

## C - GENERAL SCHOOL ADMINISTRATION

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## GENERAL SCHOOL ADMINISTRATION

### ADMINISTRATIVE GOALS

Proper administration of the schools is vital to a successful educational program. The primary responsibility of administration is to implement the policies of the School Committee. The Committee shall rely on its chief executive officer, the Superintendent of Schools, to provide the necessary administrative leadership to accomplish this task.

The school system's administrative organization shall be designed so that all individual schools are part of a single system guided by School Committee policies implemented by the Superintendent. It is essential that all levels of administration be unified in purpose for this reason; all specific regulations predicated on policy must be implemented consistently.

The Superintendent, each principal and all other administrators shall have the authority and responsibility necessary to carry out their specific assignments and shall be held accountable for them. The School Committee, in turn, shall be responsible for clearly specifying the requirements of each administrative position.

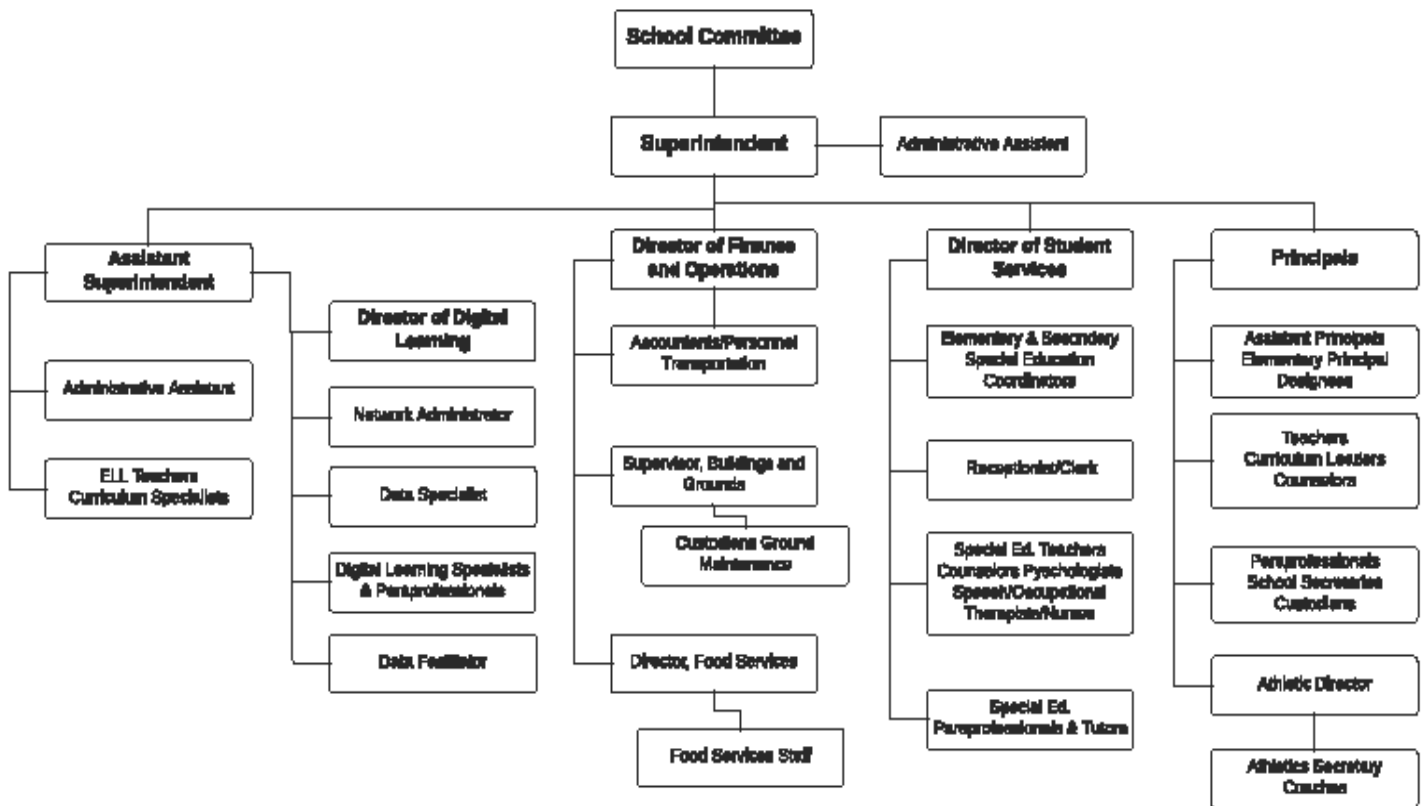
First Reading, May 7, 1984  
Approved May 21, 1984  
Reviewed June 27, 2011  
Reviewed November 8, 2018

## GENERAL SCHOOL ADMINISTRATION

### ADMINISTRATIVE ORGANIZATION PLAN

The School Committee shall approve an organization plan which promotes the effective and efficient operation of the school system. The legal authority of the School Committee shall be exercised through the Superintendent of Schools.

