

## SECTION C

### 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 direct administrator 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, with direct supervision being provided by the Superintendent.

SOURCE: MASC

First Reading:	October 6, 2008
Second Reading:	October 20, 2008
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## SCHOOL SUPERINTENDENT

The Committee shall employ a Superintendent of Schools and fix his/her compensation. The Superintendent shall act in accordance with Mass General Laws, and shall perform such other duties consistent with this section as the Committee may determine. He/she shall also prepare such reports as may be required by the Department of Elementary and Secondary Education and shall submit materials for the Committee's annual report to the Selectmen in sufficient time for printing in the annual report.

SOURCE: MASC

LEGAL REFS: M.G.L. 71:59, 72:3

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

The Superintendent is responsible for the direction, coordination and control of the staff in their efforts to achieve the educational goals established by committee policy, laws, and employee agreements.

The committee expects the Superintendent to specialize in the process of decision-making and communication. His/her responsibilities shall be to:

1. Organize, administer and supervise all school departments and personnel so that the general management of the school produces the educational goals established by the School Committee.
2. Serve as the executive officer of the School Committee by interpreting and supervising the policies adopted by the School Committee.
3. Prepare and submit for School Committee approval new and/or revised policies for efficient operation of the school system.
4. Direct the teacher selection process, coordinating with the members of the administrative and supervisory staff.
5. Provide the School Committee with a constant flow of data for use as a basis for committee decisions.
6. Coordinate all releases to the media by district personnel.
7. Be responsible for maintaining all school buildings in a safe and usable condition.
8. Play a significant role in professional negotiations, her basic obligation being to the welfare of the pupils and leadership in the formulation of sound educational policy.
9. Prepare an annual budget and an annual report.

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## DELEGATION OF RESPONSIBILITIES

The Superintendent, at his/her discretion, may delegate to other employees of the school department the exercise of any powers and the discharge of any duties imposed upon the Superintendent by these policies or by vote of the School Committee. The delegation of power or duty, however, shall not relieve the Superintendent of final responsibility for the action taken under such delegation of power and duty.

1. In the absence of the Superintendent of Schools, a member of the administrative staff may be designated by the Superintendent and authorized by these policies to act and make necessary administration decisions.
2. Further delegation of responsibility may be made by the Superintendent of Schools in those instances not covered by negotiated agreements. Temporary non-classroom responsibilities may be assigned to a member of the staff. Notification of such assignments shall be determined by vote of the Committee and reviewed for extension every thirty (30) schools days.

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Approval:           October 20, 2008

## **SUPERINTENDENT'S CONTRACT**

The Committee, upon the appointment of a candidate to be 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. Under the laws of the Commonwealth, the School Committee may award a contract to a Superintendent of schools for a period not to exceed six years. In accordance with said contract or, in the absence of specific contract language, by vote of the members, the Committee may choose to negotiate a successor contract with an incumbent Superintendent.

SOURCE:  
MASC July 2016

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

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## SUPERINTENDENT'S CONDUCT

### Code of Ethics:

High standards of ethical behavior for the professional school administrator are essential and are compatible with his/her faith in the power of public education and his/her commitment to leadership in the preservation and strengthening of the Auburn Public Schools.

In the performance of his/her responsibilities, the Superintendent of Schools:

1. Constantly upholds the honor and dignity of her profession in all his/her actions and relations with pupils, colleagues, school committee members, and the public.
2. Obeys local, state, and national laws; holds himself/herself to high ethical and moral standards; and gives loyalty to his/her country and to the cause of democracy and liberty.
3. Accepts the responsibility throughout his/her career to master and to contribute to the growing body of specialized knowledge, concepts, and skills which characterize school administration as a profession.
4. Strives to provide the finest possible educational experiences and opportunities to all persons in the district.
5. Seeks to preserve and enhance the prestige and status of his/her profession when applying for a position or entering into contractual agreements.
6. Carries out, in good faith, all policies duly adopted by the School Committee and the regulations of state authority's ability.
7. Honors the public trust of his/her position above any economic or social rewards.
8. Does not permit considerations of private gain nor personal economic interest to affect the discharge of his/her professional responsibilities.
9. Recognizes that the Auburn Public Schools are the public's business and seeks to keep the public fully and honestly informed about their schools.

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## **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 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 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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## **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 system.

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 system.

SOURCE: MASC

First Reading:	October 6, 2008
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## **OPERATIONAL RELATIONSHIPS**

The Superintendent of Schools shall be guided by the knowledge that the School Committee believes the freest possible interchange of ideas to be desirable. Nothing herein shall be interpreted as intending to interrupt the free and open flow of ideas and assistance among personnel at every level. However, the following principles shall govern the administrative operations of the school system:

1. Responsibility flows simply and clearly from the School Committee through the Superintendent to all members and staff.
2. Each member of the staff shall be advised to whom they are responsible and for what functions, to whom they can appeal in case of disagreement with the person to whom they are responsible, and to whom they can go to help in fulfilling their responsibilities in the school program.
3. Whenever possible each member of the staff shall be made responsible to only one immediate supervisor for any function.

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Second Reading:       October 20, 2008  
Approved:               October 20, 2008

## **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 School 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 except when prohibited by law. 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 system, but only within budgetary allotments and when approved in advance by the Superintendent.

SOURCE: MASC

First Reading:	October 6, 2008
Second Reading:	October 20, 2008
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## **OTHER TOWN COMMITTEES**

It is the purpose of this section to define the role of the Superintendent of Schools in his/her relationships with other appointment and/or elective town committees and boards.

