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**GENERAL SCHOOL ADMINISTRATION**

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## **ADMINISTRATION GOALS**

It is the intent of the School Committee that the district employ qualified personnel to administer the school system efficiently and to require the Superintendent to organize the administration in a manner that will make clear the functions of each position and the relationships among them.

The Superintendent will establish clear lines of communication, both vertically and horizontally, and will form any staff councils or committees needed to provide for efficient conduct of school business. In order to engage in this process in an orderly and effective fashion, each individual and group will be given particular, clear-cut responsibilities. Channels will be established so that the recommendations and decisions of each group can be heard and reviewed by the chief administrative officer concerned, and, where appropriate, by the Superintendent and School Committee.

The organization and administration of the schools will balance responsibility with commensurate authority, subject to the reserved legal powers of the School Committee. This means that a staff member, when assigned a responsibility or a position, will be given the authority to make the decisions necessary to perform the assigned tasks.

For the schools to operate effectively, each administrative officer will be responsible and accountable for making a plan of development for all staff assigned to his/her area of operation.

## **SUPERINTENDENT'S POWERS AND RESPONSIBILITIES**

1. The Superintendent is the chief executive officer for the School Committee. He/she shall exercise general supervision over the regional high school.
2. The Superintendent shall attend all meetings of the School Committee and shall keep the Committee informed of conditions in the school under his/her supervision. The Superintendent will withdraw from any meeting when his/her salary or re-election is being considered.
3. The Superintendent shall have the authority to require reports and information in school matters from all employees as he/she may desire.
4. The Superintendent is expected to encourage and support all measures for the improvement of teachers in service. With the aid of the principal and supervisors, he/she shall make the primary objective of his/her office the improvement of instruction in the school.
5. The Superintendent shall direct studies to determine the adequacy of the education program and make recommendations to the School Committee when the evaluation reports indicate the need for changes and improvements in the curriculum.
6. The Superintendent shall receive all communications relative to school affairs and shall consult with individuals having business with the School Committee. He/she is authorized to invite citizens or school personnel to meet the School Committee at appointed times. The Superintendent shall be kept informed of any/all communications received and addressed to the School Committee.
7. The Superintendent, with the cooperation of his/her principal, shall be responsible for the proper classification and promotion of pupils.
8. The Superintendent shall have charge of the operation and maintenance of the building and equipment of the school.
9. The Superintendent shall annually prepare a budget for the consideration of the Committee. He/she shall administer the budget as enacted by the School Committee, acting at all times in accordance with legal requirements and adopted budget policies of the Committee.
10. The Superintendent shall propose new policies to the School Committee for their consideration as necessity and timeliness arises.
11. The Superintendent shall with the assistance of principal direct the attendance officer in the performance of his/her duties.
12. The Superintendent shall be responsible for carefully studying the needs of the school and for recommending to the School Committee adequate plans for meeting those needs. He/she shall assist the architect employed by the Committee in drafting plans and specifications for new school construction work.
13. The Superintendent is expected to assume the leadership in interpreting the philosophy, goals, and objectives of the educational program of the school to the community.
14. The Superintendent shall attend state, national, and regional conferences as part of his/her official duties at department expense.
15. The Superintendent shall have the responsibility of determining whether or not the school shall be opened for regularly scheduled sessions when weather conditions are severe or when bad road conditions make pupil transportation unsafe or when a school(s) must be closed due to emergency situations.

16. The Superintendent shall supervise and direct the organization of all pupil transportation routes for the regional high school and make necessary recommendations when major changes are advisable.
17. The Superintendent shall perform such reasonable duties as the School Committee may require, and in the absence of specific rules and regulations, he/she shall assume any authority or perform any duty which any particular situation, unforeseen and suddenly arising, may demand of his/her judgement, subject to later consideration of and action by the Committee.
18. The Superintendent shall submit to the Committee following the close of each school year a brief summary report concerning the activities of the school system during that year.

