



Town of Littleton School Committee

33 Shattuck St. * P.O. Box 1486 * Littleton, MA 01460-4486 * Phone: (978) 540-2500 * Fax: (978) 486-9581 * Website: www.littletonps.org

MATTHEW HUNT, Vice Chair
DARYL BAKER, Member

MIKE FONTANELLA, Chair

ERICA PODGORN, Secretary
JENNIFER WILSON, Member

**The Littleton School Committee will meet at the
Littleton Police Department Community Room
500 Great Road
Thursday, February 6, 2020**

Our mission is to foster a community of learners who strive for excellence and prepare each student to be a successful, contributing citizen in a global society.

**** *A G E N D A* * ***

7:00 I. ORGANIZATION

- 1. Call to Order**
- 2. Pledge of Allegiance**
- 3. Consent Agenda**
 - Minutes – January 23, 2020**
 - Oath to Bills -
and Payroll**

7:05 II. INTERESTED CITIZENS

7:10 III. RECOGNITION

- 1. Student Representative(s) Report:** *Student Representative(s), Kriti Sharma and/or Madelyn O'Meara will give a report of events for each school.*
- 2. The Great Kindness Challenge:** *Superintendent Kelly Clenchy will recognize High School Special Education teachers Jennifer Feudo and Tracy Turner for their organization of The Great Kindness Challenge throughout the district. Building Principals will highlight The Great Kindness Challenges and acts of kindness within their buildings during the challenge week.*
- 3. Shaker Lane Elementary School Shakey's Imagatorium Grant Request:** *Superintendent Kelly Clenchy will recognize the Grant approval from the LELWD for a laser cutter for Shaker Lane.*

It is the policy of the Littleton Public Schools not to discriminate on the basis of race, gender, religion, national origin, color, homelessness, sexual orientation, gender identity age or disability in its educational programs, services, activities or employment practices. Further information may be obtained by contacting Justine Muir, District Equity Coordinator at 978-540-2500, jmuir@littletonps.org or 33 Shattuck Street, P.O. Box 1486, Littleton, MA 01460.

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7:20 IV. PRESENTATION

1. **History/Social Studies Curriculum Alignment update:** Grade 6-12 *History Curriculum Coordinator, Susan Harvey will give an update on the grades 8-12 history courses alignment to the updated MA History and Social Sciences Framework.*
2. **Student Opportunity Act:** *Interim Director of Curriculum, Beth Steele will give a presentation on the Student Opportunity Act.*

7:50 V. INTERESTED CITIZENS

7:55 VI. SUBCOMMITTEE REPORTS

1. **PMBC**
2. **Budget Subcommittee:**
3. **Policy Subcommittee: (see LPS website to view all policies)**
<http://www.littletonps.org/school-committee/school-committee-policies>

Motion for the Second Reading of the following modified Policy:

ADC – Use of Tobacco Products on School Property

Motion for the Second Reading of Reviewed Policies: AA, AB, AC, ACA, ACE, AFC, CA, CAA, CBD, CBI, CE, CH, CL, DA, DB, DBJ, DGA, DI, DIE, DJ, DK, DKC, FA, FBF, FCB, LA, LB, and LDA.

<u>SCHOOL COMMITTEE PACKET FOR REVIEW</u>	
AA	School District Legal Status
AB	The People and Their School District
AC	Nondiscrimination
ACA	Nondiscrimination on the Basis of Sex
ACE	Nondiscrimination on the Basis of Handicap/Disability
AFC	Finance Committee Appointments
CA	Administration Goals
CAA	Annual Operational Plans/Objectives
CBD	Superintendent’s Contract
CBI	Evaluation of the Superintendent
CE	Administration Councils, Cabinets and Committees
CH	Policy Implementation
CL	Administrative Reports
DA	Fiscal Management Goals/Priority Objectives
DB	Annual Budget
DBJ	Budget Transfer Authority
DGA	Authorized Signatures
DI	Fiscal Accounting and Reporting
DIE	Audits
DJ	Purchasing
DK	Payment Procedures
DKC	Expense Reimbursements
FA	Facilities Development Goals
FBF	Naming School Department Facilities
FCB	Retirement of Facilities
LA	Education Agency Relations Goals
LB	Relations with Other Schools and School Districts
LDA	Student Teaching, Internships, Research Partnerships

8:00 VII. ADJOURNMENT/EXECUTIVE SESSION

Motion to move into Executive Session for the purpose of contract negotiations with no intention to return to Open Session.

**NEXT MEETING DATE
 March 5, 2020
 Littleton Police Department Community Room
 500 Great Road**

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SCHOOL COMMITTEE MINUTES January 23, 2020 7:00 PM

PRESENT: Mike Fontanella
Matthew Hunt
Daryl Baker
Jennifer Wilson

ALSO PRESENT: Kelly Clenchy
Steve Mark
Bettina Corrow
Kriti Sharma (7:52PM)

NOT PRESENT:

CALL TO ORDER

Mike Fontanella called the meeting to order at 7:02p.m.

On a motion by Daryl Baker, and seconded by Jennifer Wilson, it was voted to approve the Jan. 9, 2020 consent agenda as presented. (AYE: Unanimous). Motion carried.

INTERESTED CITIZENS

None

RECOGNITION

1. Kriti Sharma gave a brief overview of the activities taking place at the schools.
2. **ExxonMobil Educational Alliance Program:** Dr. Clenchy recognized that Littleton High School has received a \$500.00 grant from the ExxonMobil Educational Alliance program to support the School's STEM programs.
3. **The Mighty Oak Fund Donation:** Steve Mark expressed appreciation for the donation from the Mighty Oak Fund in the amount of \$6,800.00. The money will be used towards a new sound system at LHS Gym.

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35
36 **OLD BUSINESS**

- 37 1. Mike Fontanella asked the School Committee for a motion on the LYBS lighting and advertisement
38 signage at the Shaker Lane Field after their presentation earlier that evening.

39
40 On a motion by Daryl Baker, and seconded by Matthew Hunt, it was voted to approve the LYBS Field
41 Lighting & Scoreboard with PMBC oversight and lead in conducting the project on behalf of the town
42 and school committee. (AYE: Unanimous). Motion carried.

43
44 On a motion by Daryl Baker, and seconded by Matthew Hunt, it was voted to grant LYBS a one-year
45 approval of advertisement signage for the Spring and Fall softball and baseball season as presented.
46 (AYE: Unanimous). Motion carried.

