

SECTION C
GENERAL SCHOOL ADMINISTRATION

CA	ADMINISTRATION GOALS	Deleted: (MASC)
CB	SCHOOL SUPERINTENDENT <u>Updated language</u>	Deleted: *CB - SCHOOL SUPERINTENDENT (W)
+CBA	QUALIFICATIONS AND DUTIES OF SUPERINTENDENT (W) <u>on hold</u> <u>Needs to be updated and possibly moved to Job Descriptions binder</u>	Deleted: (MASC)
CBD	SUPERINTENDENT'S CONTRACT <u>Updated language</u>	Deleted: CBD -> SUPERINTENDENT'S CONTRACT (W)
CBI	EVALUATION OF THE SUPERINTENDENT <u>Language updated to comply with Educator Evaluation standards</u>	Deleted: (MASC) Deleted: *+CBI -> EVALUATION OF THE SUPERINTENDENT (W)
CCB	STAFF RELATIONS <u>Updated language</u>	Deleted: (MASC)
CE	ADMINISTRATIVE COUNCILS, CABINETS, AND COMMITTEES <u>Pronoun corrections</u>	Deleted: +CCB -> LINE AND STAFF RELATIONS (W)
+CH	POLICY IMPLEMENTATION <u>Changed regulations to procedures</u>	Deleted: (MASC) Deleted: *+ Deleted: (MASC/W)
CHA/CHC	DEVELOPMENT AND DISSEMINATION OF PROCEDURES <u>changed regulations to procedures and combined CHA and CHC into one policy</u>	Deleted: (W with MASC updates) Deleted: *CHA -> DEVELOPMENT OF REGULATIONS (W)
CHCA	APPROVAL OF HANDBOOKS AND DIRECTIVES <u>Updated pronouns and replaced school system with school district. Expanded handbook requirements to all schools, not just grades 9-12</u>	Deleted: (MASC) Deleted: +CHC -> REGULATIONS DISSEMINATION (W) Deleted: *+CHCA -> APPROVAL OF HANDBOOKS AND DIRECTIVES (W)
CHD	ADMINISTRATION IN POLICY ABSENCE	Deleted: (MASC) Deleted: (W)
	<u>Kept Westwoods policy</u>	Deleted: CHD -> ADMINISTRATION IN POLICY ABSENCE (MASC)
	<u>Deleted in favor of CM</u>	Deleted: +CL -> ADMINISTRATIVE REPORTS (W)
CM	SCHOOL DISTRICT ANNUAL REPORT <u>Updated to reflect District practice.</u>	Deleted: Deleted: (MASC)
		Deleted: Note: *-Policy contains third person singular pronoun (he/she, his/her, him/her) – consider replacing with third person plural (they, their, them) +-Policy contains “school system” – consider replacing with “school district”

File: CA

ADMINISTRATION GOALS

The School Committee intends to employ qualified personnel to administer the school district 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. The Superintendent will establish channels 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 their area of operation.

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

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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 General Laws, Chapter 71, Section 59, 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 State Dept. of Elementary and Secondary Education and shall submit materials for the Committee's annual report to the (Mayor) Selectmen in sufficient time for printing in the annual report.

CROSS REFS.: → [CBA](#), Qualifications and Duties of Superintendent

LEGAL REFS.: → M.G.L. [71:59](#), [72:3](#)

SOURCE: Westwood

File: CB

SCHOOL SUPERINTENDENT

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Deleted: (Mayor)

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LEGAL REFS: M.G.L. [71:59](#), [72:3](#)

File: CBA

QUALIFICATIONS AND DUTIES OF SUPERINTENDENT
HOLD – TO BE UPDATED

POSITION TITLE: Superintendent of Schools

REPORTS TO: School Committee

QUALIFICATIONS:

1. Master's degree or better with a major in educational administration and supervision.
2. Minimum of five years of public school experience in supervision and administration.
3. A valid Superintendent's certificate as prescribed by the Commonwealth of Massachusetts.

GOAL: To lead the School Committee, staff, students and community in providing an optimum educational environment for public education.

