2. (Continued)

School system	Number of persons supervised by the business administrator		Central office administrative personnel responsible to the business administrator
	In central office	In individual schools	
1	2	3	4
STRATUM 3 SCHOOL SYSTEMS (Continued)			
PROVIDENCE, R. I.	2 clerical-secretarial	None reported	. . .
COLUMBIA, S. C.	4 administrative 7 clerical-secretarial	None reported	Assistant Business Manager Superintendent of Buildings and Grounds Construction Engineer Director of Lunch Program
KNOXVILLE, TENN.	6 administrative 20 clerical-secretarial	321 custodial-maintenance 475 cafeteria	Supervisor of Maintenance and Operation Supervisor of New Construction Director of Food Services Office Manager Chief Accountant Coordinator of Purchasing
SHELBY COUNTY, TENN. (Memphis)	4 administrative 6 clerical-secretarial	None reported	Director of Maintenance Director of Transportation Director of Lunchrooms Purchasing Agent
AMARILLO, TEXAS	3 administrative 8 clerical-secretarial 1 other	263 custodial-maintenance 2 clerical-secretarial 468 cafeteria	Purchasing Agent Director of Cafeterias Plant Superintendent
AUSTIN, TEXAS	3 administrative 25 clerical-secretarial 10 others	Not responsibility of business administrator	Chief Accountant Purchasing Agent Director of Food Services
CORPUS CHRISTI, TEXAS	3 administrative 14 clerical-secretarial 1 other	302 custodial-maintenance	Assistant for Maintenance and Operations Assistant for Finance Purchasing Agent
LUBBOCK, TEXAS	6 administrative 18 clerical-secretarial 44 others	178 custodial-maintenance 109 clerical-secretarial	Coordinator of Purchasing Director of Cafeteria Services Maintenance Superintendent Director of Plant Operations Assistant Coordinator of Purchasing Office Manager
PASADENA, TEXAS	7 administrative 15 clerical-secretarial 2 others	163 custodial-maintenance 5 clerical-secretarial 373 others	Assistant Business Manager Purchasing Agent Chief of Payroll Director of Transportation Director of Maintenance Director of Cafeterias Administrative Assistant for Business Operations
SALT LAKE CITY, UTAH	5 administrative 27 clerical-secretarial 50 others	None reported	Assistant Purchasing Agents (2) Supervisor of Cafeterias Supervisor of Data Processing Internal Auditor
ARLINGTON COUNTY, VA. (Arlington)	5 administrative 11 clerical-secretarial 82 others, including bus drivers	254 custodial-maintenance (includes 12 custodians assigned to administration) 251 cafeteria workers	Assistant Director of Finance Director of Procurement Supervisor of Transportation Supervisor of School Lunch Program Supervisor of Buildings and Grounds
NEWPORT NEWS, VA.	1 administrative 5 clerical-secretarial	250 custodial-maintenance	Director of Maintenance
RICHMOND, VA.	5 administrative 8 clerical-secretarial 14 others	431 custodial-maintenance	Director of Special Services Director of Finance Director of Cafeterias Director of Buildings and Grounds Director of School Data Services

TABLE 2. (Continued)

School system	Number of persons supervised by the business administrator		Central office administrative personnel responsible to the business administrator
	In central office	In individual schools	
1	2	3	4
STRATUM 3 SCHOOL SYSTEMS (Continued)			
HIGHLINE SCHOOL DISTRICT, WASH. (Seattle)	Full-time equivalents: 5 administrative 95 clerical-secretarial 20 bus drivers Total-807	Full-time equivalents: 192 custodial-maintenance 59 clerical-secretarial 75 lunchroom employees	Director of Business Director of Purchasing Director of Maintenance Operations and Transportation Director of Construction and Planning Office Manager
SPOKANE, WASH.	4 administrative 20 clerical-secretarial 8 warehousing and distribution	187 food service	Director of Accounting, Budget and Finance Supervisor of Purchasing, Warehousing and Distribution Supervisor of Computer Operations Supervisor of Food Services
TACOMA, WASH.	4 administrative 35 clerical-secretarial 156 lunchroom	Not responsibility of business administrator	Data Processing Supervisor General Accounting Supervisor Director of Purchasing Coordinator of Lunchrooms
MADISON, WIS.	6 administrative 25 clerical-secretarial	None reported	Supervisor of Building Services Supervisor of Financial Services Supervisor of Food Services Supervisor of Transportation Supervisor of Purchasing Services Supervisor of Data Processing
RACINE, WIS.	7 administrative 31 clerical-secretarial	170 custodial-maintenance 63 clerical-secretarial 45 cafeteria	Director of Purchasing Supervisor of Buildings and Grounds Director of Data Processing Director of Special Services
STRATUM 4--ENROLLMENT 12,000-24,999 (73 systems)			
BALDWIN COUNTY, ALA. (Bay Minette)	1 clerical-secretarial	30 custodial-maintenance 128 transportation	...
GADSDEN, ALA.	5 clerical-secretarial	57 custodial-maintenance 10 clerical-secretarial	...
ANCHORAGE, ALASKA	4 administrative 20 clerical-secretarial 10 buildings and grounds	170 custodial-maintenance	Controller Internal Auditor Supervisor of Buildings and Grounds Building Construction Engineer
NORTH LITTLE ROCK, ARK.	2 administrative 5 clerical-secretarial	100 custodial-maintenance 28 clerical-secretarial	District Engineer Director of School Lunch Program
ALUM ROCK UNION ELEMENTARY SCHOOL DISTRICT, CALIF. (San Jose)	6 administrative 8 clerical-secretarial 49 others	48 custodial-maintenance 28 clerical-secretarial 67 cooks and managers	Superintendent of Buildings and Grounds Purchasing Agent Business Office Manager Supervisor of Custodians Supervisor of Cafeterias Supervisor of Transportation
COMPTON, CALIF.--ELEMENTARY SCHOOL DISTRICT	5 administrative 12 clerical-secretarial	105 custodial-maintenance	Director of Business Services Director of Cafeterias Director of Children's Centers Director of Maintenance and Operations Director of Special Services
COVINA-VALLEY SCHOOL DISTRICT, CALIF. (Covina)	5 administrative 1 clerical-secretarial	None reported	Assistant Business Manager Director of Maintenance and Operation Director of Data Processing Director of Transportation Director of Food Services

TABLE 2. (Continued)