## **SUPERINTENDENT'S CONTRACT**

The Committee, upon the appointment of a candidate or upon re-appoint,ent of the incumbent Superintendent will enter into a written contract with the Superintendent, which will meet the requirements of law and will protect the rights of both the Committee and the Superintendent.

LEGAL REFS.: M.G.L. 71:41; 71:42

## **EVALUATION OF THE SUPERINTENDENT**

Through evaluation of the Superintendent, the School Committee will strive to accomplish the following:

1. Clarify for the Superintendent his/her role in the school system as seen by the School Committee.
2. Clarify for all Committee members the role of the Superintendent in light of his/her job description and the immediate priorities among his/her responsibilities as agreed upon by the Committee and the Superintendent.
3. Develop harmonious working relationships between the School Committee and Superintendent.
4. Provide administrative leadership of excellence for the school.

The School Committee will annually develop with the Superintendent a set of performance objectives based on the needs of the school. The Superintendent's performance will be reviewed in accordance with these specific goals. Additional objectives will be established at intervals agreed upon with the Superintendent.

## **LINE AND STAFF RELATIONS**

The School Committee expects the Superintendent to establish clear understandings on the part of all personnel of the working relationships in the school.

Personnel will be expected to refer matters requiring administrative action to the administrator to whom they are responsible. The administrator will refer such matters to the next higher administrative authority when necessary.

It is expected that the established lines of authority will serve most purposes. But all personnel will have the right to appeal any decision made by an administrative officer through established grievance procedures.

Additionally, lines of authority do not restrict in any way the cooperative, sensible working together of all staff members at all levels in order to develop the best possible school programs and services. The established lines of authority represent direction of authority and responsibility; when the staff is working together, the lines represent avenues for a two-way flow of ideas to improve the program and operations of the school.

## **ADMINISTRATIVE COUNCILS, CABINETS, AND COMMITTEES**

The Superintendent may establish such permanent or temporary councils, cabinets, and committees as he/she deems necessary for assuring staff participation in decision making, for implementing policies and regulations and for the improvement of the educational program.

Functioning in an advisory capacity all councils, cabinets, and committees created by the Superintendent may make recommendations for submission to the Committee through the Superintendent. Such groups will exercise no inherent authority. Authority for establishing policy remains with the Committee and authority for implementing policy remains with the Superintendent.

The membership, composition, and responsibilities of administrative councils, cabinets, and committees will be defined by the Superintendent and may be changed at his/her discretion. However, the School Committee wishes to be kept informed of the establishment and dissolution of these groups as well as their membership and their purpose.

Expenses incurred by such groups for consultative services, materials, and any investigative travel will be paid by the school, but only within budgetary allotments and when approved in advance by the Superintendent.

## **POLICY IMPLEMENTATION**

The Superintendent has responsibility for carrying out, through regulations, the policies established by the School Committee.

The policies developed by the Committee and the regulations developed to implement policy are designed to increase the effectiveness and efficiency of the school system. Consequently, it is expected that all School Committee employees and students will carry them out.

Administrators and supervisors are responsible for informing staff members in their school, departments, or divisions of existing policies and regulations and for seeing that they are implemented in the spirit intended.

## **DEVELOPMENT OF REGULATIONS**

The Superintendent will be responsible for specifying required actions and designing the detailed arrangements under which the school will be operated in accordance with School Committee policy. These detailed arrangements will be designed to implement policies, goals, and objectives of the Committee and will be one of the means by which the school will be governed.

In the development of regulations, the Superintendent may involve at the planning stage those who would be affected by the regulations, including staff members, students, parents/guardian, and the public. He/she must weigh with care the counsel given by representatives of staff, student and community organizations. He/she will inform the Committee of such counsel in presenting pertinent reports of regulations and in presenting regulations for Committee approval.

As long as the Superintendent operates within the guidelines of policy adopted by the Committee, he/she may issue regulations without prior Committee approval unless Committee action is required by law, or the Committee has specifically asked that certain types of regulations be given Committee approval, or the Superintendent recommends Committee approval in light of strong community attitudes or probable staff reactions.