GENERAL RESPONSIBILITIES:

1. General Duties: The Superintendent is the chief executive officer of the School Committee and the administrative head of the school system. The Superintendent:
 - a. Attends all School Committee meetings.
 - b. Administers the schools in conformity with Westwood School Committee policies, rules, procedures and laws of the Commonwealth of Massachusetts.
 - c. Is responsible for the administration and supervision of the school system and is the professional leader of the School Committee and teaching staff.
 - d. Prepares and presents to the School Committee information relative to proposed school policies; presents evaluation information as necessary.
 - e. Is responsible for long range curriculum development for the school system.
 - f. Serves as the leader in devising ways of keeping the public informed about the schools.

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2. Employment of Personnel: The Superintendent:
 - a. Recommends employment of all personnel.
 - b. Assigns, transfers and supervises all personnel.

1 of 3

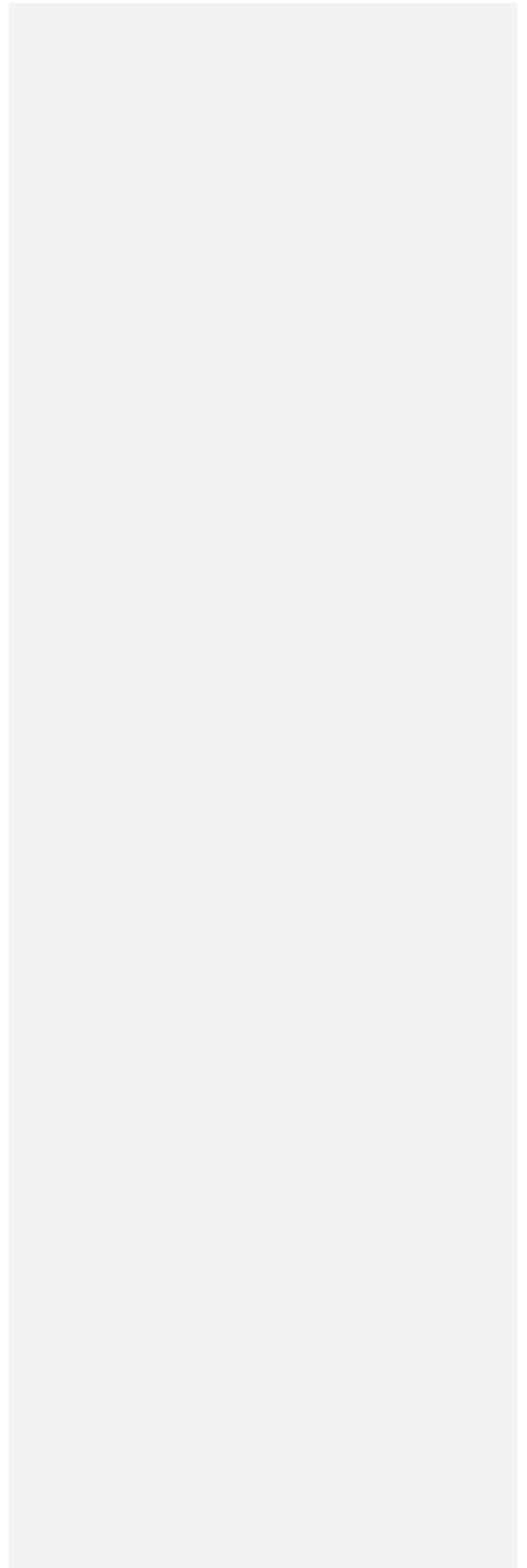
File: CBA

- c. Recommends employees for promotion, demotion, or transfer.
- d. Reports to the School Committee on staff evaluations, and serves as the final reviewing authority for the Committee.
- e. Recommends staff dismissals when necessary.

(NOTE: The Asst. Superintendent, when there is such, may appoint and discharge support staff, subject to School Committee approval.)

3. Adoption of Textbooks: The Superintendent:
 - a. Appoints committees to review textbooks and make recommendations, when so directed by the School Committee.
 - b. Purchase books; arranges for their distribution and care.
4. Preparation of Budget: The Superintendent:
 - a. Prepares the annual budget in cooperation with the Asst. Superintendent.
 - b. Submits the budget to the School Committee.
 - c. Administers the budget as approved.
5. Special Use of School Buildings: The Superintendent:
 - a. Prepares plan for use of buildings.
 - b. Receives applications and lets buildings in accordance with plans adopted by the School Committee.
6. Salary Schedule: The Superintendent:
 - a. Assigns salaries to teachers and other employees on basis of adopted salary schedules.
7. Supplies and Equipment: The Superintendent:
 - a. Recommends supplies needed on basis of their contribution to efficient operation of the school system and benefit to instructional program.
 - b. Makes purchases; arranges for use and care of supplies and equipment.