- 47
48 2. **2020-2021 School Calendar** - Superintendent Clenchy presented a second reading of the proposed 2020-
49 2021 School Calendar.

50
51 On a motion by Daryl Baker, and seconded by Matthew Hunt, it was voted to approve 2020-2021
52 School Calendar as presented. (AYE: Unanimous). Motion carried.

53
54 **PRESENTATION**

- 55 1. **PreK Presentation:** Shaker Lane Principal Michelle Kane, Director of Pupil Personnel Services,
56 Justine Muir and Dr. Linda Warren gave a brief presentation on the Shaker Lane Elementary School
57 Preschool Program.

58 **Inclusion in Preschool**

59 Inclusion in preschool/early childhood programs refers to:

- 60 ● including children with disabilities in early childhood programs together with their peers without
61 disabilities.
62 ● holding high expectations and intentionally promoting participation in all learning and social activities
63 facilitated by individualized accommodations.
64 ● and using evidence-based services and supports to foster their development in the areas of cognitive,
65 language, communication, physical, behavioral, and social-emotional, as well as fostering friendships with
66 peers, and sense of belonging.

67 This applies to all young children with disabilities, from those with the mildest disabilities, to those with
68 the most significant disabilities.

69
70 **Program Review Timeline**

71 **June**

- 72 ● Established priorities for 2019-2020 school year

73 **September - December**

- 74 ● Staff discussions
75 ● Review of local preschools
76 ● Site visits and meetings with local preschools
77 ○ NMRSD Integrated Preschool Program
78 ○ Preschool at Hanscom

79 **December - February** (ongoing)

- 80 ● Early Childhood Associates (ECA) Program Evaluation
81 ○ Dr. Linda Warren,
82 ■ Katie Miksis
83 ■ Lisa Sullivan
84 ● Process
85 ○ Classroom and Therapy Observations
86 ○ IEP Meeting Observation
87 ○ File and Document Review
88 ○ Interviews and Surveys
89
90

91
92 **Evaluation Findings Highlights**

- 93 ● Increase **inclusive practices** including a co-teaching embedded therapy model.
94 ● Allocate staff to implement **targeted instruction** in small group settings to support students with more
95 significant needs.
96 ● Increase time for staff to engage in **collaboratively planning**.
97 ● Restructure **service options** including hours of operation, schedules, and classroom environment
98 features.
99 ● Improve the **child assessment** and **IEP** development processes.

100
101 **Proposed Programming**

- 102 ● Additional day for 2 preschool teachers
103 ● 2 Four-Day Morning Preschool Programs (3-year-old)
104 ● 2 Four-Day Afternoon Preschool Programs (4-year-old)
105 ● Four-day Full-day Preschool Program (mixed age)
106 ● Five-day Full-day Preschool Program (4-year-old)
107 ○ 2020-2021 only
108 ○ 2021-2022 will become four-day full-day
109

110 **Program Changes**

111 5th Day

- 112 ● Playgroup from 9-11AM
113 ● Targeted Instruction Group (Smaller group for 2-hour services)
114 ● Kid Talk &/OR Assessment
115 ● Collaborative, Co-Teaching and Embedded Classroom-Based Therapy Planning
116

117 **Tuition Rates & Changes**

118 Four-Day Afternoon Program - Tuition remains \$2,750

119 Five-Day Full-Day Program - Tuition remains \$5,750

120 Four-Day Morning Preschool Program

- 121 ● Additional day
122 ● \$3,000 (increase of \$500)

123 Four-Day Full-Day Preschool Program - \$5,500
124

125 On a motion by Daryl Baker, and seconded by Jennifer Wilson, it was voted to approve and support
126 the proposed preschool tuition rate increase as itemized in the presentation and presented. (AYE:
127 Unanimous). Motion carried.
128

- 129 2. Steve Mark presented a brief overview of the financial statement year to date. An overview was included in
130 the packet.
131

132 **INTERESTED CITIZENS**

133 None
134

135 **SUBCOMMITTEE REPORTS**

- 136 1. PMBC: None
137
138 2. Budget Subcommittee: Scheduled meeting with Finance and Board of Selectmen next Saturday.
139
140 3. Safety and Security: None
141
142 4. Policy Subcommittee:

143
144 First Reading of the following modified Policy: ADC – Use of Tobacco Products on School Property
145
146

147
148 On a motion by Daryl Baker, and seconded by Jennifer Wilson, it was voted to accept the first reading of
149 the following policy ADC as modified, reviewed and presented. (AYE: Unanimous). Motion carried.
150

151 First Reading of Reviewed Policies: AA, AB, AC, ACA, ACE, AFC, CA, CAA, CBD, CBI, CE, CH, CL,
152 DA, DB, DBJ, DGA, DI, DIE, DJ, DK, DKC, FA, FBF, FCB, LA, LB, and LDA.
153

154 First Reading of the following reviewed Policies
155

156 On a motion by Daryl Baker, and seconded by Jennifer Wilson, it was voted to accept the first reading of
157 the following policies AA, AB, AC, ACA, ACE, AFC, CA, CAA, CBD, CBI, CE, CH, CL, DA, DB, DBJ,
158 DGA, DI, DIE, DJ, DK, DKC, FA, FBF, FCB, LA, LB, and LDA as reviewed and presented. (AYE:
159 Unanimous). Motion carried.
160

161 **ADJOURNMENT**

162 On a motion by Daryl Baker, and seconded by Jennifer Wilson it was voted to adjourn at 8:00PM to go into
163 Executive Session for the purpose of contract negotiation discussion with no intention to return to Open
164 Session. Roll Call Vote: Matthew Hunt, AYE; Jennifer Wilson, AYE; Daryl Baker, AYE; and Mike
165 Fontanella, AYE.
166