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## GENERAL SCHOOL ADMINISTRATION

### SCHOOL SUPERINTENDENT

The administration of the school system is delegated to the Superintendent, who shall implement the policies adopted by the School Committee. The execution of all decisions made by the School Committee concerning the internal operation of the school system shall be delegated to the Superintendent.

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Reviewed July 27, 2017  
Reviewed November 8, 2018

GENERAL SCHOOL ADMINISTRATION

SCHOOL SUPERINTENDENT QUALIFICATIONS

The Superintendent of Schools shall have the following qualifications:

1. Valid Massachusetts certification, or eligibility for same
2. A master's degree from an accredited college or university in educational administration. Although a doctorate is not required, it is considered desirable.
3. At least five years of successful experience in teaching and school administration
4. An established reputation as an educational leader.

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## GENERAL SCHOOL ADMINISTRATION

## SELECTION OF A SUPERINTENDENT OF SCHOOLS

1. The School Committee shall seek qualified applicants from inside and outside the school system.
2. After applications have closed, the Committee shall read all applications and shall indicate those who should receive further consideration.
3. Three lists shall be drawn up:
  - a. Those who all members of the Committee wish to interview
  - b. Those who four members of the Committee wish to interview
  - c. Those who three members of the Committee wish to interview
4. The Committee shall interview all candidates on list 3.a. If they fail to find outstanding candidates on list 3.a., they shall interview all candidates on list 3.b. If they fail to find outstanding candidates on list 3.b., they shall interview all candidates on list 3.c. If no acceptable candidate is found through this process the job should be re-advertised.
5. When one or more outstanding candidates are found, they shall be thoroughly investigated and invited to visit the system.
6. The Committee shall make a selection only when it is satisfied that the best possible candidate has been found.

## Alternate Method

1. The Committee may engage a consultant who will review all applications and select four or five final candidates.
2. The Committee shall review the qualifications of the finalists with the consultant.
3. The Committee shall interview the finalists.
4. The finalists still under consideration after the interviews shall be investigated in depth and invited to visit the system.
5. The Committee shall make a selection only when it is satisfied that the best possible candidate has been found.

First Reading June 25, 1984

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Reviewed June 27, 2011

Reviewed November 8, 2018

## GENERAL SCHOOL ADMINISTRATION

## APPOINTMENT OF SUPERINTENDENT

The superintendency is becoming more demanding as the Superintendent's responsibilities become more complex. Therefore, the School Committee realizes that it is increasingly important to attract able persons to the superintendency by making the rewards of the position commensurate with its challenges. The School Committee further realizes that it is increasingly important to free the Superintendent from the pressures of groups in the community by insuring his/her security from the threat of sudden and unjustified dismissal.

The School Committee, upon the selection of a candidate or upon reappointment of the incumbent Superintendent, shall endeavor to secure the dignity of position and the freedom of leadership appropriate to the responsibilities of the Superintendent through an explicit contractual agreement. Such contracts shall meet the requirements of Massachusetts law and the regulations of the State Board of Education and shall protect the rights of both the School Committee and the Superintendent. The School Committee shall recognize that while it is a policy making body, the execution of policy is properly delegated to employed professional administrators.

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Reviewed June 27, 2011  
Reviewed November 8, 2018

GENERAL SCHOOL ADMINISTRATION

SUPERINTENDENT'S SALARY

The North Reading School Committee shall negotiate a salary agreement with the Superintendent annually.

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Reviewed June 27, 2011  
Reviewed November 8, 2018

## GENERAL SCHOOL ADMINISTRATION

## EVALUATION OF THE SUPERINTENDENT

Evaluation can serve the purpose of helping educators and educational leaders continually improve their practice.

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

1. Ensure the efforts of the Superintendent are focused on district goals and the standards of professional practice established by state regulation are met by the Superintendent.
2. Ensure all Committee members and the Superintendent are in agreement and clear on the role of the Superintendent and the immediate priorities among his/her responsibilities.
3. Provide excellence in administrative leadership of the school district.
4. Develop a respectful and productive working relationship between the School Committee and Superintendent.

The School Committee and Superintendent will periodically develop a set of performance objectives based on the needs of the school district and in keeping with state regulations for evaluation of the Superintendent. The Superintendent's performance will be reviewed in accordance with specified goals and standards. Additional objectives will be established according to the evaluation cycle agreed upon with the Superintendent.

All School Committee discussion and deliberation related to the Superintendent's performance evaluation shall be conducted in open session in accordance with the open meeting law.

SOURCE: MASC July 2016

LEGAL REFS: M.G.L. 30A:18-25; 603 CMR 35.00

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Approved July 16, 1984

Reviewed September, 1995

Reviewed June 27, 2011

Revised, First Reading October 16, 2017

Approved November 13, 2017

Reviewed November 8, 2018

## GENERAL SCHOOL ADMINISTRATION

### ADMINISTRATIVE POSITIONS

The School Committee shall establish a sufficient number of administrative positions to promote and attain the goals established for the system. The Committee shall determine the purpose and function of each administrative position and shall require the Superintendent of Schools to write and maintain corresponding job descriptions for all administrative positions.

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Reviewed June 27, 2011  
Reviewed November 8, 2018

GENERAL SCHOOL ADMINISTRATION

ADMINISTRATOR CONTRACTS

Individual Administrators' contracts and those of the North Reading Administrators' Association are available through the Superintendent's Office.

Reviewed September, 1995  
Reviewed June 27, 2011  
Revised, First Reading February 11, 2019  
Approved March 18, 2019

GENERAL SCHOOL ADMINISTRATION

SUPERVISOR OF BUILDINGS AND GROUNDS EMPLOYMENT CONTRACT

The Superintendent shall negotiate an employment contract with the Supervisor of Buildings and Grounds covering salary, working conditions and benefits. The contract is available through the Superintendent's Office.

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Approved May 16, 1988  
Reviewed September, 1995  
Reviewed June 27, 2011  
Revised, First Reading February 11, 2019  
Approved March 18, 2019

GENERAL SCHOOL ADMINISTRATION

SCHOOL FOOD SERVICES CONTRACT

The School Committee, through the Superintendent or his/her designee, shall negotiate a contract for food services to be provided in the District. Said contract will reflect all applicable state and federal regulations. A copy of the contract is available through the Superintendent's Office.

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Reviewed September, 1995  
Reviewed June 27, 2011  
Revised, First Reading February 11, 2019  
Approved March 18, 2019

GENERAL SCHOOL ADMINISTRATION

APPLICATION OF EMPLOYEE BENEFITS

Certain benefits that apply to union employees shall be granted to all other classifications of permanent, full time, salaried employees not covered by formal agreements. They include life and health insurance, sick leave and temporary leave (varies with job classification), extended leave, personal injury benefits, sick leave buy-back and early retirement incentive.

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Reviewed September, 1995  
Reviewed June 27, 2011  
Reviewed November 8, 2018

GENERAL SCHOOL ADMINISTRATION

RECRUITMENT OF ADMINISTRATIVE PERSONNEL

Every effort shall be made to hire persons who have met local and state qualifications and who have demonstrated outstanding ability to carry out the duties of the administrative position being filled. The School Committee shall solicit applications from qualified candidates from inside and outside the system.

The School Committee and Superintendent shall review all applications and shall select the candidates to be interviewed. After these candidates have been interviewed jointly, a group of finalists shall be selected and from this group the Superintendent shall make a recommendation to the Committee.

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Approved May 7, 1984  
Reviewed June 27, 2011  
Reviewed October 18, 2017  
Reviewed November 8, 2018

GENERAL SCHOOL ADMINISTRATION

RECRUITMENT OF PRINCIPALS

When an opening in a principalship occurs, the School Committee shall fill the position with the best-qualified person available. The School Committee should only consider people who meet both local and state qualifications and who have demonstrated outstanding ability to carry out the duties of the principalship.

The Superintendent shall solicit applications from qualified members of the staff and list the vacancy with educational institutions in Massachusetts and in neighboring states.

The School Committee delegates to the Superintendent the responsibility for evaluating the applications and recommending the best-qualified candidates to the Committee. After discussing their qualifications with the Committee, the Superintendent shall make a recommendation.

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Reviewed October 18, 2017

## GENERAL SCHOOL ADMINISTRATION

## EDUCATOR EVALUATION FOR ADMINISTRATORS AND PRINCIPALS

The North Reading School Committee believes that the purpose of professional growth and evaluation is to maximize the opportunities for each administrator, including principals, to grow in his/her professional work in the North Reading Public Schools. Each Administrator has the responsibility to engage in continuous learning, ongoing planning, and assessment of his/her work in order to create a positive learning environment for students and staff. The school system has the responsibility to ensure that high quality learning environments are provided for all children.