1. As executive agent of the School Committee, the Superintendent shall not take any action pertaining to the school department affairs at the direction of other town boards or committees.
2. When other appointed and/or elected town boards or committees are concerned with matters pertaining to school department operations either directly or indirectly, the Superintendent shall be responsible through the Chairperson of the School Committee.
3. Inquiries and correspondence from such boards or committees shall be directed to the Chairperson of the School Committee, and unless otherwise authorized by the School Committee, answered by him/her.
4. This section shall in no way serve to limit the access of citizens to public records during regular office hours.

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Approved:               October 20, 2008

## **POLICY IMPLEMENTATION**

The Superintendent has the responsibility for carrying out, through procedures, 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 department employees and students will carry them out.

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

**SOURCE: MASC**

First Reading: October 6, 2008

Second Reading: October 20, 2008

Approved: October 20, 2008

**SOURCE: MASC July 2016**

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## DEVELOPMENT OF PROCEDURES

The Superintendent will be responsible for specifying required actions and designing the detailed arrangements under which the school system 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 system will be governed.

In the development of procedures, the Superintendent may involve at the planning stage those who would be affected by the procedures, including staff members, students, parents/guardians, 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 procedures for Committee approval.

As long as the Superintendent operates within the guidelines of policy adopted by the Committee, he/she may issue procedures 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.

SOURCE: MASC

First Reading:	October 6, 2008
Second Reading:	October 20, 2008
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## **SCHOOL COMMITTEE REVIEW OF PROCEDURES**

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 system prior to their issuance, but it will revise or veto such procedures only when, in the Committee's judgment, they are inconsistent with policies adopted by the Committee.

The Committee will not officially approve procedures 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.

SOURCE: MASC

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

First Reading: October 6, 2008  
Second Reading: October 20, 2008  
Approved: October 20, 2008

## PROCEDURES DISSEMINATION

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

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

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SOURCE: MASC July 2016

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## 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 system or one of its schools be of a quality that reflects credit on the school department. Therefore, the Committee expects handbooks requiring approval to be approved prior to publication by the Committee and/or 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 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:

1. 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.
2. Any student who assaults any employee of the School District may be subject to expulsion from school by the Principal.
3. Any student who is charged with a violation of either (1) or (2) above shall be notified in writing of their opportunity for a hearing and of their right to have representation. The student may have 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.
4. Any student who has been expelled shall have the right to appeal to the Superintendent.
5. 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.

SOURCE: MASC

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

First Reading: October 6, 2008

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Approved: October 20, 2008

**ADMINISTRATION IN POLICY ABSENCE**

In cases where emergency action must be taken within the school system and where the school committee has provided no policy, the Superintendent shall have power to act, but the decisions shall be subject to review by action of the School Committee at its next meeting. It shall be the duty of the Superintendent to inform the School Committee promptly of such action and of the need for policy.

SOURCE: MASC

First Reading:	October 6, 2008
Second Reading:	October 20, 2008
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## ADMINISTRATIVE REPORTS

The School Committee will require reports from the Superintendent concerning needs of the schools.

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 system.

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 required statistical and other information.

SOURCE: MASC

First Reading:	October 6, 2008
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## NCLB ACCOUNTABILITY STATUS AND SCHOOL IMPROVEMENT PLANNING

An Auburn Public School District school identified for improvement will revise its school improvement plan to address the subjects, grade levels and student groups in which the school did not make AYP (Adequate Yearly Progress). In developing or revising this plan, the school will consult with parents, school staff, and others. The plan must be revised no later than three months after the school has been identified for improvement. If a District school is identified for corrective action status, the school will plan for and implement corrective action steps stipulated in NCLB, as appropriate. When a school is identified for restructuring status, the school will plan for and implement restructuring steps stipulated in NCLB, as appropriate.

The revised plan will include:

1. Annual, measurable goals and improvement objectives aligned with performance targets which the school must meet for each group of students in order to make AYP;
2. Analysis of the causes or reasons for the school's inability to make AYP;
3. Improvement strategies, based on scientifically-based research, that address the causes of poor student performance and make the changes in instructional practices and school programs necessary to meet improvement objectives in the school's core academic subjects;
4. High-quality professional development needed to implement the school's improvement objectives;
5. Parental involvement tied to the school's improvement objectives;
6. Extended time programs, as necessary, to meet the school's improvement objectives;
7. Identification of resources needed to implement the school's improvement plan;
8. Incorporation of a teacher mentoring program;
9. Methods for coordinating and monitoring the implementation of the school's improvement plan; and
10. Identification of the responsibilities of the school, school district, and the state for supporting the implementation of the plan.

SOURCE: NCLB §1116

<b>First Reading:</b>	October 5, 2011
<b>Second Reading:</b>	October 19, 2011
<b>Approved:</b>	October 19, 2011

## **SCHOOL DISTRICT ANNUAL REPORT**

An annual report covering the diversified activities of the school system 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 will be made available to the public and used as one means for informing the parents/guardians, citizens, Commissioner of Education and others of the programs and conditions of the town's public schools.

Established by law and Committee policy

SOURCE: MASC

LEGAL REFS.: M.G.L. 72:4

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**ANNUAL REPORT CARDS**

The Auburn Public School District will prepare and disseminate an annual report card for the district and each of its schools containing certain information related to assessment, accountability, and teacher quality.

**SOURCE:** NCLB §§1111-1112;  
NCLB §§1114-1118

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