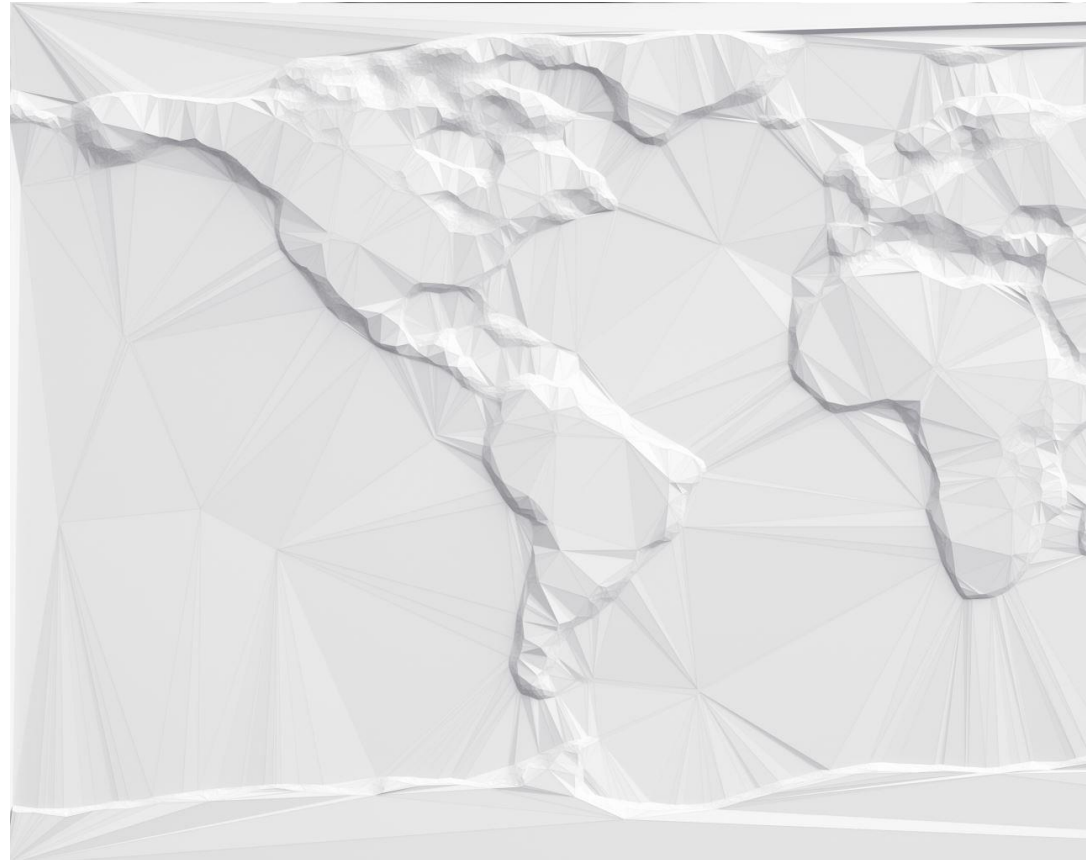
167 **NEXT MEETING DATE**
168 **Thursday, February 6, 2020**
169 **7:00PM**
170 **Littleton High School**
171

172 **DOCUMENTS AS PART OF MEETING**

173 The Mighty Oak Fund donation
174 2020-2021 LPS School Calendar
175 PreK School Presentation
176 Financial statement
177 Policy ADC
178 Policies AA, AB, AC, ACA, ACE, AFC, CA, CAA, CBD, CBI, CE, CH, CL, DA, DB, DBJ, DGA, DI, DIE,
179 DJ, DK, DKC, FA, FBF, FCB, LA, LB, and LDA

LPS 8 -12 Civics

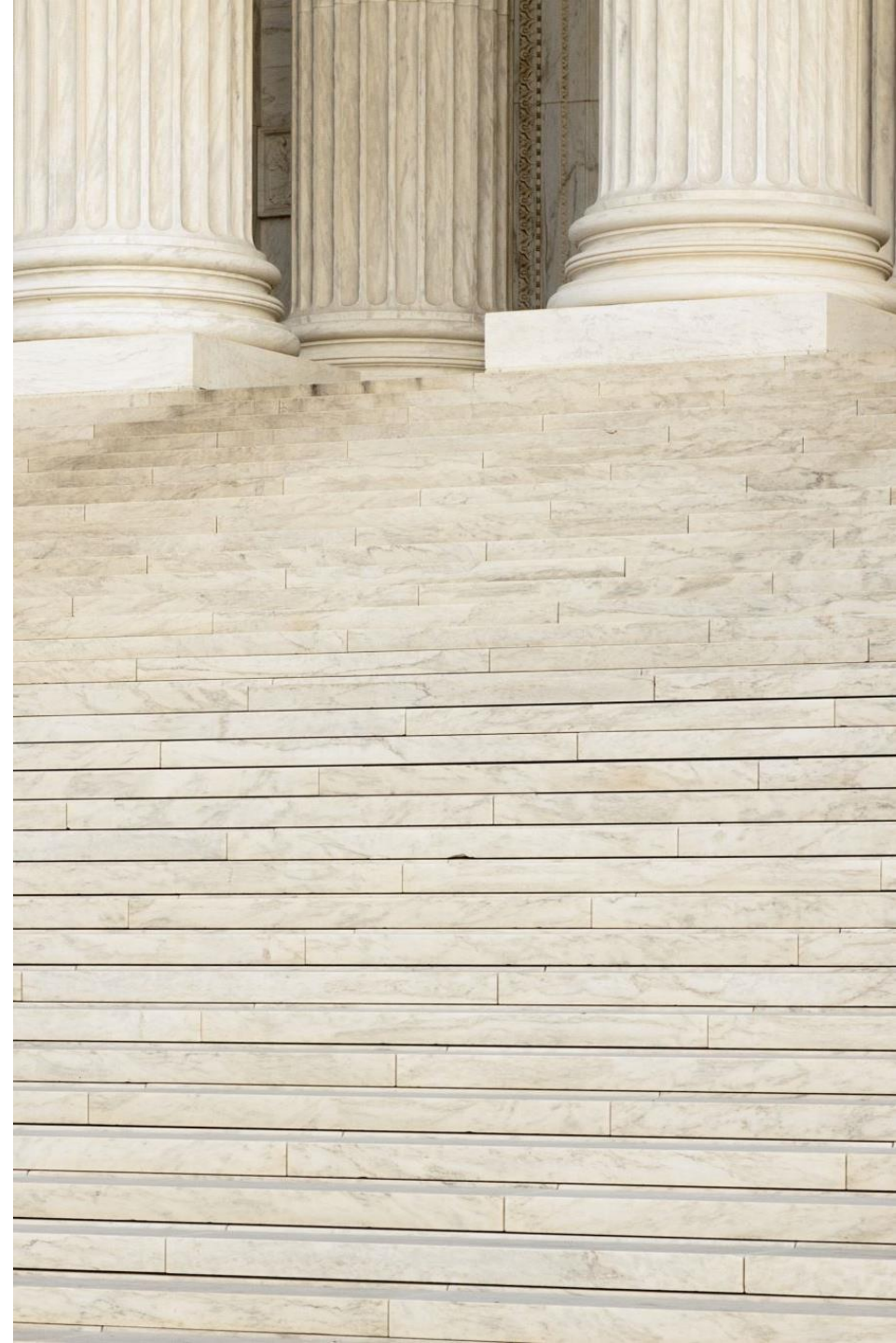
2019-2021





Chapter 296

- Signed into law by Gov. Baker in November 2018
- Chapter 296 of the Acts of 2018 is a law to promote and enhance civic engagement and support implementation of the History and Social Science Curriculum Framework.