## **SCHOOL COMMITTEE REVIEW OF REGULATIONS**

It is expected that the Superintendent and administrative staff will need to issue regulations implementing policies of the School Committee. Many of these will be routine from year to year; others will arise in special circumstances; some will be drawn up under specific directions from the Committee.

The Committee may review the regulations developed by the Superintendent for the school prior to their issuance, but it will revise or veto such regulations only when, in the Committee's judgment, they are inconsistent with policies adopted by the Committee.

The Committee will not officially approve regulations except as required by state law or in cases when strong community attitudes, or possible student or staff reaction, make it necessary or advisable for a regulation to have the Committee's advance approval.

### Rules Pertaining to Staff and Student Conduct

Under Massachusetts law, the Superintendent is required to publish "rules and regulations pertaining to the conduct of teachers and students which have been adopted." (Codes of discipline, as well as procedures used to develop such codes, shall be filed with the Department of Education for information purposes only.) Standards of conduct will be included in staff and student handbooks. These handbooks will be reviewed and approved annually by the School Committee.

LEGAL REFS.: M.G.L. 71:37H

## **REGULATIONS DISSEMINATION**

It will be the responsibility of the Superintendent to see that the regulations developed to implement Committee policies and administer the school are appropriately coded and included as regulations in the School Committee's policy manual.

A regulation concerning a particular group or groups in the school will be distributed to the group(s) prior to the effective date of the regulation.

## **APPROVAL OF HANDBOOKS AND DIRECTIVES**

The law directs that in each school building containing the grades nine to twelve, inclusive, the Principal, in consultation with the school council, shall prepare and distribute to each student a handbook setting forth the rules pertaining to conduct of students. The school council shall review the handbook each spring to consider changes in the disciplinary policy to take effect in September.

It is essential that the contents of all handbooks conform to School Committee policies. It is also important that all handbooks bearing the name of the school or one of its schools be of a quality that reflects credit on the school department. Therefore, the Committee expects the handbook to be approved prior to publication by the council and the Superintendent.

Committee approval will be necessary for any handbooks that pertain to required standards of conduct for employees or students so that their contents may be accorded the status of Committee-approved policy or regulation. The Superintendent will use his/her judgement as to whether other specific handbooks need Committee approval; however, all handbooks published will be made available to the Committee for informational purposes.

LEGAL REFS.:       M.G.L. 71:37H  
                          M.G.L. 37H ½

## **ADMINISTRATION IN POLICY ABSENCE**

When action must be taken within the school where the Committee has provided no guides for administrative action, the Superintendent will have the power to act. The Superintendent's decisions, however, will be subject to review by the Committee.

## **ADMINISTRATIVE REPORTS**

The School Committee will require reports from the Superintendent concerning conditions of efficiency and needs of the school.

School building administrators will be required to keep such records and make reports as the Superintendent may direct or require.

Upon receipt of the Superintendent's reports, the Committee will take steps to appraise the effectiveness with which the schools are achieving the educational purposes of the school.

Because statistical information often has a time value, each administrator will give careful consideration to all procedures related to reports, accounting, and general business matters that are required for the administration of the school program and will make accurate and prompt return on scheduled dates of all statistical and other information required.

## **TREATMENT OF OUTSIDE REPORTS**

Within a reasonable time after receiving reports from such outside agents as auditor, fire department, and health department, the Superintendent shall inform the Committee of action he/she has taken pursuant to recommendations made in such reports.

## **SCHOOL DISTRICT ANNUAL REPORT**

An annual report covering the diversified activities of the school and the administration's recommendations for their improvement will be prepared by the Superintendent and presented to the School Committee. Upon Committee approval, the report shall be submitted to each member community and will be made available to the public and used as one means for informing parents and citizens, the Commissioner of Education, and others of the programs and conditions of the District's schools. Said report shall contain a detailed financial statement, a statement showing the method which computes the annual charges against each town, and any other information regarding the operation of the School District as may be necessary.

Established by law and Committee policy

LEGAL REFS.:       M.G.L. 72:4  
                          M.G.L. 71:16(k)