

**SECTION C**  
**GENERAL SCHOOL ADMINISTRATION**

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**File: CA**

## **ADMINISTRATION GOALS**

The School Committee seeks to employ qualified personnel to administer the school system efficiently. The School Committee further requires that the Superintendent organize the administration in a manner that clearly defines the functions and interrelationships of each position.

The Superintendent shall establish clear lines of communication, both vertically and horizontally, and will form any staff councils or committees needed to efficiently conduct school business. These groups shall be given specific responsibilities, and communication channels will be established to ensure that their recommendations and decisions are heard and reviewed by the relevant administrative officers, and, where appropriate, by the Superintendent and School Committee.

The school administration shall balance responsibility with commensurate authority, subject to the reserved legal powers of the School Committee. Thus, when a staff member is assigned a responsibility or a position, they will be given the authority to make the decisions necessary to perform the assigned tasks.

Each administrative officer will be responsible and accountable for reviewing a professional development plan for all staff assigned to his/her area of operation.

Approved:

Reviewed:

Revised:

**File: CB****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 Selectmen in sufficient time for printing in the annual report.

LEGAL REFS:       M.G.L. 71:59, 72:3

Approved:

Reviewed:

Revised:

## DUTIES OF SUPERINTENDENT

The Superintendent shall be the executive officer of the School Committee, and under its direction and control, shall administer the public schools of the town, having authority over all employees of the school department. In all matters where his/her duties are not definitely prescribed, he/she shall exercise discretion, subject to the approval of the Committee. The Superintendent will be accountable for the management of the school system and shall be responsible for publishing and implementing policies and for student and teacher conduct. Specific duties and responsibilities are set forth under policy CBCA.

**1. Appointment of School Department Personnel:** The Superintendent shall appoint all employees of the school department except those mandated by the Education Reform Act to be appointed by the School Committee. The Superintendent shall have authority to fill vacancies caused by temporary illness or necessary absence of teachers or other employees, and, when necessary, provide temporary teachers or other employees until a regular teacher or other employee is appointed. Any employee may be discharged or suspended for cause.

The Superintendent shall appoint principals for each public school within the district at levels of compensation determined by the School Committee. Upon the recommendation of the Superintendent, the School Committee may also establish and appoint the positions of Assistant or Associate Superintendent, Business Administrator and school nurses. These positions shall report to the Superintendent, and the School Committee will determine their compensation.

**2. Fiscal Responsibilities:** The Superintendent shall act as the agent of the Committee in the purchase and distribution of supplies in accordance with the School Committee's voted budget. Additional extraordinary repairs, equipment and supplies shall be ordered only after the Committee has so voted.

The Superintendent shall keep a full and accurate account of all receipts and disbursements and shall furnish a statement of these to the Committee upon request.

The Superintendent shall prepare for the Committee the annual returns as required by law, and transmit them, after being duly signed, to the State Department of Elementary and Secondary Education.

At the end of each fiscal year, he/she shall prepare and present to the Committee for publication a report on the state of the schools for the preceding year, together with appropriate recommendations for improvements..

**3. Student Instruction and Discipline:** He/she shall have power and authority to assign pupils to their respective classes.

He/she shall have authority to suspend from school any pupil whose conduct or character is detrimental to the good order of the school, or whose parents willfully neglect or refuse to cooperate with the Superintendent or teachers in carrying out the Procedures of the schools. Such suspension is to be immediately reported to the parents or guardian of the pupil.

**4. Student Needs** The Superintendent and his/her administrators are responsible for balancing a child's needs when those needs fall into different administrative areas; *e.g.*, guidance, health, home instruction, special class, attendance, remedial reading. The focus should be on the aggregate benefit to the child, not on the particular interests of any single department or individual administrator.

**5. Instructional Assignments:** The Superintendent shall be responsible for assigning teachers and supervisors their days at various buildings, and any special duties or responsibilities. He/she may delegate this responsibility to the principals when appropriate.

**File: CBC**

**6. Professional Development:** Requests by principals, department heads, special teachers, and classroom teachers to attend conferences, conventions, seminars, workshops, and other educational meetings within the Commonwealth of Massachusetts shall be reviewed and granted as determined by the Superintendent of Schools. Similar requests to attend meetings outside of the Commonwealth shall be approved by the School Committee.

**7. School Committee Meetings and Communication:** The Superintendent shall attend all meetings of the School Committee, except when his/her election or salary is under discussion. He/she may express an opinion on any topic under discussion.

All votes and directions of the Committee affecting pupils, teachers or parents shall be communicated through the Superintendent.

**8. School Department Meetings and Communication:** The Superintendent shall call meetings of supervisors, principals, teachers, custodians or other employees when he/she deems necessary to better communicate descriptions their respective duties, to discuss methods of teaching and systems of school government, to secure uniformity in the instruction and discipline of the schools and to improve communication within the school community.