Timeline

- The Massachusetts Department of Elementary and Secondary Education expects schools to begin implementing the History and Social Science Curriculum Framework and student-led civics projects in 2019-2020. Student-led civics projects should be fully implemented in all schools by 2020-2021.

8th Grade

In grade 8, students will have the opportunity to apply their civic knowledge of foundational documents, how and why U.S. government institutions developed, how government evolves through legislation and court decisions, and how individuals exercise their rights and civic responsibilities.

8th Grade
2019-2020

8th Grade Civics has
been integrated this
year

Plans for the Civics
projects to be done in
May of 2020

9-12th grades

- At the high school level, where students should take at least “four full-year courses” in United States and world history, the standards require interpretation and synthesis of complex ideas about individuals, groups, events, and institutions.

LHS Plan for 2020-2019

- 9th Grade - World History - covers Middle Ages through the Enlightenment and 19th c. Imperialism
- 10th Grade - US I History - covers 1763 to 1920 - revisits the Revolution from 8th Grade and goes through World War I
- 11th Grade - US II History - covers 1920 to current day and includes the Civics Project

LHS Civics Projects

- Students deepen their knowledge and application of civics skills and dispositions within a national and global context as they take additional courses in U.S. and World History, social sciences, and other disciplines.
 - Students acquire knowledge and skills that enable them to **apply a more critical lens to the political, social and economic context of issues.**
 - Students complete a student-led civics project **with a greater degree of independence, depth, and complexity.**
 - The project requires students to analyze and **deeply evaluate** political institutions and policies and root causes of issues.

LHS: Rationale for Civics Project in US II

- Grounding in the Constitution and government with 2+ years of study
- Building on Civics project from 8th grade
- Specific focus on modern US in this course
- Most districts are moving in this direction
- While civics projects should align to the 2018 History and Social Science Framework, projects can be interdisciplinary and facilitated across content areas.

LHS: 12th Grade Selection of Electives - Full Year Courses:

- Global Studies - essentially World History II, 20th century to current day with a global focus and current events
- Facing History and Ourselves - covers the genocides of the 20th and 21st centuries, racism, human rights, current events
- AP Psychology
- AP Art History

LHS: 12th Grade Selection of Electives - Semester Courses:

- Economics, including financial literacy
- Sociology
- Psychology
- American Government
- US Film Goes to War

Plan for Spring 2020

- Create civics project for the 8th grade/implement in May
- During 4 Teacher-led PD sessions, reconfigure current classes to meet the needs of the curriculum and create templates for civics projects for next academic year

Student Opportunity Act

Littleton Public Schools



Tonight's Presentation

1. What is the Student Opportunity Act?
2. What does it mean for Littleton Public Schools?
3. What are the next steps?



What is the Student Opportunity Act?

- November 26, 2019
- An Act Relative to Educational Opportunity for Students
- Investment in Schools - Providing a significant infusion of new funds
 - Every district will receive at least some increase in Chapter 70 funds
- Close persistent achievement gaps
 - Outlined in a three-year plan



Four statutory requirements for district evidence-based plans

Goal of plans is to reduce "persistent disparities in achievement among student subgroups"

3

Resource allocation plan

What resources can be allocated to these programs?

1 Evidence based practices

What new programs will best reduce disparities for student subgroups?

- ✓ Expanded learning time (day or year: e.g., acceleration academies)
- ✓ Common planning time for teachers
- ✓ Social-emotional and physical health services
- ✓ Hiring school personnel to improve student performance
- ✓ Increased or improved PD (e.g., principal training / pipelines)
- ✓ Curriculum materials/equipment aligned to state standards
- ✓ Expanding early education and pre-kindergarten programming
- ✓ Diversifying the educator and administrator workforce
- ✓ Additional pathways to strengthen college and career readiness (e.g., early college)

***Or any other program determined to be evidence-based by the Commissioner*

4

Outcome metrics

What will we track to ensure improvement in student subgroup performance?

2 Parent/community engagement

How to meaningfully engage stakeholders?

What does it mean for LPS?

- We will receive an increase in funds
 - 85% of the new Chapter 70 money → about 35 districts

- Need to create a 3 year plan
 - DESE will provide a menu of evidence-based initiatives from which we can select



Littleton Public Schools
Town of Littleton, MA

What are the next steps?

- Develop and propose a 3 year plan with input from local stakeholders
- Acquire School Committee approval of such plan
- Submit to the Department of Elementary and Secondary Education by April 1,

2020



USE OF TOBACCO PRODUCTS ON SCHOOL PROPERTY

The United States Office of the Surgeon General issues research based evidence documenting the effects of smoking, noting significant risk of heart disease and lung cancer. The impact to youths include additional risk in significantly reducing lung function and causing early cardiovascular damage. Furthermore, the reports conclude that there is no risk-free level of exposure secondhand smoke. ^[1,2]

Use of any tobacco or “electronic cigarette” products within the school buildings, school facilities, or on school grounds or school buses by any individual, including school personnel and students, is prohibited at all times.

The term “**electronic cigarette**” means any oral device that provides a vapor of liquid nicotine, lobelia, and/or other substance, and the use or inhalation of which simulates smoking. The term shall include any such devices, whether they are manufactured, distributed, marketed or sold as e-cigarettes, e-cigars, e-pipes, or under any other product name or descriptor.

This policy is in effect twenty-four hours a day, seven days a week, for all school and nonschool functions, and applies to anyone present in the school buildings and on school property. There are to be no exceptions to this policy.

This policy shall be promulgated to all staff and students in appropriate handbook(s) and publications.