2 of 3



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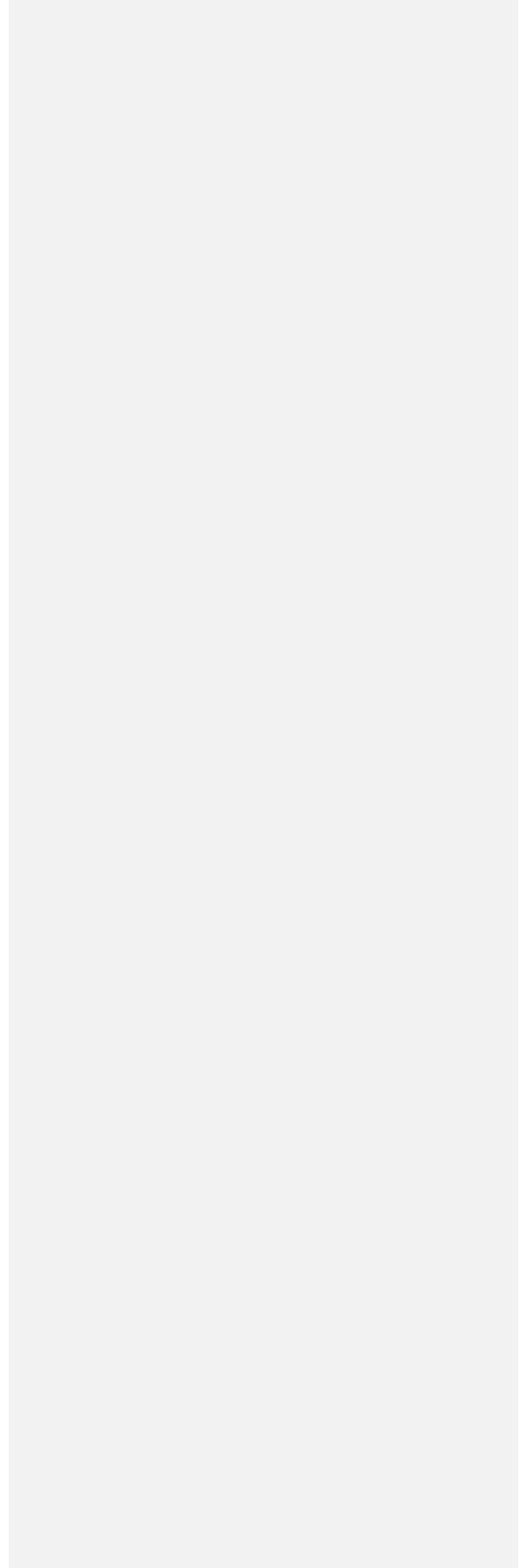
8. Course of Study: The Superintendent:
 - a. Recommends course of study.
 - b. Places course of study into action.
 - c. Recommends additions and changes as need arises.
 - d. Reports to the School Committee on progress and evaluation of course of study.

9. Miscellaneous Duties: The Superintendent:
 - a. Prepares an agenda for each School Committee meeting in cooperation with the School Committee Chairperson.
 - b. Develops in-service training programs and other suitable means for teacher improvement and education.
 - c. Prepares the school calendar for the ensuing school year for presentation to the Committee for its approval and adoption.
 - d. Attends such professional meetings as are necessary and important to continued professional growth, and for the improvement of the organization and administration of the schools, with approval of the School Committee.
 - e. Performs such other duties as the School Committee may determine.

Supersedes Policy CB of 1972

SOURCE: Westwood

3 of 3



File: CBD

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 protect the rights of both the Committee and the Superintendent. 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.

LEGAL REFS.: M.G.L. [71:41](#); [71:42](#)

NOTE: 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.

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The School Committee, upon the appointment of a candidate or upon re-appointment 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.

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SOURCE: Westwood

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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 their 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 goals 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 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.