School system	Number of persons supervised by the business administrator		Central office administrative personnel responsible to the business administrator
	In central office	In individual schools	
1	2	3	4
STRATUM 4 SCHOOL SYSTEMS (Continued)			
FULLERTON, CALIF.--ELEMENTARY SCHOOL DISTRICT	5 administrative 8 clerical-secretarial 2 others	None reported	Director of Buildings and Grounds Food Services Supervisor Supervisor of Transportation Accountant Purchasing Assistant
INGLEWOOD, CALIF.	5 administrative 14 clerical-secretarial	75 custodial-maintenance	Assistant Business Manager Senior Accountant Director of Maintenance and Operation Director of Cafeterias
KERN COUNTY UNION HIGH SCHOOL DISTRICT, CALIF. (Bakersfield)	6 administrative 36 clerical-secretarial 25 others, plus part-time bus drivers	186 custodial-maintenance 153 clerical-secretarial 161 others	Supervisor of Building and Grounds Purchasing Agent Chief Accountant Supervisor of Transportation Supervisor of Cafeterias District Engineer
LOMPOC, CALIF.	4 administrative 8 clerical-secretarial	100 custodial-maintenance	Director of Transportation Director of Maintenance Director of Buildings and Grounds Director of Purchasing
MODESTO, CALIF.	9 administrative 12 clerical-secretarial	139 custodial-maintenance 3 clerical-secretarial 27 transportation 75 cafeteria	Purchasing Agent and Warehouse Supervisor Director of Buildings and Grounds Supervisor of Maintenance Services Supervisor of Transportation Services Chief Accountant Assistant to the Business Manager Supervisor of Cafeterias Supervisor of Custodial Services Buyer, Purchasing Department
MONTEBELLO, CALIF.	5 administrative 18 clerical-secretarial 1 other	Not responsibility of business administrator	Purchasing Agent Controller Director of Food Services Director of Special Business Services Director of Maintenance and Operation
SANTA ANA, CALIF.	4 administrative 2 clerical-secretarial	None reported	Director of Financial Control Supervisor of Cafeteria Director of Maintenance Operations and Construction Director of Purchasing and Warehouse
SANTA MONICA, CALIF.	1 administrative 16 clerical-secretarial 8 others	61 custodial-maintenance 1 clerical-secretarial 30 others	Supervisor of Building Planning
BOULDER VALLEY SCHOOL DISTRICT, COLO. (Boulder)	8 administrative 37 clerical-secretarial 77 maintenance, bus drivers, and mechanics	244 custodial-maintenance 54 clerical-secretarial	Administrative Assistant Supervisor of Accounting Supervisor of Operation and Safety Supervisor of Maintenance Supervisor of Planning Supervisor of Food Services Supervisor of Purchasing Supervisor of Transportation
WATERBURY, CONN.	2 clerical-secretarial	None reported	...
ALACHUA COUNTY, FLA. (Cainesville)	6 administrative 1 clerical-secretarial	Not responsibility of business administrator	Director of Finance Director of Research Director of Administrative Services Supervisor of Instruction and Materials Supervisor of School Lunch Supervisor of Personnel

TABLE 2. (Continued)

School system	Number of persons supervised by the business administrator		Central office administrative personnel responsible to the business administrator
	In central office	In individual schools	
1	2	3	4
STRATUM 4 SCHOOL SYSTEMS (Continued)			
B' ISE, IDAHO	10 clerical-secretarial	125 custodial-maintenance	. . .
GRANITE CITY, ILL.	4 clerical-secretarial	None reported	. . .
PEORIA, ILL.	2 administrative 1 clerical-secretarial	140 custodial-maintenance	Buyer Supervisor of Buildings and Grounds
SPRINGFIELD, ILL.	4 administrative 12 clerical-secretarial 6 others	12 maintenance	Director of Purchasing Director of Warehousing and Inventory Director of Data Processing Maintenance Supervisor
VIGO COUNTY SCHOOL CORPORATION, IND. (Terre Haute)	4 administrative 18 clerical-secretarial	79 clerical-secretarial	Director of Accounting Director of Auxiliary Services Director of Purchasing Director of Buildings and Grounds
COUNCIL BLUFFS, IOWA	2 administrative 6 clerical-secretarial	80 custodial-maintenance 20 clerical-secretarial	No reply
SIOUX CITY, IOWA	4 administrative 8 clerical-secretarial	110 custodial-maintenance	Purchasing Officer Chief Accountant Supervisor of Buildings and Grounds Supervisor of Custodians
OUACHITA PARISH, LA. (Monroe)	2 administrative 12 clerical-secretarial	10 clerical-secretarial	No reply
CARROLL COUNTY, MD. (Westminster)	2 administrative 4 clerical-secretarial	None reported	Maintenance Director Supervisor of Custodians
BROCKTON, MASS.	1 administrative 9 clerical-secretarial	None reported	Director of Educational Research and Development
NEWTON, MASS	1 administrative 16 clerical-secretarial 2 supervisors (custodians and maintenance)	None reported	Assistant Director of Business Services
ANN ARBOR, MICH.	Under Assistant Superintendent, Finance and Budget: 2 administrative 8 clerical-secretarial Under Business Manager-Services: 6 administrative 6 clerical secretarial	126 custodial-maintenance 76 clerical-secretarial	Under Assistant Superintendent, Finance and Budget: Director of Purchasing Director of Data Processing Under Business Manager-Services: Director of Transportation Director of Cafeterias Director of Child Accounting Supervisor of Maintenance (heating, etc.) Supervisor of Buildings and Grounds (custodial) Supervisor of Stockroom
DEARBORN, MICH.	7 administrative 18 clerical-secretarial 13 transportation and receiving	None reported	Supervisor of Food Services Purchasing Agent Transportation Supervisor Stockroom Manager Business Office Manager Budget Accountant Data Processing Supervisor
EAST DETROIT, MICH.	3 administrative 15 clerical-secretarial	1 custodial-maintenance 28 clerical-secretarial 1 cafeteria	Cafeteria Manager Supervisor of Maintenance and Grounds Supervisor of Child Accounting and Census

TABLE 2. (Continued)