Signs shall be posted in all school buildings and at all entrances to school property, informing the general public of the district policy and requirements of state law.

SOURCE: MASC

LEGAL REFS. MGL 71:37H Town of Littleton
Code 224B-4

REFERENCES

1: “The Health Consequences of Smoking – 50 Years of Progress”, Office of US Surgeon General, 2014

2: “Smoking and Youth”, Office of the US Surgeon General, 2014

Adopted: September 19, 1991
Revised: August 12, 1993
Reviewed: October 14, 1993
Revised: October 14, 1999
Reviewed: October 4, 2012
Revised: December 10, 2015
Revised: October 9, 2018

SCHOOL DISTRICT LEGAL STATUS

The legal basis for public education in the district is vested in the will of the people as expressed in the Constitution of Massachusetts and state statutes pertaining to education.

Under the General Laws of Massachusetts,

“... Every town shall maintain...a sufficient number of schools for the instruction of all children who may legally attend a public school therein.”

The public educational system of Littleton structurally is a department of the town operated under laws pertaining to education and under regulations of the Massachusetts Board of Education. The area served by the Littleton Public Schools is coterminous with the Town of Littleton.

Established by law

Source: MASC

LEGAL REFS.: Constitution of Massachusetts, Part II, Chapter V, Section II
M.G.L. 71:10

CROSS REF.: BB, School Committee Legal Status

Adopted: October 27, 1994
Reviewed: October 14, 1999
Reviewed: October 4, 2012
Reviewed: November 12, 2015
Reviewed: February 6, 2020

THE PEOPLE AND THEIR SCHOOL DISTRICT

The school committee has the dual responsibility for implementing statutory requirements pertaining to public education and local citizen's expectations for the education of the community's youth. It also has an obligation to determine and assess citizen's desires. When citizens elect delegates to represent them in the conduct of public education, their representatives have the authority to exercise their best judgment in determining policies, making decisions, and approving procedures for carrying out the responsibility.

The school committee therefore affirms and declares its intent to:

1. Maintain two-way communications with citizens of community. The public will be kept informed of the progress and problems of the school system, and citizens will be urged to bring their aspirations and feelings about their public schools to the attention of this body, which they have chosen to represent them in the management of public education.
2. Establish policies and make decisions on the basis of declared educational philosophy and goals. All decisions made by this committee will be made with priority given to the purposes set forth, most crucial of which is the optimal learning of the children enrolled in our schools.
3. Act as a truly representative body for members of the community in matters involving public education. The committee recognizes that ultimate responsibility for public education rests with the state, but individual school committees have been assigned specific authority through state law. The committee will not relinquish any of this authority since it believes that decision-making control over the children's learning should be in the hands of local citizens as much as possible.

Source: MASC

Adopted: October 27, 1994
Reviewed: October 28, 1999
Reviewed: October 4, 2012
Reviewed: November 12, 2015
Reviewed: February 6, 2020

NONDISCRIMINATION

Public schools have the responsibility to overcome, insofar as possible, any barriers that prevent children from achieving their potential. The public school system will do its part. This commitment to the community is affirmed by the following statements of school committee intend to:

1. Promote the rights and responsibilities of all individuals as set forth in the State and Federal constitutions, pertinent legislation, and applicable judicial interpretations.
2. Encourage positive experiences in human values for children and youth and adults, all of whom have differing personal and family characteristics and who come from various socioeconomic, racial and ethnic groups.
3. Work toward a more integrated society and to enlist the support of individuals as well as groups and agencies, both private and governmental, in such an effort.
4. Use all appropriate communication and action techniques to air and reduce the grievances of individuals and groups.
5. Carefully consider, in all the decisions made within the school system, the potential benefits or adverse consequences that those decisions might have on the human relations aspects of all segments of society.
6. Initiate a process of reviewing policies and practices of the school system in order to achieve to the greatest extent possible the objectives of this statement.

The committee's policy of nondiscrimination will extend to students, staff, the general public, and individuals with whom it does business; No person shall be excluded from or discriminated against in admission to a public school of any town or in obtaining the advantages, privileges, and courses of study of such public school on account of race, color, sex, gender identity, religion, national origin, sexual orientation or disability. If someone has a complaint or feels that they have been discriminated against because of their race, color, sex, gender identity, religion, national origin, sexual orientation or disability, their complaint should be registered with the Title IX compliance officer.

SOURCE: MASC

LEGAL REFS.:

Title VI, Civil Rights Act of 1964
Title VII, Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972
Executive Order 11246, as amended by E.O. 11375
Equal Pay Act, as amended by the Education Amendments of 1972
Title IX, Education Amendments of 1972
Rehabilitation Act of 1973
Education for All Handicapped Children Act of 1975
M.G.L. 71B:1 et seq. (Chapter 766 of the Acts of 1972)

M.G.L. 76:5
M.G.L. 76:16
DESE Regulations 602 CMR 26.00
DESE Regulations 603 CMR 28.00

Adopted: October 27, 1994
Revised: October 14, 1999
Revised: February 26, 2009
Revised: October 4, 2012
Revised: November 12, 2015
Reviewed: February 6, 2020

NONDISCRIMINATION ON THE BASIS OF SEX

The school committee, in accordance with Title IX of the Education Amendments of 1972, declares that the school system does not and will not discriminate on the basis of sex in the educational programs and activities of the public schools. This policy will extend not only to students with regard to educational opportunities, but also to employees with regard to employment opportunities.

The school committee will continue to ensure fair and equitable educational and employment opportunities, without regard to sex, to all of its students and employees.

The Superintendent or designee will serve as the school system's Title IX compliance officer. All students and employees will be notified of the name and office address and telephone number of the compliance officer.

LEGAL REFS.:

Title IX of the Education Amendments of 1972
45 CFR, Part 86, (Federal Register, 6/4/75)
M.G.L. 76:5; 76:16 (Chapter 622 of the Acts of 1971)
DESE 603 CMR 26:00

CROSS REF.: AC, Nondiscrimination

Adopted:	October 27, 1994
Revised:	October 14, 1999
Reviewed:	February 26, 2009
Revised:	October 4, 2012
Reviewed:	November 12, 2015
Reviewed	February 7, 2020

NONDISCRIMINATION ON THE BASIS OF HANDICAP

Title II of the Americans With Disabilities Act of 1992 requires that no qualified individual with a disability shall, because the District's facilities are inaccessible to or unusable by individuals with disabilities, be excluded from participation in, or be denied the benefits of the services, programs, and activities of the District or be subject to discrimination. Nor shall the District exclude or otherwise deny services, programs, or activities to an individual because of the known disability of a person with whom the individual is known to have a relationship or association.