To that end, the North Reading Public Schools has adopted in full the Educator Evaluation system set forth by the Massachusetts Department of Elementary and Secondary Education. The principles of the Educator Evaluation system incorporate a comprehensive procedure for the ongoing planning, evaluation, and professional growth and development for the administrative staff.

Reviewed September, 1995  
First Reading October 27, 1997  
Approved November 10, 1997  
Reviewed June 27, 2011  
Revised, First Reading February 11, 2019  
Approved March 18, 2019

GENERAL SCHOOL ADMINISTRATION

CONSULTANTS

The School Committee encourages the administration to use the services of professional consultants whenever such services would lead to the improvement of education. All consultants shall be approved in advance by the School Committee on the recommendation of the Superintendent.

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Reviewed November 8, 2018

## GENERAL SCHOOL ADMINISTRATION

### PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR ADMINISTRATORS

In order to encourage its administrators to stay abreast of the latest developments in education the North Reading School Committee will provide the following opportunities:

1. Administrators will be allowed to attend summer sessions or workshops on a rotating basis.
2. Reimbursement for graduate courses take during the summer will be made if courses are required by the school system
3. Administrators will be encouraged to attend meetings of various educational associations in accordance with money budgeted for that purpose
4. Administrators will be encouraged to attend periodic in-service workshops sponsored by the school system.

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Reviewed June 27, 2011  
Reviewed November 8, 2018

## GENERAL SCHOOL ADMINISTRATION

## ADMINISTRATIVE COUNCIL

The Superintendent of Schools may establish an administrative council for the purpose of assisting in the implementing policies established by the School Committee. The administrative council shall have an advisory function only, and its membership shall be determined by the Superintendent of Schools.

Approved August, 1981  
Reviewed June 27, 2011  
Reviewed July 27, 2017  
Reviewed November 8, 2018

## GENERAL SCHOOL ADMINISTRATION

### POLICY IMPLEMENTATION

The policies developed by the School Committee and the administrative regulations written to implement these policies are designed to be child-centered and to increase the effective and efficient operation of the school system. Consequently, it is assumed that all employees and students willingly comply with all approved policies.

The Superintendent is responsible for the implementation of School Committee policies and for the interpretation of these policies to staff and students. Regulations, officially approved by the School Committee, and other regulations developed by the Superintendent will be included along with all School Committee policies in the Committee's Policy Manual.

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Reviewed July 27, 2017  
Reviewed November 8, 2018

## GENERAL SCHOOL ADMINISTRATION

### ADMINISTRATIVE REGULATIONS

The School Committee will delegate to the Superintendent the function of specifying the administrative regulations under which the schools shall be managed and operated. All administrative regulations will be consistent with the policies of the School Committee and will be subject to review by the School Committee. All regulations which require approved under state law will be included in the School Committee's Policy Manual.

It will be the responsibility of the Superintendent to see that the regulations developed to implement School Committee policies are distributed, as needed, to staff, students, and the community. Under Massachusetts law, the Superintendent is required to publish "rules and regulations pertaining to the conduct of students and teachers which have been adopted." Standards of conduct will be included in staff and student handbooks. Changes to handbooks will be reviewed by the School Committee prior to distribution to students.

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## GENERAL SCHOOL ADMINISTRATION

### APPROVAL OF HANDBOOKS

In order that pertinent School Committee policies and important regulations and procedures may be known by all staff members and students, administrators are granted authority to publish staff and student handbooks.

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

School Committee approval will be necessary for any handbooks which set standards of conduct for employees or students. The Superintendent will use his/her judgment before bringing other handbooks to the School Committee for approval. However, all handbooks will be made available to the School Committee for informational purposes.

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Approved June 18, 1984  
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Approved June 27, 2011  
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## GENERAL SCHOOL ADMINISTRATION

### REGULATIONS DISSEMINATION

System-wide administrative regulations shall be coded and placed in the School Committee's Policy Manual. The School Committee's Policy Manual, containing all policies and corresponding regulations, shall be maintained and published on the school district's website.

Members of the School Committee shall receive copies of all new or revised system-wide administrative regulations.

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Approved March 9, 1998  
Revised, First Reading June 13, 2011  
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Approved January 28, 2019

## GENERAL SCHOOL ADMINISTRATION

### ADMINISTRATIVE REPORTS

Administrative reports serve to keep the School Committee informed about all phases of the school system. It is expected that each administrator will submit timely reports to the Superintendent of Schools who will, in turn, incorporate these into the report he makes to the School Committee at each meeting.

In addition, the Superintendent of Schools shall make an annual report to the School Committee regarding the operation and needs of the school system.

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Reviewed June 27, 2011  
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