School system	Number of persons supervised by the business administrator		Central office administrative personnel responsible to the business administrator
	In central office	In individual schools	
1	2	3	4
STRATUM 4 SCHOOL SYSTEMS (Continued)			
FARMINGTON, MICH.	5 administrative 10 clerical-secretarial	70 custodial-maintenance	Supervisor of Buildings and Grounds Assistant Supervisor of Building and Grounds Supervisor of Business Office Supervisor of Cafeteria Supervisor of Transportation
WAYNE, MICH.	2 administrative 11 clerical-secretarial 3 others	None reported	Purchasing Agent Chief Accountant
BLOOMINGTON, MINN.	6 administrative 13 clerical-secretarial	129 custodial-maintenance 71 clerical-secretarial 14 others	Director of Purchasing Supervisor of Nursing Services Director of Transportation Director of Plant Operations Comptroller Supervisor of Food Services
CAMDEN, N. J.	3 administrative 16 clerical-secretarial	194 custodial-maintenance	Business Manager Purchasing Agent Supervisor of Maintenance
CLIFTON, N. J.	1 administrative	Not responsibility of business administrator	Assistant Board Secretary Supervisor of Custodians Supervisor of Maintenance Head Bookkeeper
BRENTWOOD, N. Y.	1 administrative	None reported	School Lunch Manager
ELMIRA, N. Y.	3 administrative 15 clerical-secretarial	15 clerical-secretarial	District Clerk District Treasurer District Collector
FARMINGDALE, N. Y.	3 administrative 8 clerical-secretarial	105 custodial-maintenance 75 clerical-secretarial 100 others	Superintendent of Buildings and Grounds Assistant Business Manager Director of Cafeterias
HICKSVILLE, N. Y.	3 administrative 13 clerical-secretarial	None reported	Transportation Supervisor Assistant Business Manager Director of School Lunch
LEVITTOWN, N. Y.	7 administrative 48 clerical-secretarial 4 others	Not responsibility of business administrator	Superintendent of Buildings and Grounds Supervisor of Transportation School Lunch Manager Purchasing Agent Office Manager and Auditor Supervisor of Operations Supervisor of Maintenance
HARNETT COUNTY, N. C. (Lillington)	2 administrative 6 clerical-secretarial	None reported	Maintenance Supervisor Transportation Supervisor
BEREA, OHIO	3 administrative 20 clerical-secretarial	90 custodial-maintenance 40 clerical-secretarial 60 others	Supervisor of Cafeterias Supervisor of Maintenance and Operation Assistant Superintendent of Maintenance and Operation
SOUTH-WESTERN (FRANKLIN) SCHOOL DISTRICT, OHIO (Grove City)	3 administrative 4 clerical-secretarial	70 custodial-maintenance	Supervisor of Maintenance Supervisor of Cafeterias Supervisor of Transportation
SPRINGFIELD, OHIO	2 administrative 15 clerical-secretarial	97 custodial-maintenance 32 clerical-secretarial 85 lunchroom personnel	Purchasing Agent Lunchroom Manager
LAWTON, OKLA.	2 administrative 4 clerical-secretarial	None reported	Assistant Business Manager Director of Buildings and Grounds

TABLE 2. (Continued)

School system	Number of persons supervised by the business administrator		Central office administrative personnel responsible to the business administrator
	In central office	In individual schools	
1	2	3	4
STRATUM 4 SCHOOL SYSTEMS (Continued)			
SALEM, OREG.	3 administrative 20 clerical-secretarial	None reported	Purchasing Agent Accounting Supervisor Data Processing Supervisor
ALLENTOWN, PA.	2 administrative 8 clerical-secretarial	132 custodial-maintenance	Assistant Secretary-Business Manager Director of Supplies
BETHLEHEM, PA.	3 administrative 10 clerical-secretarial	Not responsibility of business administrator	Assistant Business Manager Supervisor of Data Processing Chief Clerk
CRANSTON, R. I.	2 administrative 4 clerical-secretarial 2 others	None reported	Assistant Business Administrator Data Processing Manager
FLORENCE, S. C.	4 administrative 5 clerical-secretarial	62 custodial-maintenance 22 clerical-secretarial	Construction Supervisor
SPARTANBURG, S. C.	4 administrative 2 clerical-secretarial	141 custodial-maintenance	Assistant Treasurer Supervisor of Buildings and Grounds Supervisor of Custodial Services Supervisor of Transportation
RAPID CITY, S. DAK.	2 administrative 7 clerical-secretarial 2 others	74 custodial-maintenance	Assistant Director of Business Affairs Supervisor of Cafeterias
SIOUX FALLS, S. DAK.	3 administrative 9 clerical-secretarial	None reported	Director of Purchasing Director of Accounting Assistant Business Manager
KNOX COUNTY, TENN. (Knoxville)	23 clerical-secretarial	46 clerical-secretarial	. . .
ABILENE, TEXAS	3 administrative 5 clerical-secretarial	143 custodial-maintenance 2 clerical-secretarial	Director of Maintenance Assistant Business Manager School Accountant
ARLINGTON, TEXAS	3 administrative 6 clerical-secretarial	90 custodial-maintenance 140 others	Director of Buildings and Grounds Director of Business Director of Food Services
BEAUMONT, TEXAS	3 administrative 20 clerical-secretarial	40 custodial-maintenance 6 clerical-secretarial	Director of Business Services Director of Plant Services Director of Food Services
ECTOR COUNTY, TEXAS (Odessa)	6 administrative 12 clerical-secretarial	128 custodial-maintenance	Director of Purchasing Director of Maintenance Director of Custodial Services Director of Cafeterias Director of Building Construction Tax Assessor and Collector
GARLAND, TEXAS	4 administrative 3 clerical-secretarial	None reported	Director of Plant Operations Tax Assessor and Collector Athletic Director Accounting Director
LAREDO, TEXAS	3 administrative 9 clerical-secretarial	109 custodial-maintenance 32 clerical-secretarial	Director of Plant Operation Assessor-Collector of Taxes Director of Purchasing
NORTHEAST HOUSTON SCHOOL DISTRICT, TEXAS (Houston)	3 administrative 5 clerical-secretarial	75 custodial-maintenance	Maintenance Supervisor Transportation Supervisor
NORTH EAST SCHOOL DISTRICT, TEXAS (San Antonio)	3 administrative 6 clerical-secretarial	40 bus drivers 185 cafeteria workers	Director of School Plant and Transportation Director of School Food Services Chief Accountant

TABLE 2. (Continued)