**9. School Closing:** In case of stormy weather, the Superintendent may suspend school and shall have authority to close any school whenever, in his/her judgment, conditions endanger the health or safety of the pupils.

**10. Other Responsibilities:** The Superintendent shall be responsible for prohibiting the use of tobacco in or on school building, grounds and school buses; filing reports with police, DSS and School Committee on the possession of weapons or controlled substances; recommending to the school Committee performance standards and professional development plans for all employees; and maintaining records on all students and staff based on parameters established by the Department of Education. Annual reports of these records will be filed with the Department of Education.

Approved:

Reviewed:

Revised:

**QUALIFICATIONS AND DUTIES OF SUPERINTENDENT  
(JOB DESCRIPTION)**

<b>TITLE:</b>	Superintendent of Schools
<b>QUALIFICATIONS:</b>	<ol style="list-style-type: none"> <li>1. Certification or certifiable as a Superintendent of Schools in Massachusetts.</li> <li>2. Master's degree required: Doctorate desirable</li> <li>3. Extensive and successful experience in teaching and school administration.</li> </ol>
<b>REPORTS TO:</b>	School Committee
<b>SUPERVISES:</b>	All School Department personnel.
<b>PRINCIPAL ACCOUNTABILITIES:</b>	<ol style="list-style-type: none"> <li>1. Acts as the executive Officer of the School Committee. Under the School Committee's general direction, has the care and supervision of the public schools of Canton, assists the Committee in keeping its records and accounts and in making such reports as are required by law.</li> <li>2. Leads, directs, works with and mentors administrators, teachers and supportive personnel so as to promote the highest standards of performance, to the end that each student may be provided with the best possible educational foundation for achieving his or her subsequent learning, life and career aspirations.</li> <li>3. Oversees and administers resources of the school system - human, material, and financial - efficiently and effectively, and with respect to the use of those resources sets priorities and make choices which are consistent with the educational philosophy and goals of the system.</li> <li>4. Together with the Canton School Committee, meets and works with parent and community organizations and individuals to engender mutual understanding and cooperation, and to promote public confidence and support for the mission and operation of the school system.</li> </ol>

**SPECIFIC DUTIES AND RESPONSIBILITIES**

- Attends and participates in all School Committee meetings. Prepares School Committee meeting agendas, in consultation with the School Committee Chair.
- Prepares and submits to the School Committee recommendations relating to all matters requiring Committee action, placing before the Committee any information needed to ensure informed decision making.

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- Formulates school objectives, policies, plans, and programs for consideration by the School Committee.
- Affirms that the Committee's policies and all decisions reached at Committee meetings, are carried out.
- Keeps the Committee advised on school programs, activities, achievements and problems.
- Meets regularly with, and provides direction to central office administrators, principals, and other key school department staff members.
- Directs the preparation of the annual school budget, sets priorities, and recommends the budget to the School Committee. Subsequently administers the Committee - approved version of the budget.
- Recommends for appointment all employees of the school department. Assigns and transfers personnel, keeping the School Committee informed. When necessary, recommends the dismissal of employees to the Committee.
- Participates in collective bargaining negotiations as needed, and advises the School Committee with respect to collective bargaining issues. Represents the School Committee at arbitrations or other contract-related hearings.
- Works cooperatively with staff, parents, and other community members to encourage openness and good communications, to maintain a continuing dialogue on the schools' successes and problems, to make long-range plans, and to develop informed support for the system.
- Acts as the official spokesman for the school system at staff and parents meetings, and at meetings with other town boards, associations or groups.

**PERFORMANCE RESPONSIBILITIES:****A. General**

1. As chief school executive, administers development and maintenance of a positive educational program designed to meet the needs of the community and to carry out the policies of the School Committee.
2. Serves as ex officio member of committees set up by the School Committee,
3. Prepares and submits to the Committee recommendations relative to all matters requiring Committee action, placing before the School Committee such, information as is needed to provide guidance.
4. Acts on own discretion in any matter not covered by School Committee policy, reports such action to the School Committee as soon as practicable and recommends policy in order to provide guidance in the future.
5. Reports to the School Committee such matters as deemed material to the understanding and proper management of the schools, or as the Committee may request.
6. Implements and communicates School Committee policy to school employees and students.
7. Delegates at own discretion duties and powers to other employees of the schools as appropriate for efficient management, knowing that such delegation does not relieve the Superintendent of final responsibility for the action taken.
8. Communicates to employees all actions of the Committee relating to personnel matters; and receives from employees all communications to be made to the Committee.
9. Assists staff negotiations with professional and nonprofessional personnel.
10. Holds such meetings of teachers and other employees as necessary for the discussion of matters concerning the improvement and welfare of the schools.
11. Files, or causes to be filed, all reports by the state and the school code.

