

## SECTION C: GENERAL SCHOOL ADMINISTRATION

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## 1. ADMINISTRATIVE GOALS

Administrators in the Beverly Public Schools are charged with the responsibility of implementing the policy established by the School Committee. Further, the Committee expects administrators, as educational leaders, to help in shaping policy by proposing programs, curricula, and staffing arrangements; and by providing information and counsel to the Committee in its deliberations.

Administrators are also expected to show expertise and leadership in budget preparations, educational planning, public relations, resource supply and allocation, and staff management. Especially significant is the administrator's role in staff training and evaluation. A high level of ability, effort and performance is expected of all school employees. In cases where these expectations are not met, the administrator is held accountable. The administrator should then provide counsel, training, or other assistance in an attempt to raise the level of performance. That failing, it is the administrator's responsibility to provide to the Superintendent a detailed, accurate, written record of the problem, of attempts to resolve it and a recommendation for the disposition of the case.

M.G.L. Chapter 71, Section 38

Adopted: December 11, 2002

Revised: January 10, 2007

## 2. SUPERINTENDENT OF SCHOOLS

The School Committee shall employ a Superintendent of Schools who is the chief executive officer of the School District and who shall implement the policies approved by the School Committee. Furthermore, the Superintendent shall also be the chief advisor to the Committee, making decisions, recommendations and suggestions concerning employment of appropriate personnel, adoption of curricula, and all other aspects of school operation.

Under School Committee direction, the Superintendent shall administer and supervise the public schools of the city and shall have authority over all employees of the School Department. In all matters where duties are not definitely prescribed by the School Committee or by law, the Superintendent shall exercise discretion, subject to the subsequent approval of the School Committee.

In all cases arising under procedures and policies, any dissatisfaction with the decision(s) of the Superintendent of Schools may be referred to the School Committee.

### Superintendent's Contract, Job Description and Performance Appraisal

The School Committee may award a contract to the Superintendent of Schools in accordance with Massachusetts General Laws. Likewise, the School Committee shall maintain a job description for the position of Superintendent of Schools in accordance with Massachusetts General Laws. At a minimum, the job description shall be reviewed by the School Committee on each occasion when a new Superintendent contract is awarded.

- A regular, annual formal assessment of performance shall be the means by which the Committee shall assess the performance of the Superintendent.
- The evaluation plan format, describing the evaluation and process, will be established by the School Committee. Each evaluation judgment made shall be in writing, and shall be supported by rationale and by objective evidence. The evaluation will be based on responsibilities described in the job description and the performance objectives developed by the Superintendent and the Committee. As part of the evaluation form, the Superintendent will include a report detailing the accomplishments of the previous contract year.
- Members of the Committee shall not reveal confidential information about the Superintendent. Performance assessments prepared by individual School Committee members will be confidential to the extent permitted by law. The Superintendent recognizes, however, that certain portions of the performance evaluation process must, by law, be conducted and reported in public session.

### **M.G.L. Chapter 71, Section 38, 41, 59 and 59B**

Adopted: December 11, 2002

Revised: January 10, 2007

### 3. SCHOOL DEPARTMENT ADMINISTRATIVE ORGANIZATION

The Superintendent will establish job descriptions for all administrative personnel and clear guidelines of the working relationships in the school district. Lines of direct authority will be those approved by the School Committee and shown on district organization charts.

It shall be the duty of principals, supervisors, and directors to work together in harmony with the understanding that the principal is the instructional leader and chief administrative agent of his/her school, subject to the approval of the Superintendent of Schools. Furthermore, directors and supervisors are to support these efforts by exercising authority over the special fields so designated for their position.

Adopted: December 11, 2002

Revised: January 10, 2007

#### 4. LEADERSHIP TEAM AND ADMINISTRATIVE CABINET

The Leadership Team and Administrative Cabinet structure represents a means of establishing smooth lines of organization and communications, common agreements, and definite patterns of mutuality among administrators and the School Committee as they unite to provide effective educational programs for the community. There are two primary parties involved in the leadership of a school district, namely the School Committee and the Administrative Team. The School Committee's primary responsibility is policy making. The Administrative Team (comprised of the Leadership Team and Administrative Cabinet) has major responsibilities for advising the Committee in establishing policies and then guaranteeing their effective implementation. A close, harmonious working relationship between these two parties is obviously vital to the successful operation of the school system.

It should also be clear that an effective Administrative Team has, in addition to its assigned legal and primary role of policy implementation, a vital leadership function to perform. An effective Administrative Team provides a collective means of strengthening school system leadership, giving individual administrators needed assistance, opportunities and job satisfaction.

Members of the Leadership Team and Administrative Cabinet will be clearly noted on the district organizational chart. The School Committee hereby adopts the Administrative Team concept as part of its formal operating policy in the district.

Adopted: December 11, 2002  
Revised: January 10, 2007

## 5. SCHOOL BUILDING ADMINISTRATION

The official in charge of each school building will be the building principal, responsible to the Superintendent. Principals shall be the educational administrators and managers of their schools and shall supervise the operation and management of their schools and school property, subject to the supervision and direction of the Superintendent.