School system	Number of persons supervised by the business administrator		Central office administrative personnel responsible to the business administrator
	In central office	In individual schools	
1	2	3	4
STRATUM 4 SCHOOL SYSTEMS (Continued)			
RICHARDSON, TEXAS	3 administrative 7 clerical-secretarial	65 custodial-maintenance 35 clerical-secretarial	Director of Auxiliary Services Director of Accounting Director of Food Service
WICHITA FALLS, TEXAS	2 administrative 3 clerical-secretarial 10 others	60 custodial-maintenance	Director of Buildings and Renovations Supervisor of Custodians
CHESTERFIELD COUNTY, VA. (Chesterfield)	3 administrative 8 clerical-secretarial	280 custodial-maintenance 6 clerical-secretarial	Supervisor of Maintenance Supervisor of Custodians Supervisor of Transportation
LYNCHBURG, VA.	3 administrative 6 clerical-secretarial	90 custodial-maintenance 50 clerical-secretarial 78 others	Supervisor of Construction Director of Maintenance Director of School Lunch Program
PORTSMOUTH, VA.	3 administrative 7 clerical-secretarial	None reported	Director of Personnel Director of Accounts Director of Buildings and Grounds
PRINCE WILLIAM COUNTY, VA. (Manassas)	3 administrative 12 clerical-secretarial	100 custodial-maintenance 40 clerical-secretarial 110 bus drivers and mechanics	Supervisor of Transportation Supervisor of Buildings and Grounds Supervisor of Teaching Materials
EVERETT, WASH.	7 administrative 6 clerical-secretarial 24 others	74 custodial-maintenance 90 others	Director of Lunchrooms and Nursery School Supervisor of Maintenance Chief Engineer-custodians Accountant Supervisor of Transportation Purchasing Agent Payroll Officer
VANCOUVER, WASH.	2 administrative 11 clerical-secretarial	None reported	Assistant Business Manager and Purchasing Agent Cafeteria Supervisor
CABELL COUNTY, W. VA. (Huntington)	2 administrative 2 clerical-secretarial	125 custodial-maintenance 48 clerical-secretarial	Supervisor of Building and Maintenance Services Supervisor of Maintenance Department
SCHOOL SYSTEMS WITH LESS THAN 12,000 ENROLLMENT (16 systems)			
ADAMS CITY, COLO.	4 administrative 29 clerical-secretarial	None reported	Supervisor of Buildings and Grounds Supervisor of Transportation Supervisor of Lunchrooms Business Manager
GREELEY, COLO.	4 administrative 6 clerical-secretarial	45 custodial-maintenance 35 clerical-secretarial	Assistant Director of Business Services Director of Property Services Director of Food Services Supervisor of Transportation and Safety
ST. VRAIN VALLEY SCHOOL DISTRICT RE-1-J, COLO. (Longmont)	3 administrative 5 clerical-secretarial	46 custodial-maintenance 25 clerical-secretarial	Supervisor of Maintenance Supervisor of Transportation Supervisor of Food Services
THOMPSON SCHOOL DISTRICT R-2-J, COLO. (Loveland)	1 administrative 2 clerical-secretarial	18 custodial-maintenance	Director of Cafeterias
LXINGTON, KY.	3 administrative 3 clerical-secretarial	54 custodial-maintenance	Director of Cafeterias Supervisor of Operations Supervisor of Maintenance

TABLE 2. (Continued)

School system	Number of persons supervised by the business administrator		Central office administrative personnel responsible to the business administrator
	In central office	In individual schools	
1	2	3	4
SCHOOL SYSTEMS WITH LESS THAN 12,000 ENROLLMENT (Continued)			
OWENSBORO, KY.	1 administrative 4 clerical-secretarial	23 custodial-maintenance	Superintendent of Building and Grounds
PADUCAH, KY.	2 administrative 9 clerical-secretarial 1 other	None reported	Director of Buildings and Grounds Director of School Lunches
MIDLAND, MICH.	5 administrative 30 clerical-secretarial	1 clerical-secretarial	Purchasing Agent Accountant Bookkeeper Payroll Manager Cafeteria Manager
ROCHESTER, MICH.	4 administrative 6 clerical-secretarial	38 custodial-maintenance 43 transportation 60 cafeterias	Plant Engineer Director of Buildings and Grounds Director of Cafeterias Director of Transportation
ST. JOSEPH, MICH.	2 clerical-secretarial 2 others	28 custodial-maintenance 8 clerical-secretarial 15 cooks 17 bus drivers	. . .
TRAVERSE CITY, MICH.	1 administrative 6 clerical-secretarial	30 custodial-maintenance	Office Manager
CLAYTON, MO.	2 administrative 7 clerical-secretarial	Not responsibility of business administrator	Director of Maintenance Director of Cafeterias
KIRKWOOD, MO.	1 administrative 3 clerical-secretarial	None reported	No reply
NORMANDY SCHOOL DISTRICT, MO. (St. Louis)	10 clerical-secretarial	55 custodial-maintenance 18 clerical-secretarial	. . .
UNIVERSITY CITY, MO.	2 administrative 9 clerical-secretarial	None reported	Supervisor of Buildings and Grounds Supervisor of Food Services
WEBSTER GROVES, MO.	2 clerical-secretarial	None reported	. . .

SCHOOL SYSTEMS HAVING NO ADMINISTRATOR OF SCHOOL BUSINESS AFFAIRS

The questionnaire replies from the following school systems indicated that no member of the staff has general administrative responsibility for business affairs:

Stratum 2 - DeKalb County, Ga.
East Baton Rouge Parish, La.

Stratum 3 - Huntsville, Ala.
Pueblo, Colo.
Cobb County, Ga.
Fulton County, Ga.
Calcasieu Parish, La.
Hamilton County, Tenn.
Henrico County, Va.
Virginia Beach, Va.

Stratum 4 - Marion County, Fla.
Okaloosa County, Fla.
Frederick County, Md.
Washington County, Md.
Alamance County, N. C.
Rowan County, N. C.
Reading, Pa.
Ogden, Utah
Marion County, W. Va.
Raleigh County, W. Va.

J O B D E S C R I P T I O N S

MOBILE COUNTY, ALABAMA

The duties of the ASSISTANT SUPERINTENDENT IN CHARGE OF BUSINESS shall be:

1. To supervise the operation and maintenance of all buildings, equipment, and facilities owned by citizens and administered by the board of school commissioners.
2. To supervise and approve all purchases in accordance with policies of the board and with administrative procedures approved by the superintendent.
3. To direct all negotiations leading to the purchasing of additional land sites to meet needs of an expanding school program.
4. To give leadership in working with administrative staff, architects, principals, and special committees in developing school building plans; to supervise the construction of new facilities in accord with policies of the board and with administrative procedures approved by the superintendent.
5. To supervise the handling of all receipts of the Mobile County School System; to keep all necessary and desirable records of same in accord with the law and with the policies of the board and with administrative procedures approved by the superintendent.
6. To supervise all business affairs handled in individual school programs, including receipts, expenditures, records, financial reports, and audits.
7. To conduct research in business administration to meet the needs of administration and the board.
8. To supervise the administration of school lands.
9. To supervise the preparation of all special reports dealing with business administration needed by the board and superintendent in making decisions and formulating policies.
10. To make sure that all disbursements are made in accord with law and school board policies and within the framework of the budget approved by the board, and that all necessary records of same are kept.
11. To share the responsibility of promoting and organizing in-service education for principals.
12. To attend all general meetings, principals' meetings, and board meetings, except when absence is approved by the superintendent.
13. To supervise the operation and maintenance of school buses.
14. To approve all bus routes and bus stops on the basis of continuing research, keeping in mind economy of operation and the safety and personal convenience of pupils.
15. To perform such other duties as the superintendent may determine.

GREELEY, COLORADO

The DIRECTOR OF BUSINESS SERVICES shall be responsible for the district's administrative services to business, buildings and grounds, school lunch, transportation and safety, and related services. He shall report to the Associate Superintendent but may also work closely with the Superintendent on policy matters. Among the specific responsibilities of this office are the following:

1. To conduct the business management of the district which includes:
 - a. Serving as Treasurer of School District No. Six.
 - b. Directing all accounting, including all student and lunchroom accounts.
 - c. Directing all purchasing.
 - d. Directing all activities relating to payrolls.
 - e. Directing the handling of all financial matters pertaining to employee retirement, income taxes, group insurance, and other professional welfare activities.
 - f. Preparing and executing the budget.
 - g. Preparing annual and monthly financial reports.
 - h. Providing for audits, both external and internal.
2. To supervise the administration of building operation and maintenance.
3. To supervise the administration of school lunch services.
4. To supervise the administration of the transportation and safety program.
5. To recruit non-instructional personnel, and assist with personnel problems.
6. To supervise the rental of school buildings.
7. To supervise the warehousing and distribution of supplies.
8. To conduct property accounting.
9. To direct insurance programs.
10. To assist with planning for sites, buildings, and equipment.
11. To perform other duties and functions as requested by the Superintendent.

WORCESTER, MASSACHUSETTS

The ASSISTANT SUPERINTENDENT OF BUDGETARY MATTERS AND CLERK OF THE SCHOOL COMMITTEE shall purchase and distribute to the schools such registers, books, stationery, and supplies as are needed, and shall perform such other duties as the School Committee shall from time to time require.

He shall receive and examine all bills for expenditures authorized by the School Committee and, if they are found correct, he shall approve the same. He shall secure, for the approval of the monthly bills, one member of the School Committee who shall examine the bills and approve their payment. He shall also prepare the payrolls and approve their payment. He shall also prepare the annual returns required by law and transmit the same, after they have been duly signed, to the Commissioner of Education.

He shall prepare and submit to the School Committee, at its December meeting in each year, an estimate in detail of the appropriations required for the expenses of the Public Schools for the ensuing year. He shall act as the agent of the School Committee in the purchase and distribution of books and supplies for the schools. He shall keep a full and accurate account of all receipts and disbursements and furnish a monthly statement of the same to the School Committee, with a statement of the amounts of the various appropriations expended and unexpended.

INGLEWOOD, CALIFORNIA

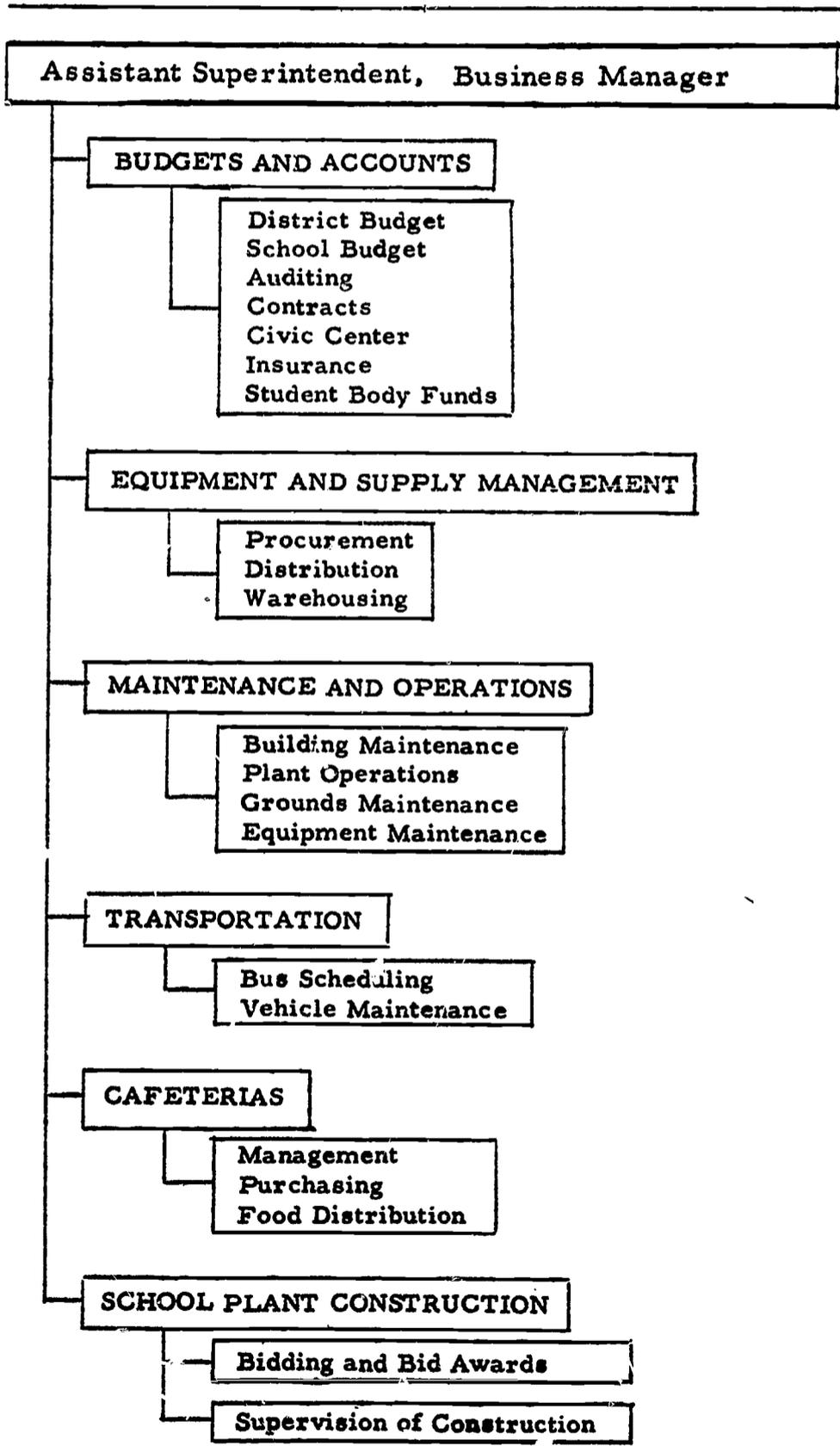
CITIZENS OF INGLEWOOD

Elect

BOARD OF EDUCATION

which appoints

SUPERINTENDENT OF SCHOOLS



RAPID CITY, SOUTH DAKOTA

The DIRECTOR OF BUSINESS AFFAIRS shall be under the supervision and shall be responsible to the superintendent of schools. He shall be responsible for all office personnel engaged in the business management of the school district. The primary function of the Director of Business Affairs is the management of the fiscal affairs of the school district.

Qualifications of the Director of Business Affairs

- a. The Director of Business Affairs shall have the general qualifications or equivalent of a teacher in the State of South Dakota.
- b. He shall hold a bachelor's degree, or higher, from an accredited university.
- c. He shall have had teaching or business accounting experience and have demonstrated proficiency in the business administration of schools.

Duties of the Director of Business Affairs

- a. The Director of Business Affairs shall assist the superintendent of schools in the preparation of the annual budget for the district.
- b. He shall prepare a monthly and annual financial report of the school district.
- c. He shall assume the responsibility of the preparation of the payroll and make payment of all wages and salaries of school personnel according to the salary schedule adopted by the board of education.
- d. He shall process all requisitions for the purchase of school supplies and equipment, and shall be responsible for the storage and distribution of materials, supplies, and equipment.
- e. He shall prepare and process lists and contracts for same as prescribed by the laws of the state.
- f. He shall prepare a list of bills for approval by the board of education.
- g. He shall publish legal notices and board proceedings as required by law.
- h. He shall assume the responsibility for the collection of tuition payments and other monies due to the district.
- i. He shall supervise all accounts of the district and maintain same in a legally acceptable manner of accounting procedures.
- j. He shall be responsible for the methods and procedures of handling money in all of the buildings within the district.
- k. He shall see that all purchases for the school district conform with the school laws of the state.
- l. He shall be responsible for determining all legal aspects of all proposed change orders before presentation to the board of education.

HOUSTON, TEXAS

DEPUTY SUPERINTENDENT FOR BUSINESS MANAGEMENT (designated as second deputy in chain of command, by action of the Board of Education)

Purpose: To manage the business affairs of the Houston Independent School District, including finances, plant and equipment.

General administration:

- a. Act for the Superintendent in his absence and the absence of the Deputy Superintendent for Administration.
- b. Serve on the Executive Committee for Administrative Policy when appointed by the Board of Education.
- c. Have responsibility, under the direction of the Superintendent, for all fiscal affairs of the District, and for the physical operation and maintenance of the school plant and properties, including lunchrooms and stadia.
- d. Be responsible, under the direction of the Superintendent, for preparing a carefully classified estimate of receipts and expenditures for the ensuing year in order that same may be submitted to the Board of Education for study and adoption in accordance with requirements of the Texas Education Agency.
- e. Prepare and submit at meetings of the Board of Education an agenda covering the business affairs of the District; and prepare such other reports as are necessary to keep the Board informed on business matters of the District.
- f. Be responsible for distribution, on proper requisition, of all educational materials, school supplies, equipment, and other articles as may be approved by the Superintendent and by the Board of Education, and as may be needed for the proper and efficient operation and management of the school system.
- g. Be responsible for all purchases made in the name of the Board of Education of the Houston Independent School District, and all forms and supplies prescribed and requisitioned by the Superintendent. Seek competitive bids in case of purchase in an amount exceeding \$1,000 (purchase or lease of real estate not included).
- h. Have charge of placing insurance on school properties in such amounts as authorized by the Board of Education and maintain records thereof.
- i. Be responsible for the acquisition, maintenance and/or sale of school property and equipment in accordance with established policy and regulations.
- j. Be responsible for maintaining accurate records on all property owned by the Houston Independent School District and for preparing an annual inventory of same.
- k. Be responsible for the proper filing and care of all plans and specifications on buildings and equipment and all classes of construction, and for seeing that all contracts involving construction or equipment are properly and promptly fulfilled after same have been approved by the Superintendent and the Board of Education.
- l. Recommend employees needed for the maintenance and operation of the school plant. For sufficient cause of which he shall be the judge, suspend any employee under his charge, pending final action by the Board of Education.
- m. Keep abreast of the best practices in school accounting and school management throughout the United States in order that the operation of the business department may be kept at a high standard of efficiency. To this end, he shall visit other school systems of recognized standing and keep in close contact with educational and school business organizations, both state and national.

HOUSTON, TEXAS (Continued)

- n. Be under such bond as may be fixed by the State and such other bond as may be required by the Board of Education; and recommend the placing under bond other employees whose positions require such action.
- o. Be responsible for the proper administration of all utilities.
- p. Cooperate with the Board of Education, the Superintendent and others in developing good relationship with parents, business enterprises, and the general public.
- q. Advise the Superintendent and the Board of Education on such matters as:
 - 1. Procedures governing the preparation of and review of all budgets, and development of effective methods of presenting approved budgets to the Board, to the public and to State agencies.
 - 2. Effective system of expenditure control by means of regulations, internal audits, and periodic financial reports.
 - 3. Improved practices and procedures in all areas of business management.
- r. Assume initiative in developing long-term plans for operation of the physical plant of the District.
- s. Perform such other duties and responsibilities as may from time to time be assigned or delegated by the Superintendent.