**File: CBCA**

12. Recommends the establishment of transportation/attendance districts for each school in the interest of good administration of the instructional program, and approves the special transfer of students from one neighboring system to another when conditions warrant such actions.
13. Make recommendations to the Committee concerning the transportation of pupils in accordance with the law and the requirements of safety.
14. Recommends the location and size of new school sites and buildings; additions to existing sites; plans for new school buildings; all appropriations for sites and buildings on school sites; the plans for new school buildings. Recommends all appropriations for sites, buildings, improvements, alterations, and equipment for the system.
15. Attends such conventions and conferences as are necessary to keep abreast of latest educational trends.
16. Performs such other tasks as may from time to time be assigned by the Committee.

**B. Curriculum**

1. Oversees, in conjunction with the Director of Curriculum and Instruction, all courses of study, curriculum guides, and major changes in texts and time schedules to be used in the schools
2. Reviews and revises, together with the staff, the development and revision of all curriculum guides and courses of study, on a continuing basis.

**C. Personnel**

1. Approve recommendations of personnel for employment qualified and competent teachers, supervisory and administrative personnel.
2. Assigns and transfers employees as the interest of the system may dictate, and reports such action to the Committee for information and record.
3. Suspends any employee for just cause, and reports such suspension to the Committee at the next meeting thereafter for final action.
4. Recommends to the Committee for final action the promotion, salary changes, demotion or dismissal of employees as appropriate under Education Reform.
5. Maintains directly or through delegation such personnel records, pupil, business, and other records that are required by law and by Committee policy.

**D. Financial/Business Operations**

1. Directs the preparation of the annual budget by the Director of Business for adoption by the Committee and oversees the administration of the budget as enacted by the Committee.
2. Establishes and maintains efficient procedures and effective controls for all expenditures of school funds in accordance with the adopted budget, subject to the direction and approval of the Committee.
3. Recommends to the Committee sales of all property no longer required by the Committee, and supervises the proper execution of such sales.

**E. Legal, Policy, Procedural**

1. Advises the Committee in the need for new or revised policies and sees that all policies of the Committee be implemented.
2. Supervises the effective carrying out of all constitutional or statutory laws, state and charger Procedures, and Committee policies.
3. Submits to the Committee a clear and detailed explanation of any proposal that would either depart from established policy or obligate the expenditure of substantial sums.

**File: CBCA**

F. Community Relations

1. Represents the system in its dealings with other school systems, institutions, agencies and community organizations.
2. Represents the Committee as liaison between the school system and the community.
3. Establishes and maintains public relations to keep the community well informed of the activities and needs of the school system.
4. Keeps the public informed about modern educational practices, educational trends, and the policies, practices and problems in the system's schools.
5. Confers periodically with professional and lay groups concerning the school program and transmits to the Committee suggestions gained from such conferences.

Approved:

Reviewed:

Revised:

**File: CBI**

## **EVALUATION OF THE SUPERINTENDENT**

The School Committee shall provide objective assessment of the performance of the Superintendent in

1. Clarify for the Superintendent his/her role in the school system as seen by the School Committee.
2. Clarify for all Committee members the role of the Superintendent in light of his/her job description and the immediate priorities among his/her responsibilities as agreed upon by the Committee and the Superintendent.
3. Develop harmonious working relationships between the School Committee and Superintendent.
4. Provide administrative leadership of excellence for the school system.

Through the evaluation, the School Committee will set forth performance objectives for the Superintendent shall be based on the needs of the school system, and the Superintendent's performance will be reviewed in accordance with these objectives. Any additional objectives will be established as agreed upon with the Superintendent.

Approved:

Reviewed:

Revised:

**File: CCB**

## **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.

Approved:

Reviewed:

Revised:

**File: CE**

## **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.

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 purpose and membership .

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.

Approved:

Reviewed:

Revised:

**File: CH**

## **POLICY IMPLEMENTATION**

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

The policies developed by the School Committee and the procedures and regulations developed to implement policy are designed to increase the effectiveness and efficiency of the school system. Consequently, it is expected that all Canton Public Schools 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 ensuring that policies and Procedures are implemented.

Approved:

Reviewed:

Revised:

**File: CHA**

## **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.

Approved:

Reviewed:

Revised:

**File: CHC**

## **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 procedures 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.

Approved:

Reviewed:

Revised:

**File: CHD**

## **ADMINISTRATION IN POLICY ABSENCE**

### DECISIONS IN ABSENCE OF COMMITTEE POLICY

Situations arise within the schools where the Committee has not provided guides for administrative action. On these occasions, the Superintendent shall have power to act, subject to review by the School Committee, at a special or regular meeting. It shall be the duty of the Superintendent of Schools to inform the School Committee promptly of any such action and the need for a statement of policy.

Approved:

Reviewed:

Revised:

**File: CL**

## **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.

Approved:  
Reviewed:  
Revised:

**File: CM**

## **SCHOOL DISTRICT ANNUAL REPORT**

An annual report covering the diverse 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. 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 condition of the town's public schools. This includes the District Report Card, NCLB report Cards etc.

Established by law and Committee policy

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

Approved:

Reviewed:

Revised: