

## ADMINISTRATION GOALS

The Milton School Committee employs qualified personnel to administer the school system efficiently. It expects 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 shall establish clear lines of communication, both vertically and horizontally, and shall form any staff councils or committees needed to provide for efficient conduct of school business. In such cases, each such group will be given particular, clear-cut responsibilities. Channels shall 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 shall balance responsibility with commensurate authority, subject to the reserved legal powers of the School Committee. This means that when a staff member is assigned a responsibility or a position, he or she shall be given the authority to make the decisions necessary to perform the assigned tasks.

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

CROSS REF: C-1 Administration Goals

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*Proposed reconsideration:*

## SCHOOL SUPERINTENDENT

### Organization

Within the human and financial resources provided by the School Committee, the Superintendent shall organize the school administration in the manner that will meet the goals of the school system.

### School Superintendent

The Superintendent of Schools shall:

1. Be the chief executive and educational officer to the School Committee and shall provide educational leadership to the Milton Public Schools;
2. Attend all School Committee meetings and have the right to speak on all matters at these meetings;
3. Be responsible for hiring all school principals and other personnel subject to law. The principals shall hire all building personnel as the needs of the Milton Public Schools change subject to law and collective bargaining agreements and approval of the Superintendent;
4. Have authority over the control, classification, and promotion of all personnel subject to law and collective bargaining agreements;
5. Be responsible for school budget preparation and presentations, and shall direct all purchases within the framework of the budget;
6. Prepare and present to the School Committee the annual report required under the Massachusetts General Laws;
7. Keep the School Committee informed as to building needs and shall recommend for the approval of the School Committee policies needed for the direction and control of the schools after meeting with the School Committee policy subcommittee;
8. Represent the School Committee in cooperative understandings with other community agencies;
9. Undertake continuing programs to inform the community of the objectives, plans, policies, programs and practices of the school system;
10. Have the authority to cancel or close school when he/she deems it necessary because of snowstorms or other unusual conditions; and
11. Take special care to keep the School Committee chairperson informed as to any departure from normal routine.

### Compensation and Benefits

The School Committee will set the salary of the Superintendent and determine what benefits the Superintendent shall receive in addition to those required by the Massachusetts General Laws.

REC'D: NESDE

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## **SUPERINTENDENT'S CONTRACT**

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

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.

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

CROSS REF: C-2 Superintendent's contract and individual employment contracts  
CCA Organizational Chart

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**SUPERINTENDENT PROFESSIONAL DEVELOPMENT OPPORTUNITIES**

The School Committee encourages the Superintendent to make every effort to stay abreast of educational trends and to seize opportunities for exploring new ideas and programs that may be used to advantage in the Milton Public Schools.

For the benefit of the entire school system, the School Committee encourages the Superintendent to set aside time each year to attend certain seminars and conferences and visit other school systems in which promising ideas are emerging.

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## **SUPERINTENDENT'S CONSULTING ACTIVITIES**

The Superintendent may undertake consultative work, speaking engagements, writing, lecturing or other professional duties and obligations, provided such activities do not interfere with the meeting of his/her responsibilities as Superintendent of Schools.

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## EVALUATION OF THE SUPERINTENDENT

Through annual evaluation of the Superintendent, the School Committee will strive to further four critical goals:

- Clarify for the Superintendent his or her role in the school system, as it is defined by the School Committee.
- Clarify for all Committee members the role of the Superintendent, his/her job description, and the immediate priorities among his/her responsibilities, as agreed upon by the Committee and the Superintendent.
- Develop harmonious working relationships between the School Committee and the Superintendent.
- Promote administrative leadership of the highest possible quality in the Milton Public Schools.

The Superintendent's evaluation shall be based upon two clearly defined sets of criteria: 1) standing goals, and 2) annual objectives. Both sets of criteria (defined below) shall be developed jointly by the School Committee and the Superintendent, and shall be used in the evaluation process according to the process defined below.

### Standing goals

The standing goals of the Superintendent include the following:

- Fostering a constructive relationship with the Committee.
- Building strong community relationships and partnerships.
- Developing effective relationships with and among Milton Public School's personnel.
- Providing educational vision and leadership.
- Ensuring that the school system is run efficiently and effectively.
- Exhibiting the personal qualities necessary for strong leadership, and for the enhancement of Milton and its public schools.

