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**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 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 his/her area of operation.

The goal of school administration is the successful implementation of the policies set by the School Committee. To attain this goal, the Superintendent shall:

1. Establish procedures which provide for effective and economical execution of School Committee policies.
2. Assign duties and responsibilities to the school staff as required to implement procedures.
3. Assist and advise the school staff in the exercise of their duties and responsibilities.
4. Budget and employ available resources effectively and economically.
5. Keep the School Committee informed on all matters concerning policy and budget.

## **SCHOOL SUPERINTENDENT**

The Hanover School Committee shall appoint a Superintendent of Schools who will implement its policy.

The Superintendent of Schools shall be:

- a) The chief executive officer of the Hanover Schools
- b) The educational advisor to and executive agent of the School Committee
- c) Responsible for providing educational leadership and for developing and maintaining the best possible educational program and services
- d) Responsible for developing and recommending to the School Committee plans to further educational excellence and for informing the School Committee regarding progress and problems in the public school system
- e) In attendance at all School Committee meetings and participate in all School Committee deliberations, except when he/she has delegated this responsibility to a subordinate for reasons acceptable to the Chairperson of the School Committee and when matters pertaining to his/her own employment are under consideration
- f) Responsible for preparing the agenda for meetings of the School Committee in conjunction with the Chairperson and for its circulation in advance of meetings
- g) The advisor to the schools on policies and procedures that the School Committee takes under consideration, and take the initiative in presenting to the School Committee policy, planning and methodological issues for its attention
- h) Responsible for providing the School Committee with the information and data required in order for it to make valid and informed decisions.
- i) Responsible for overseeing and coordinating all public relations for the Hanover School Department.

The Superintendent, together with other selected members of the professional staff when appropriate, shall represent the profession of education in the School Committee's deliberations.

LEGAL REF.: M.G.L. 71:59; 72:3

## **SUPERINTENDENT'S CONTRACT, COMPENSATION AND BENEFITS**

The Committee, upon the selection 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.

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

Compensation and benefits for any additional administrative personnel shall be negotiated by the Superintendent and presented to the School Committee.

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

## **CONFLICT OF INTEREST**

School Committee members are expected to avoid a conflict of interest in any matter pending before the Board. A conflict of interest is determined to exist when a member is confronted with an issue in which the member has a personal or pecuniary interest or an issue or circumstance that could render the member unable to devote complete loyalty and singleness of purpose to the public interest.

In the event of a conflict of interest, a School Committee member shall absent him/herself without comment from not only the vote under consideration but also any deliberations leading to a vote.

## **NEPOTISM**

A School Committee member, or any member of his/her family, shall not have any direct or indirect pecuniary interest in or contract with the school district, nor shall he/she furnish directly any labor, equipment or supplies to the district. No member of the School Committee shall be employed as an employee in any public school within the district, regardless of the remuneration or the number of hours worked. The Hanover School Department shall not hire, in any capacity, a member of the immediate family of a School Committee member, the Superintendent, or any member of the administrative team of the school system.

The Superintendent, or any member of the administrative staff, shall not use his/her position to obtain employment for him/her, family members, or close associates.

## **EVALUATION OF THE SUPERINTENDENT**

The Hanover School Committee acknowledges that an annual evaluation of the Superintendent's performance as the Committee's executive officer and as the administrator of the public school system is a key task for the Committee. The School Committee will be responsible for evaluating the Superintendent annually by completing and submitting an evaluation form with the timeline established by the Hanover School Committee on April 29, 2015, which specifies that the superintendent summary evaluation be presented two meetings prior to the annual town election. The Chairman (or his/her designee) will compile and present a composite public evaluation to the Superintendent in accordance with DESE requirements and procedures established by the Committee.

The Superintendent will present written goals and objectives to the School Committee prior to September 1 of each fiscal year for Committee review and acceptance and/or modification. The Superintendent's performance will be reviewed in accordance with these specified goals and standards established by the DESE. Additional objectives may be established at intervals agreed upon with the Superintendent.

## **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.



## **ADMINISTRATIVE PERSONNEL**

The Superintendent shall advise the School Committee of the needs for administrative personnel and the School Committee shall determine the fiscal viability of such administrative positions.

The appointment of personnel to fill administrative positions shall be made by the Superintendent. The Superintendent will keep the School Committee informed of all appointments.

## **EVALUATION OF ADMINISTRATORS**

Prior to June 30 of each year the Superintendent or the immediate supervisor shall evaluate, in writing, each administrator's performance. Such evaluation shall include an assessment of the success in attaining the objectives set for the past year and a formulation of objectives for the ensuing year.

## **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. 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.

## **SITE-BASED MANAGEMENT**

The Hanover 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 primary responsibility for the management of the school. Decisions which are made at the school level must be aligned with the system wide budget, policies, curriculum, mission, vision, and long-range and short-range goals adopted by the School Committee and approved by the Superintendent. In addition, decisions must comply with any state and federal laws and regulations and with any negotiated agreements of the Hanover Schools and approved by the Superintendent.

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. (See Procedures for Membership Composition and Selection, Conduct of Business, Duties and Responsibilities.)

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

1. Adoption of educational goals for the school that are consistent with state and local policies and standards.
2. Identification of the educational needs of the students attending the school
3. Review of the school building budget.
4. Formulation of a school improvement plan (see Procedures) that may be implemented only after review and approval of the Superintendent and the School Committee.
5. Review of the school handbook.
6. Review of schools' professional development plan.

LEGAL REFS...: MGL 71:38Q, 71:59C

CROSS REFS.; BDFA, School Councils

## **POLICY IMPLEMENTATION**

The Superintendent has responsibility for carrying out, through regulations, 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 district 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 procedures and for seeing that they are implemented in the spirit intended.

## **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 procedures 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 procedures be given Committee approval, or the Superintendent recommends Committee approval in light of strong community attitudes or probable staff reactions.

## **SCHOOL COMMITTEE REVIEW OF PROCEDURES**

It is expected that the Superintendent and administrative staff will need to issue procedures 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 procedures 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 procedure 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.

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

## **PROCEDURE 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 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.



## **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 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 to be approved prior to publication by the Committee and 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

## **ADMINISTRATION IN POLICY ABSENCE**

In the absence of policy the Superintendent is authorized to take action as he/she deems appropriate. He/she is responsible for reporting such action to the School Committee and recommending a related policy for future action if the School Committee so desires.

## **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.

## **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

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