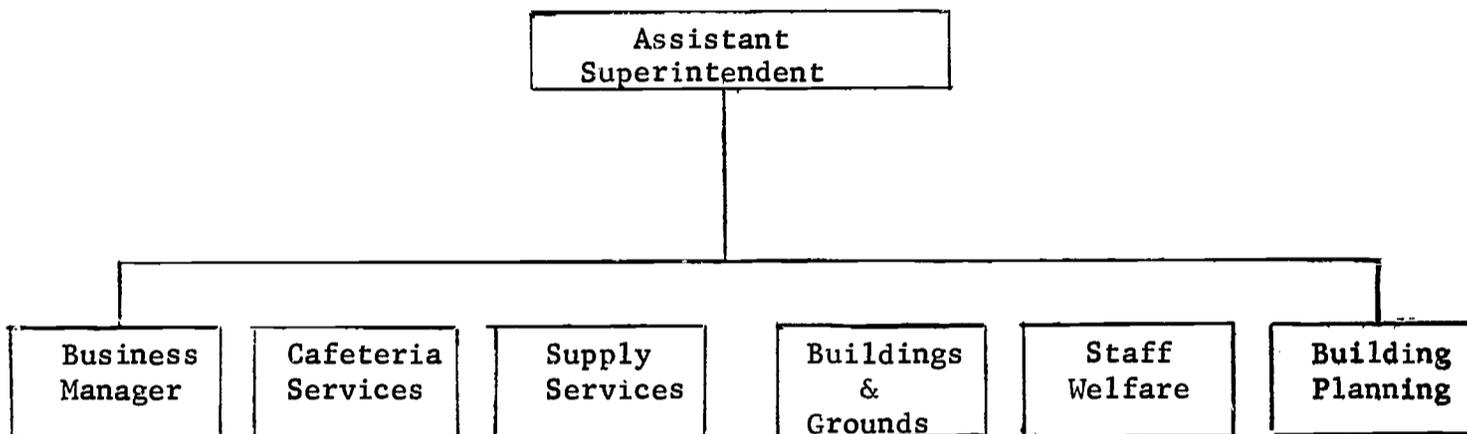
MONTGOMERY COUNTY, MARYLAND

ASSISTANT SUPERINTENDENT FOR BUSINESS AND FINANCIAL SERVICES

- 1. Conducts the executive planning, direction, control, and review over the county-wide operations for business and financial services.
- 2. Serves as the principal advisor to the Superintendent for the business and financial service functions of:
 - a. School Services - These include the over-all responsibility for the functions of procurement, supply, transportation, operations and safety, and school lunch.
 - b. School Facilities - These functions include the over-all responsibility for the functions of planning, site acquisition, construction, and maintenance.
 - c. Financial Services - These include the over-all responsibility for the functions of accounting, auditing, data processing, insurance, federal aid, and payroll.
- 3. Provides for decentralizing, assigning, and coordinating with area directors to facilitate the furnishing of services such as transportation, operations (custodial), school lunch, and maintenance for schools within their area and is responsible for supervising the efficient functioning of these services in order to relieve area directors and principals of these functions.
- 4. Provides the necessary functions of procurement, supply, custodial, and cafeteria services for the central office.
- 5. Provides the necessary liaison with the offices of the assistant superintendents for the furnishing of the business and financial services to these activities.
- 6. Prepares an annual report to the Superintendent and the Board of Education.

ALBUQUERQUE, NEW MEXICO

FINANCE AND MAINTENANCE DIVISION - ORGANIZATION CHART



FUNCTIONS

Business Office

1. Plans budgets.
2. Verifies availability of funds as final authority for purchase.
3. Disburses funds.
4. Prepares payrolls.
5. Accounts for all funds.
6. Negotiates land purchases and sales.
7. Acts as custodian of deeds and contracts.

Cafeteria Services

1. Plans meals.
2. Employs cafeteria personnel.
3. Recommends purchase of food and cafeteria equipment.
4. Supervises all cafeterias.
5. Consults with principals on cafeteria administration.

Supply Services

1. Property Accounting
 - a. Prepares complete inventory of all property except land and buildings.
 - b. Keeps this inventory current, including transfers and liquidations.
2. Purchasing
 - a. Prepares specifications.
 - b. Interviews vendors' representatives.
 - c. Determines best bids and recommends acceptance.
 - d. Processes all purchases except land and buildings when authorized.
 - e. Consults with staff members on price, quality, etc.

ALBUQUERQUE, NEW MEXICO (Continued)
--

3. Warehousing
 - a. Stores supplies and equipment.
 - b. Maintains stock of standard supply items.
 - c. Delivers supplies and equipment.

Maintenance and Operations

1. Custodial Service: Assigns and supervises all custodians, consults with principals on custodial problems, and supervises improvement of grounds.
2. Maintenance and Operations: Consults and plans with other staff members on maintenance programs, supplies repair services, supervises contracted repair services, and keeps plant maintenance records.

Staff Welfare

1. Consults with staff and staff members' families on all Albuquerque Public Schools insurance, social security, and retirement problems.
2. Processes health insurance claims.
3. Provides liaison with insurance companies.

Building Planning

1. Serves as liaison between school and private architects.
2. Develops plans and specifications for minor remodeling and repair projects.
3. Conducts building inspections.
 - a. New construction
 - b. Safety on existing plants.
4. Develops standards for school construction projects.

GARY, INDIANA

Position: ASSISTANT SUPERINTENDENT - BUSINESS AFFAIRS

Directly responsible to: Superintendent of Schools

Outline of functions:

- I. To provide leadership in financial matters of the School City.
 - A. To share in development of policies to be recommended to the Board of School Trustees by the Superintendent of Schools.
 - B. To recommend to the Superintendent the insurance needed for the school system.
 - C. To assist in planning the School City budget, prepare the preliminary budget, and assume major responsibility for the final preparation of the annual budget for the School City of Gary.
 - D. To report to the Superintendent on the business affairs of the School City and to recommend changes and improvements which should be made.
 - E. To recommend to the Superintendent or other officer designated by the Superintendent, personnel needed to perform the functions of the office of the Assistant Superintendent-Business Affairs.
- II. To administer the financial program of the School City.
 - A. To direct a financial accounting of all School City funds and financial transactions.
 - B. To have supervision of all money collected in the school system for use by the School City.
 - C. To establish procedures for making deposits of all School City cash according to directives of the Board of School Trustees and the laws of the State of Indiana.
 - D. To supervise the preparation of all payrolls, including withholding tax deductions and all other payroll deductions.
 - E. To supervise the preparation of regular monthly financial summaries which show amounts budgeted, spent, and encumbered, for the Superintendent and Board of School Trustees.
 - F. To maintain correct budgetary control and keep the Superintendent informed.
 - G. To handle all disbursements of School City funds in accordance with State laws and the procedures established by the Board of School Trustees.
 - H. To supervise the purchasing of all items for the entire school system. (These items will be purchased after approval of requisitions by the heads of the different divisions.)
 - I. To handle final arrangements on all contracts and awards on bids, according to policies set up by the Board and the Superintendent.
 - J. To maintain accurate inventories of storeroom supplies, cafeteria supplies, building maintenance and repair supplies, etc.
 - K. To issue permits for use of Memorial Auditorium as per policies established by the Board.
 - L. To have general control of all food service operations except the discipline and management of students which will remain with the school principals.