Definition: A "qualified individual with a disability" is an individual with a disability who, with or without reasonable modification to rules, policies, or practices, the removal of architectural, communication, or transportation barriers, or the provision of auxiliary aids and services, meets the essential eligibility requirements for the receipt of services or the participation in programs or activities provided by the District.

Reasonable Modification: The District shall make reasonable modification in policies, practices, or procedures when the modifications are necessary to avoid discrimination on the basis of disability, unless the District can demonstrate that making the modifications would fundamentally alter the nature of the service, program, or activity.

Communications: The District shall take the appropriate steps to ensure that communications with applicants, participants, and members of the public with disabilities are as effective as communications with others. To this end, the District shall furnish appropriate auxiliary aids and services where necessary to afford an individual with a disability an equal opportunity to participate in, and enjoy benefits of, a service, program, or activity conducted by the District. In determining what type of auxiliary aid or service is necessary, the District shall give primary consideration to the requests of the individuals with disabilities.

Auxiliary Aids and Services: "Auxiliary aids and services" includes (1) qualified interpreters, note takers, transcription services, written materials, assisted listening systems, and other effective methods for making aurally delivered materials available to individuals with hearing impairments; (2) qualified readers, taped texts, audio recordings, Braille materials, large print materials, or other effective methods for making visually delivered materials available to individuals with visual impairments; (3) acquisition or modification of equipment or devices and (4) other similar services and actions.

Limits of Required Modification: The District is not required to take any action that it can demonstrate would result in a fundamental alteration in the nature of a service, program, or activity or in undue financial and administrative burdens. Any decision that, in compliance with its responsibility to provide effective communication for individuals with disabilities, would fundamentally alter the service, program, or activity or unduly burden the District shall be made by the School Committee after considering all resources available for use in funding and operating the program, service, or activity. A written statement of the reasons for reaching that conclusion shall accompany the decision.

Notice: The District shall make available to applicants, participants, beneficiaries, and other interested persons information regarding the provisions of Title II of the American with Disabilities Act (ADA) and its applicability to the services, programs, or activities of the District. The information shall be made available in such a manner as the School Committee and Superintendent find necessary to apprise such persons of the protections against discrimination assured them by the ADA.

Compliance Coordinator: The District shall designate at least one employee to coordinate its efforts to comply with and carry out its responsibilities under Title II of ADA, including any investigation of any complaint communicated to it alleging its noncompliance or alleging any actions that would be prohibited under ADA. The District shall make available to all interested individuals the name, office address, and telephone number of the employee(s) so designated and shall adopt and publish procedures for the prompt and equitable resolution of complaints alleging any action that would be prohibited under the ADA. The school district receives federal financial assistance and must comply with the above requirements. Additionally, the School Committee is of the general view that:

1. Discrimination against a qualified disabled person solely on the basis of disability is unfair; and
2. To the extent possible, qualified disabled persons should be in the mainstream of life in the school community. Accordingly, employees of the school district will comply with the above requirements of the law and policy statements of this Committee to ensure nondiscrimination on the basis of disability.

Source: MASC

LEGAL REFS.: Rehabilitation Act of 1973, Section 504
Individuals with Disabilities Education Act
M.G.L. 71B:1,
Americans with Disabilities Act of 1992
Board of Education Chapter 766 Regulations, adopted 10/74, as amended
through 3/28/78

CROSS REFS.: IGB, Learning Support Services Programs

Adopted: October 14, 1999
Reviewed: February 26, 2009
Revised: November 15, 2012
Reviewed: November 12, 2015
Revised: October 25, 2018
Reviewed: February 6, 2020

FINANCE COMMITTEE APPOINTMENTS

The Littleton School Committee is responsible for appointing two (2) members to the Littleton Finance Committee. The appointments are for three-year terms and commence the second Monday in May.

In years when an incumbent's term will expire, the School Committee at their first meeting in March will inform the incumbent in writing that he/she may reapply for an additional term if interested. The committee will also advertise the position and request that interested citizens and the incumbent submit a letter of application and a resume two weeks prior to the date set by the School Committee for when they plan to make the appointment. The School Committee will interview candidates prior to making an appointment.

In case of a resignation, the School Committee will set a date to appoint a replacement. The School Committee will accept a letter of application and a resume up to two weeks prior to the Appointment date. The School Committee will interview candidates prior to making an appointment.

All applicants and appointees must meet Littleton town code requirements as specified by Town Code for "Finance Committee Eligibility" and "Boards Appointed: Residency requirements". The School Committee reserves the right to terminate an appointee's membership to the finance committee due to lack of attendance or failure to perform the required duties of the committee.

LEGAL REFS.: 13-1, Town of Littleton Code

Adopted: May 27, 1993
Reviewed: October 14, 1999
Revised: December 15, 2005
Reviewed: November 15, 2012
Revised: November 12, 2015

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 certified staff assigned to his area of operation. Development needs of support staff will be addressed in their annual job evaluation.

Adopted: January 12, 1995
Revised: September 30, 2000
Reviewed: October 20, 2011
Reviewed: November 12, 2015
Reviewed: February 6, 2020

ANNUAL OPERATIONAL PLAN/OBJECTIVES

It is requested that the Superintendent work with the School Committee at the beginning of each school year to develop a written statement of operational priorities and objectives, and the methods by which these objectives will be judged.

At the end of each school year, the Superintendent will submit a written report detailing the attainment or lack of attainment of these priorities and objectives.

This statement will establish a limited number of important objectives to which the Superintendent will devote his efforts.

The operational plan will be organized under certain headings which outline the school's role in governing the public education. Such headings may include the following:

- Curriculum Development
- Plant Management
- Job Descriptions
- Policy Development
- Personnel Recommendations
- Budget Recommendations

Proposed: Feb 9, 1984

Reviewed: March 8, 1984

Reviewed: August 30, 2000

Reviewed: October 20, 2011

Reviewed: November 12, 2015

Reviewed: February 6, 2020

SUPERINTENDENT'S CONTRACT

The Committee, upon the appointment of a candidate to be Superintendent will enter into a written contract with the Superintendent which will meet the requirements of law and will protect the rights of both the Committee and the Superintendent. In accordance with said contract or, in the absence of specific contract language, by vote of the members, the Committee may choose to negotiate a successor contract with an incumbent Superintendent.

SOURCE: MASC July 2016
LEGAL REFS.: M.G.L. 71:41; 71:42

Adopted: January 12, 1995
Reviewed: August 30, 2000
Reviewed: October 20, 2011
Reviewed: November 12, 2015
Revised: January 10, 2019
Reviewed: February 6, 2020

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 performance objectives 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. Additional objectives will be established according to the evaluation cycle agreed upon with the Superintendent.

All School Committee discussion and deliberation related to the Superintendent's performance evaluation shall be conducted in open session in accordance with the open meeting law.

SOURCE: MASC July 2016

LEGAL REF.: M.G.L. 30A:18-25; 603 CMR 35.00

Adopted: January 12, 1995
Reviewed: August 30, 2000
Reviewed: October 20, 2011
Reviewed: November 12, 2015
Revised: January 10, 2019
Reviewed: February 6, 2020

ADMINISTRATIVE COUNCILS, CABINETS, AND COMMITTEES

The Superintendent may establish such permanent or temporary councils, cabinets, and committees as are deemed necessary for assuring staff participation in decision making, for implementing policies, regulations, 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 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 if deemed necessary. However, the School Committee wishes to be kept informed of the establishment and dissolution of these groups as well as their membership and their purpose.

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

SOURCE: MASC July 2016

Adopted: January 12, 1995
Reviewed: August 30, 2000
Reviewed: October 20, 2011
Reviewed: November 12, 2015
Revised: January 10, 2019
Reviewed: February 6, 2020

POLICY IMPLEMENTATION

The Superintendent has responsibility for carrying out policies established by the School Committee.

The policies developed by the committee and the procedures developed to implement policy are designed to increase the effectiveness and efficiency of the school district. Consequently, it is expected that all school district employees will follow district policies.

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

As long as the Superintendent operates within the guidelines of policy adopted by the Committee, implementations procedures may be developed 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.

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.

Adopted: January 12, 1995
Reviewed: August 30, 2000
Revised: October 20, 2011
Reviewed: November 12, 2015
Reviewed: February 6, 2020

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.

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 or designee 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 parents and citizens, the Commissioner of Education, and others of the programs and conditions of the town's public schools.

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 statistical and other information required.

SOURCE: MASC Policy

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

- Adopted: January 12, 1995
- Revised: August 30, 2000
- Revised: October 20, 2011
- Reviewed: November 12, 2015
- Reviewed: February 6, 2020

FISCAL MANAGEMENT GOALS

The quantity and quality of learning programs are directly dependent on the effective, efficient management of allocated funds. It follows that achievement of the school system's purposes can best be achieved through excellent fiscal management.

As trustee of local, state, and federal funds allocated for use in public education, the committee will fulfill its responsibility to see that these funds are used wisely for achievement of the purposes to which they are allocated.

Because of resource limitations, there is sometimes a temptation to operate so that fiscal concerns overshadow the educational program. Recognizing this, it is essential that the school system take specific action to make sure education remains central and that fiscal matters are ancillary and contribute to the educational program. This concept will be incorporated into committee operations and into all aspects of school system management and operation.

In the school system's fiscal management, it is the committee's intent:

1. To engage in thorough advance planning, with staff and community involvement, in order to develop budgets and to guide expenditures so as to achieve the greatest educational returns and the greatest contributions to the educational program in relation to dollars expended.
2. To establish levels of funding that will provide high quality education for the students.
3. To use the best available techniques for budget development and management.
4. To provide timely and appropriate information to all staff with fiscal management responsibilities.
5. To establish maximum efficiency procedures for accounting, reporting, business, purchasing and delivery, payroll, payment of vendors and contractors, and all other areas of fiscal management.

SOURCE: MASC Policy

Adopted:	February 16, 1995
Reviewed:	September 14, 2000
Reviewed:	November 20, 2014
Reviewed:	February 6, 2020

ANNUAL BUDGET

The annual budget is the financial expression of the educational program of the school department, and it is aligned with the strategic plan, mission, and vision of the school district.

The budget is more than just a financial instrument and requires on the part of the Committee, the staff, and the community, an orderly and cooperative effort to ensure sound fiscal practices for achieving the educational goals and objectives of the school district.

Public school budgeting is regulated and controlled by legislation, state regulations, and local School Committee requirements. The operating budget for the school district will be prepared and presented in line with state policy and will be developed and refined in accordance with the same requirements.

The Superintendent will serve as budget officer but they may delegate portions of this responsibility to specific. The three general areas of responsibility for the Superintendent as budget officer will be budget preparation, budget presentation, and budget administration.

LEGAL REFS.: M.G.L. 71:34; 71:37 and 71:38N

SOURCE: MASC August 2016

Adopted:	February 16, 1995
Reviewed:	September 14, 2000
Reviewed:	November 20, 2014
Revised:	January 10, 2019
Reviewed:	February 6, 2020

BUDGET TRANSFER AUTHORITY

In keeping with the need for periodic reconciliation of the school department's budget, the Superintendent may reallocate funds between line items as necessary for the proper operation of the District.

The committee wishes to be kept abreast of the need for these adjustments so that it may be properly informed for future budget planning. The Superintendent shall update the Committee on a regular basis, as determined by the committee and financial needs. At the closing of the fiscal year a year end budget report indicating final line expenditures shall be provided to the committee.

All funds in the general account not expended by the close of the fiscal year will be returned to the town.

LEGAL REFS.: Town of Littleton Code, 18-5

SOURCE: Local Policy

Adopted:	February 16, 1995
Reviewed:	September 14, 2000
Revised:	November 20, 2014
Reviewed:	February 6, 2020

AUTHORIZED SIGNATURES

The chairperson of the School Committee or a designee-appointed by the Committee will sign payrolls presented for approval. Annually the School Committee will vote approval to authorize the following required number of signatures for Payroll Warrants as one Signature and forward approval of such motion to the Town Accountant.

Approval of Accounts Payable Warrants shall require a majority of signatures for approval.

The town treasurer, who also serves as the school department treasurer, signs all checks drawn against school department funds. No other signature is valid.