Principals shall be responsible, consistent with district policies and budgetary restrictions and subject to approval of the Superintendent, for the following:

- Hiring all teachers, athletic coaches, instruction or administrative aides, and other personnel assigned to the school.
- Terminating all such personnel, subject to review and prior approval by the Superintendent and subject to the provisions of Massachusetts General Laws and collective bargaining agreements.
- Promoting participatory decision-making among all professional staff.
- Maintaining a positive and safe school climate.
- Completing classroom observation and evaluation of staff.
- Analyzing instructional and related needs and taking action to meet them.
- Planning and carrying out school staff development programs in consultation with staff.
- Establishing effective two-way communication with staff, students, families and the school community about the school's program, needs and achievements.
- Establishing and serving as co-chairperson of the School Council.

### **M.G.L. Chapter 71, Section 59B**

Adopted: December 11, 2002

Revised: January 10, 2007

## 6. POLICY IMPLEMENTATION

In adopting policy for the school system, the School Committee, individually and collectively, accepts a responsibility to abide by its policies and recognizes the School Committee's responsibility to make such policy as is necessary, delegating to the school administration the implementation of the policy subject to such regulations as the School Committee may suggest. In the absence of regulations or policy, necessary action shall be implemented at the discretion of the school administration, with subsequent communication to the School Committee. The School Committee accepts the concept of the School Committee as the policy-making party and the school administration as the responsible party for the implementation of that policy.

Adopted: December 11, 2002

Revised: January 10, 2007

## 7. COMMUNICATION OF POLICIES AND PROCEDURES

Complete copies of the School Committee's Policy Manual will be made available in the Superintendent's office, at each school building, and on the district website. Furthermore, the Superintendent shall publish the District's policies pertaining to the conduct of teachers and students. The Principal and/or Superintendent shall provide copies of these policies to any person upon request.

Procedures will be appropriately coded and included with the Committee's policy manual, which will be available in the Superintendent's office and at each school building. Members of the Committee will receive copies of all new or revised district procedures for insertion in their copies of the manual. All procedures affecting students and staff will be made known to them. Procedures are the detailed directions needed to put policies into effect. These are generally formulated by the administration or its designee and will be consistent with school policies.

### **M.G.L. Chapter 71, Section 37H**

Adopted: December 11, 2002  
Revised: January 10, 2007

## 8. APPROVAL OF HANDBOOKS

It is the policy of the School Committee that in each school building, the Principal, in consultation with the school council, shall prepare and distribute to each student a handbook setting forth the rules pertaining to the conduct of students. The School Council shall review the handbook prior to January 1st to consider changes in the disciplinary policy to take effect in September of the following year.

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 the Superintendent prior to publication.

The Superintendent will use his/her judgment as to whether other specific handbooks need Committee approval; however, all handbooks published will be made available to the Committee for informational purposes.

Notwithstanding any general or special law to the contrary, all student handbooks shall contain the following provisions (where appropriate):

- a. Any student who is found on school premises or at school-sponsored or school-related events, including athletic games, in possession of a dangerous weapon, or a controlled substance may be subject to expulsion from school by the Principal.
- b. Any student who assaults any employee of the school district may be subject to expulsion from school by the Principal.
- c. Any student who is charged with a violation of either (a) or (b) above shall be notified in writing of an opportunity for a hearing, provided, however, that the student may have representation, along with the opportunity to present evidence and witnesses at said hearing before the Principal. After said hearing, the Principal may decide to suspend rather than expel a student.
- d. Any student who has been expelled shall have the right to appeal to the Superintendent.
- e. When a student is expelled under the provisions listed above and applies for admission to another school for acceptance, the Superintendent of the sending school shall notify the Superintendent of the receiving school of the reasons for the pupil's expulsion.

### **M.G.L. Chapter 71, Section 37H**

Adopted: January 13, 1997  
Revised: April 5, 2006

## 9. ADMINISTRATION IN THE ABSENCE OF POLICY

The Superintendent shall have the power to implement action within the school system if an emergency situation, for which the School Committee has provided no administrative guidelines, should develop. In such instances, principals or other administrative or instructional personnel shall gain the approval of the Superintendent before taking any action. However, the Superintendent's decision shall be subject to review by the Committee at its next regularly scheduled meeting. It is the Superintendent's duty to inform the Committee of any such action and of the need for an official policy.

Adopted: December 11, 2002

Revised: January 10, 2007

## 10. TEMPORARY ADMINISTRATIVE ARRANGEMENTS

In the event the Superintendent is on temporary absence from duty, the Superintendent will designate another administrator to serve as Acting Superintendent.

A temporary absence is defined as a vacation period, attendance at national conventions, and/or any other periods when the Superintendent would be out of immediate contact or presence in the district for over twenty-four hours.

When so appointed, the Acting Superintendent will assume all duties which are the responsibility of the Superintendent of Schools, with particular emphasis on emergency and day-to-day decision-making. The Acting Superintendent will not be expected to deal with matters requiring long-term planning or preparation unless specifically so assigned by the Superintendent.

The Acting Superintendent will take special care to keep the School Committee chairpersons informed as to any departure from normal routine.

Similarly, each principal will name a staff member to be in charge in the event of his or her absence. In buildings where an assistant principal is employed, he or she will serve in the capacity of acting principal.

Adopted: December 11, 2002

Revised: January 10, 2007