GARY, INDIANA (Continued)

- M. To supervise the transportation of all transported pupils.
 - N. To supervise all tuition matters, book rental fees, shop fees, etc.
 - O. To administer the personnel relationships of the office of the Assistant Superintendent-Business Affairs.
 - P. To supervise methods and procedures used for internal management and accounting controls applicable to financial affairs of the School City.
- III. To coordinate financial matters.
- A. Avoid duplication in various departments.
 - B. Determine proper financial procedures.
 - C. Assign responsibilities.
 - D. Handle legal problems of the school system with the School City Attorney.
- IV. To assume other general responsibilities as follows:
- A. To maintain accurate financial records of the School City.
 - B. To maintain an accounting system which will give an accurate current picture of cost by division and by schools.
 - C. To prepare regular monthly reports for individual schools, departments, etc., on balances spent or encumbered in their budgeted allotments.
 - D. To audit all claims for mathematical accuracy, to approve all claims if in agreement with the appropriation resolution of the Board of School Trustees, and to submit all claims on an invoice schedule to the Superintendent for submission to the Board of School Trustees.
 - E. To record and file all official documents involved in business transactions such as contracts, agreements, real estate titles, abstracts, etc.
 - F. To provide such reports as are required by state law or requested by the Superintendent.
 - G. To be responsible for financial procedures required in the program of bonded indebtedness required for capital outlay.
 - H. To be responsible for obtaining approval of the State Board of Accounts of Indiana for use of all newly-designed forms and procedures, prior to actual installation.
 - I. To be responsible for the issuing of bonds.
 - J. To serve as consultant on new school building projects.
 - K. To purchase sites for new school building projects.
 - L. To be responsible for the Workmen's Compensation Program.
- V. To assume such other responsibilities as may be assigned by the Superintendent.

REFERENCES ON THE ADMINISTRATION OF SCHOOL BUSINESS AFFAIRS

1. Campbell, Walter Eugene. A Study of the Organizational Patterns, Functions, and Responsibilities of the Position for Business Administration in Large City School Systems. Doctor's thesis. Charlottesville, Va.: University of Virginia, 1960. 256 p. (Typewritten). Available from University Microfilms, 313 North First Street, Ann Arbor, Michigan--Order No. 60-4630.
2. Casey, Leo M. School Business Administration. The Library of Education. New York: Center for Applied Research in Education, 1964. 117 p. \$3.95.
3. Conrad, M. J., and Griffith, William. "Organizational Character of Education: Facility Planning and Business Management." Review of Educational Research 34: 470-84; October 1964.
4. Glaspey, J. L. "Organization Planning for School Business Services." School Business Affairs 29: 3-7; May 1963.
5. Grieder, Calvin. "Explored: The Real Role of the School Business Administrator." Nation's Schools 69: 86-87, 116, 118; May 1962.
6. Hill, Frederick W. "Purposes and Goals of the Business Officer." American School and University 37: 41-43; July 1965.
7. Hill, Frederick W., and Colmey, James W. School Business Administration in the Smaller Community. Minneapolis, Minn.: T. S. Denison and Co., Inc., (321 Fifth Avenue, S.), 1964. 324 p. \$7.95.
8. Hill, Frederick W. "The Rightful Role of the School Business Official." School Business Affairs 29: 1, 3-8; April 1963.
9. Hill, Frederick W. The School Business Administrator. Bulletin No. 21, Association of School Business Officials. Evanston, Ill.: the Association, 1960. 80 p. \$1. (Published in cooperation with the American Association of School Administrators.)
10. Hines, James J. "Leadership Through Business Management." American School Board Journal 144: 21-22; May 1962.
11. Knezevich, Stephen J. "Managing the School Plant and Business Affairs." Review of Educational Research 31: 428-38; October 1961.
12. Knezevich, Stephen J., and Fowlkes, John Guy. Business Management of Local School Systems. New York: Harper and Brothers, 1960. 328 p. \$9.
13. Nation's Schools. "The World of the School Businessman." Nation's Schools 68: 53-85; October 1961.
14. Porter, Harold T. "Evaluating the Business Management Function of School Administration." School Business Affairs 29: 7-10, 13; November 1963.
15. Roe, William H. School Business Management. New York: McGraw-Hill Book Co., 1961. 303 p. \$8.50.
16. School Management. "Can Small Districts Afford A Business Manager? Interview with Arthur Claffee and Joseph MacAllister." School Management 8: 70-73; February 1964.
17. Staerkel, William M. "How a School Management Audit Works." Nation's Schools 76: 33-36; December 1965.
18. Woodward, John L. "A Day in the Life of a School Business Official." American School and University 39: 47, 58; September 1966.

Please type or print reply

Educational Research Service, NEA
November 1965

THE ADMINISTRATOR OF SCHOOL BUSINESS AFFAIRS

Name of school system _____

City or post office _____ State _____

Name and position of respondent _____



- 1. Do you have a person on your staff who has general administrative responsibility for the over-all business affairs of your school system? Yes _____ No _____

NOTE: If your answer to the above question is "YES" please continued with this questionnaire. If your answer is "NO" and the administrative responsibility for specific areas of school business administration is vested in various personnel, please explain at the end of this questionnaire and return to the Educational Research Service.

- 2. What is the TITLE of the person who has general administrative responsibility for the over-all business affairs of your school system?

- 3. To whom does he REPORT DIRECTLY? _____

- 4. What is his SALARY? _____ (per year)

- 5. His RESPONSIBILITIES include: (please check those which apply)

- Plant operation _____
- Maintenance _____
- Transportation _____
- Food services _____
- Budgeting and financial planning _____
- Payroll _____
- Purchasing and supply management _____
- Plant planning and construction _____
- Elections and bond referenda _____
- Accounting _____
- Management of classified personnel _____
- Insurance _____
- Data processing _____
- Other (please list):
- _____
- _____
- _____
- _____

(OVER)

- 2 -

QUESTIONNAIRE FORM

6. NUMBER of personnel under his supervision:

<u>In central office</u>	<u>In schools</u>
Administrative* _____	Custodial-maintenance _____
Clerical-secretarial _____	Clerical-secretarial _____
Other _____	Other _____

* Please list the titles of the ADMINISTRATIVE personnel responsible to this individual (e.g., Director of Purchasing, Director of Plant Operation, etc.):

_____	_____
_____	_____
_____	_____

7. What QUALIFICATIONS does this position require? _____

(If possible, please enclose job description)

The Educational Research Service, operated by the American Association of School Administrators and the Research Division of the National Education Association, is a comprehensive subscription service which offers assistance in problems of school administration. In addition to many research studies and other reports, which are included in packets mailed approximately once a month, subscribers receive prompt replies to requests for information in specific areas.

EDUCATIONAL RESEARCH SERVICE CIRCULARS are issued eight to ten times a year on a variety of topics. Subscribers to the Service receive one copy of each Circular automatically. Larger quantities, when ordered directly from ERS, are available to subscribers at a special discount (2-9 copies, 15%; 10 or more, 30%). Nonsubscribers may purchase single copies at the price indicated below; the regular NEA discount is allowed for quantity orders (2-9 copies, 10%; 10 or more, 20%). Subscriptions for CIRCULARS are not accepted separately from subscriptions to the complete Service.

For information regarding a subscription to the Educational Research Service, which costs \$80 a year and may begin on the first of any month, write to:

EDUCATIONAL RESEARCH SERVICE
1201 Sixteenth Street, Northwest
Washington, D. C. 20036

Single copy of this Circular - \$1.25