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EVALUATION OF THE SUPERINTENDENT

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

Clarify for the Superintendent his/her role in the school system as seen by the School Committee.

Clarify for all School Committee members the role of the Superintendent in light of the job description for the position and performance goals and objectives as agreed upon by the Committee and the Superintendent.

Develop a harmonious working relationship between the Committee and the Superintendent.

Provide administrative leadership for the school system.

Identify strengths and areas to be developed in the Superintendent's performance.

The Westwood School Committee shall evaluate the performance of the Superintendent at least once a year in accordance with the contract provisions. The Superintendent's evaluation shall be put in writing and shall represent a majority opinion of the Committee.

SOURCE: Westwood

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LEGAL REF: M.G.L. 30A:18-25
603CMR35:00

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LINE AND STAFF RELATIONS

The Superintendent will establish clear understandings on the part of all personnel of the working relationships in the school system.

Lines of direct authority will be those approved by the Westwood School Committee and shown on the system's organizational chart.

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.

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 in addition to being avenues for a two-way flow of ideas.

SOURCE: Westwood

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 district.

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 district.

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SOURCE: MASC – Updated 2022

ADMINISTRATIVE COUNCILS, CABINETS, AND COMMITTEES

The Superintendent may establish such permanent or temporary councils, cabinets, and committees as ~~deemed~~ necessary for assuring staff participation in decision making, for implementing policies and ~~procedures~~ and for the improvement of the educational program.

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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 ~~School~~ 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 ~~their~~ 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.

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

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~~Source: MASC/Westwood~~

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POLICY IMPLEMENTATION

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

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The policies developed by the Committee and the **procedures** 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.

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

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SOURCE: Westwood

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DEVELOPMENT OF REGULATIONS

The Westwood School Committee delegates to the Superintendent the function of specifying required actions and designing the detailed arrangements under which the schools will be operated. These regulations and detailed arrangements will constitute the regulations governing the schools. They must be in every respect consistent with the policies adopted by the School Committee.

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.

The School Committee itself will formulate and adopt regulations only when required by law, or when the Superintendent recommends School Committee adoption in light of strong community attitudes and/or probable staff reaction.

SOURCE: Westwood

File: CHA/CHC

DEVELOPMENT AND DISSEMINATION OF PROCEDURES

The Superintendent will be responsible for specifying required actions and designing the detailed arrangements under which the school district 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 district 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. They must weigh with care the counsel given by representatives of staff, student, and community organizations. They will inform the Committee of such counsel in presenting pertinent reports of procedures and in presenting procedures for Committee approval.

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

It will be the responsibility of the Superintendent to see that the procedures developed to implement Committee policies and administer the school district are appropriately coded and included as procedures 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.

CROSS REF.: BDG, School Attorney

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REGULATIONS DISSEMINATION

It will be the responsibility of the Superintendent to see that the regulations 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 regulation concerning a particular group or groups in the schools will be distributed to the group(s) prior to the effective date of the regulation.

SOURCE: Westwood

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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.

LEGAL REFS.: → M.G.L. [71:37H](#)

SOURCE: Westwood

File: CHCA

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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 at the beginning of the next school year.

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Deleted: SOURCE: MASC – Updated 2022

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

CROSS REF.: BGD, School Committee Review of Procedures

File: CHD

ADMINISTRATION IN POLICY ABSENCE

In the absence of Westwood School Committee policy the Superintendent may take temporary action which would be in accord with the overall policy of the School Committee. However, the Superintendent will not be free to act when the action involves a duty of the School Committee which by law cannot be delegated.

In each case the Superintendent will present the matter to the School Committee for its consideration at its next meeting.

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ADMINISTRATION IN POLICY ABSENCE

When action must be taken within the school district 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.

SOURCE: MASC – Reviewed 2022

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ADMINISTRATIVE REPORTS

The School Committee will require reports from the Superintendent concerning conditions of efficiency and 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: Westwood

File: CM

SCHOOL DISTRICT ANNUAL REPORT

An annual report covering the diversified activities of the school district and the administration's recommendations for their improvement will be prepared by the Superintendent and presented to the School Committee [Chair](#). The report will be made available to the public and used as one means for informing the parents/guardians, citizens, and others of the programs and conditions of the [Westwood Public Schools](#).

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

Deleted: SOURCE: MASC – Updated 2022

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