If revisions to these goals prove necessary, those revisions shall be guided by the standard policy revision process of the Committee.

### Annual objectives

The annual objectives of the Superintendent, intended to serve as practical means whereby the Superintendent carries out the standing goals listed above, shall be defined annually as an outgrowth of the review process. In response to the information generated by the review process, the Superintendent shall develop one or more specific objectives to make progress toward each of the standing goals. He/she shall present these objectives to the Committee at the first meeting following the conclusion of the evaluation process.

The Committee shall review the proposed objectives, make amendments to those objectives as necessary, while keeping the overall number of objectives within manageable bounds, and confirm its approval of those objectives by a majority vote of the Committee. Under no circumstances shall this collaborative process of objective setting serve as a substitute for the policymaking procedures of the Committee defined in policy BGA - Policy Development, policy BGB - Policy Adoption, and policy BGC - Policy Review and Revision.

These approved objectives shall then become part of the Superintendent's evaluation process for the following year.

The evaluation process

The evaluation process shall take place in the fall, at a time mutually agreeable to the School Committee Chair of the Committee and the Superintendent, but no later than November.

At least three (3) weeks in advance of a scheduled meeting of the Committee, the School Committee Chair shall circulate to all members of the Committee a copy of the observation form (CBI-E1), a copy of the previous year's annual objectives, and a copy of this policy.

Within one week, each member of the Committee shall complete the observation form and return it to the School Committee Chair.

The School Committee Chair shall compile key points from each observation form into a single report, which shall serve as the draft evaluation of the Superintendent. This draft shall be forwarded to the Superintendent. The School Committee Chair shall then meet with the Superintendent and discuss the draft evaluation, at which point the Superintendent may offer any comments on the accuracy and comprehensiveness of the evaluation. The School Committee Chair shall make any amendments to the evaluation that seems appropriate, based on the Superintendent's input.

This draft, including any such amendments, shall be considered the Committee's final evaluation of the Superintendent. The Superintendent shall be provided an advance copy (i.e., before public discussion) of this final evaluation, and may respond to this evaluation in writing. If he/she makes a written response, this response shall henceforth be considered an attachment to the evaluation.

The final evaluation shall be included in the Committee members' packets for the next regular meeting of the Committee. At that meeting, the School Committee Chair shall present the evaluation publicly, summarizing its overall findings. The Superintendent may offer any additional observations that he or she deems useful, and members of the Committee may offer constructive observations. Both the Committee and the Superintendent shall use this opportunity to look forward, and set objectives for the following year.

At the next regularly scheduled meeting of the Committee, the Superintendent shall present a formal set of annual objectives for review by the Committee, as described above.

CROSS REF: C-3 Evaluation of the Superintendent;  
BGA - Policy Development  
BGB - Policy Adoption  
BGC - Policy Review and Revision  
CBI-E1 Observation Form  
CBI-E2 Annual Objectives

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3. **Developing effective relationships with and among Milton Public School's personnel** *(for example, creating and sustaining open lines of communication with staff; encouraging the participation of staff members and groups in planning, implementing, and evaluating educational programs; developing high staff morale and loyalty to the school system; delegating authority to staff members commensurate to their positions; ensuring that personnel are treated fairly; recruiting, hiring, and retaining the best available people; establishing clear guidelines for the evaluation of faculty and administrators; creating collaborative and innovative relationships with counterparts in the collective bargaining process; etc.)*
  
4. **Providing educational vision and leadership** *(for example, implementing policies adapted by the Committee; understanding and keeping the Committee informed regarding all policy-level aspects of the instructional program; recognizing opportunities for improvements and initiating appropriate actions; inspiring others to achieve the highest professional standards; reviewing and, as necessary, revising curriculum; demonstrating the ability to make sound decisions, etc.)*
  
5. **Ensuring that the school system is run efficiently and effectively** *(for example, keeping informed of the equipment and supply needs of school programs and personnel; supervising school operations; insisting on and eliciting competent and efficient performance; involving staff in budget preparation and in the setting of priorities; determining that funds are spent wisely, and that adequate controls are maintained and accounting procedures followed; etc.)*



## ANNUAL OBJECTIVES

*(Please note: The Annual Objectives each year will have the school systems six (6) standing goals followed by one or more specific objectives that are derived from the Superintendent's evaluation from the preceding year.)*

**Goal: Fostering a constructive relationship with the School Committee.**

Objective:

Objective:

**Goal: Building strong community relationships and partnerships.**

Objective:

Objective:

**Goal: Developing effective relationships with and among Milton Public School's personnel.**

Objective:

Objective:

**Goal: Providing educational vision and leadership.**

Objective:

Objective:

**Goal: Ensuring that the school system is run efficiently and effectively.**

Objective:

Objective:

**Goal: Exhibiting the personal qualities necessary for strong leadership and for the enhancement of Milton and its public schools.**

Objective:

Objective:

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## ADMINISTRATIVE ORGANIZATIONAL PLAN

The Milton School Committee desires the administrative organizational structure of the school system to accommodate and enhance the attainment of the objectives set forth for the schools, particularly those relating to the educational program.

The legal authority of the School Committee is transmitted through the Superintendent along specific paths from person to person through the approved organizational structure.

The lines of the organizational chart represent direction of authority and responsibility and are not intended to restrict cooperation among staff members at all levels or the flow of ideas necessary in the decision-making processes.

The Superintendent shall be responsible for keeping the administrative structure of the school system up-to-date with the changes in goals, curriculum, instructional arrangements, and school services, and shall recommend revisions in the structure as necessary to the School Committee.

Staff organization shall be based upon a functional analysis of the services to be rendered by the Milton Public Schools. The organization of the school staff shall be unified and directed by the Superintendent of Schools

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*1<sup>st</sup> Reading: April 25, 2005*

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CCA

Add Organizational Chart here

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## LINE AND STAFF RELATIONS

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

Personnel are expected to refer matters requiring administrative action to the administrator to whom they are responsible. That administrator is expected to refer such matters to the next higher administrative authority when necessary. "Chain of command" issues shall be resolved through established lines of authority, School Committee policies, and/or collective bargaining agreements.

The Committee stresses that lines of authority are not intended to 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, these same lines represent avenues for a two-way flow of ideas to improve the program and operations of the school system.

CROSS REF: C-4 Line and staff relations

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## 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 shall 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 shall be defined by the Superintendent and may be changed at his/her discretion. However, the School Committee shall be informed of the establishment and dissolution of these groups, as well as their membership and their purpose. These councils, cabinets and committees will not need to adhere to the Open Meeting Law.

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

CROSS REF: C-5 Administrative councils, cabinets, and committees

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## SCHOOL COUNCILS

The School Committee believes that the school is the key unit for educational improvement and change and that successful school improvement is best accomplished through a school-based decision-making process. By involving those directly affected by any action or decision of the School Council in the process of determining that action or decision, it helps to strengthen the commitment to those decisions by those most affected by its implementation.

Under this policy, the Principal shall have the responsibility for the management of the school. Decisions that are made at the school level must be aligned with the budget, policies, curriculum, and long-range and short-range goals adopted by the School Committee. In addition, decisions must comply with any state and federal laws and regulations and with any negotiated agreements of the Milton Public Schools.

As enacted by the state legislature in the Education Reform Act of 1993, a School Council shall be established in each school to advise the Principal in specific areas of school operation. The Principal, except as specifically defined in the law, shall have the responsibility for defining the composition of, and forming the group, pursuant to a representative process approved by the Superintendent and School Committee.

The following guidelines define the role of the School Council.

The School Council shall meet regularly with the Principal of the school and shall:

1. Assist in the identification of the educational needs of the students attending the school;
2. Make recommendations for the development, implementation and assessment of the curriculum accommodation plan;
3. Assist in the review of the school building budget; and
4. Assist in the formulation of an annual School Improvement Plan.

In addition, the Principal of each school, in consultation with the School Council, shall on an annual basis submit for approval by the Superintendent a plan for improving student performance.

LEGAL REFS: M.G.L. 71:38Q, 71:59C

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## SCHOOL BUILDING ADMINISTRATION

Each Principal shall act as the chief administrative officer for his/her assigned school and grounds, subject to the supervision and direction of the Superintendent. The Principal shall be responsible for and shall have authority over the actions of students, professionals, and support staff employees, visitors, and persons hired to perform special tasks.

Subject to the approval of the Superintendent and limited by law and regulation, the Principal shall have authority over hiring and termination or other discipline of staff assigned to their school.

The Principal, serving as co-chairperson of the School Council shall solicit advice from the various constituencies within the school/community environment and provide the Superintendent with appropriate and pertinent information including but not limited to the annual School Improvement Plan, required student data, and other information.

Principals shall make every effort to attend all general meetings of the PTO. If they are unavailable due to hardship, the Assistant principal may attend as a delegate. Principals shall also attend subcommittee meetings of the PTO, as requested by the PTO following the guidelines above.

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## POLICY IMPLEMENTATION

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

The policies developed by the Committee, as well as the regulations developed to implement those policies, are designed to increase the effectiveness and efficiency of the school system. Consequently, it is expected that all Milton Public School employees and students shall abide by them.

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

Regulations are a key tool for formalizing these detailed arrangements, and are therefore one of the Superintendent's most important tasks. The Committee will not formally approve regulations except 1) as required by state law, or 2) when requested to do so by the Superintendent. The Committee may review the regulations developed by the Superintendent for the school system when they appear to be inconsistent with policy, goals, or objectives of the district. It will revise or veto such regulations, however, only when in the judgment of a majority of the Committee those regulations are inconsistent with policies adopted by the Committee.

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, and the public. He/She shall weigh with care the counsel given by representatives of staff, student, and community organizations. He/She shall inform the Committee of such counsel in presenting pertinent reports, and in presenting regulations for Committee approval.

CROSS REF: C-6 Policy implementation

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## APPROVAL OF HANDBOOKS AND DIRECTIVES

Massachusetts law specifies that in each school building containing the grades nine (9) to twelve (12) 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.

The School Committee policy is that a Student/Parent Handbook shall also be developed at all the Elementary Schools.

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 Milton Public Schools. Therefore, the Committee expects all handbooks to be approved prior to publication by the Superintendent *and the School Committee*.

In the event that the Superintendent wants the required standards of conduct for employees or students to be afforded policy status, he or she shall submit those standards to the Committee for approval, in conformance with the regular policy adoption or policy revision processes. The Superintendent shall use his/her judgment as to whether other specific handbooks need Committee approval; however, all handbooks published shall be available to the Committee for informational purposes.

The Milton School Committee expects the schools under its jurisdiction to be safe and secure places of learning. In keeping with that philosophy, it requires (absent any law to the contrary) that all student handbooks shall conform to the provisions of M.G.L. 71.37H and M.G.L. 71.37H ½.

LEGAL REF: M.G.L. 71:37H & 37H ½

CROSS REF: C-7 Approval of handbooks and directives

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**ADMINISTRATION IN THE ABSENCE OF POLICY**

In the absence of policies pertaining to a specific situation requiring immediate action, the Superintendent is authorized to take such actions as he/she deems necessary and appropriate. The Superintendent shall report such actions as soon as reasonably possible to the Chairman of the Committee, and subsequently make recommendations to the Committee for adopting appropriate policies to provide guidance in similar circumstances in the future.

CROSS REF: C-8 Administration in the absence of policy

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## TEMPORARY ADMINISTRATIVE ARRANGEMENTS

In the event the Superintendent is on temporary absence from duty, the Superintendent shall designate an Assistant Superintendent 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 school system for over twenty-four hours.

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

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

To ensure continuous administrative control within a school, each Principal shall name a staff member to be in charge in the event of his/ her absence. In buildings where an Assistant Principal is employed, he or she shall serve in the capacity of Acting Principal. All administrators shall maintain a log of absences in the administration offices.

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## ADMINISTRATIVE REPORTS

The School Committee shall require reports from the Superintendent concerning conditions of efficiency and needs of the schools.

School building administrators shall 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 shall 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 shall make accurate and prompt return on scheduled dates of all statistical and other information required.

In addition, the Superintendent shall provide the School Committee with copies of all reports and written communication relative the New England Association of Schools and Colleges (NEAS&C) accreditation process for informational purposes.

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## SCHOOL DISTRICT ANNUAL REPORT

An annual report covering the diversified activities of the school system and the administration's recommendations for their improvement shall be prepared by the Superintendent and presented to the School Committee prior to December 1. Upon Committee approval, the report shall be made available to the public (through the annual Town Report) and used as one means for informing parents and citizens, the Commissioner of Education, and others of the programs and conditions of the town's public schools.

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

CROSS REF: C-9 School district annual report

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