LEGAL REF. M.G.L. 41:41, 41:52, Town of Littleton Code, 18-4

SOURCE: MASC Policy

Adopted:	February 16, 1995
Revised:	September 30, 2000
Revised:	November 20, 2014
Reviewed:	February 6, 2020

FISCAL ACCOUNTING AND REPORTING

The Superintendent will be ultimately responsible for receiving and properly accounting for all funds of the school system.

The accounting system used will conform with state requirements and to good accounting practices, providing for the appropriate separation of accounts, funds, and special monies.

The School Committee will receive periodic financial statements from the Superintendent showing the financial condition of the school department. Such other financial statements as may be determined necessary by either the committee or the administration will be presented as found desirable.

LEGAL REF.: Board of Education 603 CMR 10:00

SOURCE: MASC Policy

Adopted:	February 16, 1995
Reviewed:	September 14, 2000
Reviewed:	November 20, 2014
Reviewed:	February 6, 2020

AUDITS

An audit of the school department's accounts should be conducted annually. In addition, the Committee may request a private audit of the school system's accounts at its discretion.

The Committee will consider recommendations made by the auditor for maintaining an efficient system for recording and safeguarding the school department's assets.

SOURCE: MASC Policy

Adopted: February 16, 1995
Revised: September 30, 2000
Revised: November 20, 2014
Reviewed: February 6, 2020

PURCHASING

The School Committee declares its intention to purchase competitively without prejudice and to seek maximum educational value for every dollar expended.

The acquisition of materials, equipment and services will be centralized in the Superintendent's office of the school system

The Superintendent or designee will serve as purchasing agent. The purchasing agent will develop and administer the purchasing program for the schools in keeping with legal requirements of MGL 30B and with the adopted school budget.

School purchases will be made only on official purchase orders approved for issuance by the appropriate unit head and signed by the Superintendent or designee, with such exceptions as may be made by the latter for emergency purchases and those made with petty cash funds.

SOURCE: MASC Policy

LEGAL REFS.: M.G.L. 7:22A; 7:22B; 30B; 71:49A

Adopted: October 23, 1975

Effective: November 6, 1975

Revised: February 16, 1995

Reviewed: September 14, 2000

Revised: March 21, 2013

Reviewed: February 6, 2020

PAYMENT PROCEDURES

All claims for payment from school department funds will be processed in accordance with regulations developed by the Superintendent. Payment will be authorized against invoices properly supported by approved purchase orders, with properly submitted vouchers, or in accordance with salaries and salary schedules approved by the School Committee.

As an operating procedure, the Committee will receive monthly lists of bills (warrants) for payment from school department funds. The lists will be certified as correct and approved for payment by the School Committee and then forwarded to the town for processing and subsequent payment by the town treasurer. Actual invoices, statements, and vouchers will be available for inspection by the School Committee.

The Superintendent will be responsible for assuring that budget allocations are observed and that total expenditures do not exceed the amount allocated in the budget for all items.

The school building administrators will be responsible for monitoring budget allocations in their respective schools.

SOURCE: MASC August 2016

LEGAL REFS.: M.G.L. 41:41; 41:52 41:56

Adopted: February 16, 1995
Reviewed: September 14, 2000
Reviewed: March 21, 2013
Reviewed: February 6, 2020

EXPENSE REIMBURSEMENTS

Personnel and school department officials who incur approved expenses in carrying out their authorized duties will be reimbursed by the school department upon submission of a properly completed and approved voucher and any supporting receipts required by the Superintendent.

When official travel by personally-owned vehicle is authorized, mileage payment will be made at the rate currently approved by the Internal Revenue Service (IRS).

To the extent budgeted for such purposes in the school budget, approval of travel requests by School Committee members must have prior approval of the School Committee. Staff travel requests within budgetary limits may be approved by the Superintendent. Staff travel requests that exceed budgetary limits will require the approval of the School Committee and the identification of funding sources by administration. Each request will be judged on the basis of its benefit to the school district.

SOURCE: MASC August 2016

LEGAL REFS.: M.G.L. 40:5; 44:58

Adopted:	February 16, 1995
Revised:	September 30, 2000
Revised:	November 20, 2014
Revised:	January 10, 2019
Reviewed:	February 6, 2020

FACILITIES DEVELOPMENT GOALS

The School Committee believes that any educational program is influenced greatly by the environment in which its functions. The development of a quality educational program and school facilities that help to implement the program must go hand in hand.

Therefore, it is the committee's goal to provide the facilities needed for the number of students and educational requirements in the school district and to provide the kind of facilities that will best support and accommodate the educational program. To best use local resources, it is the Committee's intent, wherever possible, to partner with the Massachusetts School Building Authority.

Recognizing that school facilities are long-term community investments, the Committee will develop projects that reflect cost-effective designs, are consistent with good engineering practice, and use high quality construction, with attention to current and future technological practices for students, faculty, and school staff. Sites will be chosen to meet the educational need, maximize the use of any available community resources, and minimize any possible adverse education, environmental, social, or economic impacts on the community.

SOURCE: MASC Policy

LEGAL REF.: 603 CMR 26:07

Adopted: October 12, 2000
Reviewed: June 6, 2013
Reviewed: November 12, 2015
Revised: October 9, 2018
Reviewed: February 6, 2020

NAMING SCHOOL DEPARTMENT FACILITIES

Only the School Committee will name school department buildings, facilities, grounds, rooms within school buildings, and any other real property under the purview of the School Committee. Choosing a name is an important matter that deserves thoughtful attention. Personal prejudice or favoritism, political pressure, or temporary popularity should not be an influence in choosing a school name. The committee traditionally chooses names based on physical locations, or geographical areas, but may consider distinguished local, state, and national leaders who are deceased, three or more years, and whose names would lend dignity and stature to the school. A vote of the School Committee is required to name or reconsider the name of school department property.

SOURCE: MASC Policy

Adopted: October 12, 2000
Revised: December 15, 2005
Revised: December 6, 2007
Reviewed: June 6, 2013
Reviewed: November 12, 2015
Reviewed: February 6, 2020

RETIREMENT OF FACILITIES

When a school building becomes inadequate by virtue of age, condition, size of site, lack of need, or other overriding limitations, and cannot reasonably and economically be brought up to the current educational standards, the building should be considered for a comprehensive closing study. The Superintendent will recommend to the School Committee which facilities appear to justify further analysis.

The School Committee may seek both professional advice and the advice of the community in making its recommendations as to the retirement of any school facility. This will permit the public, which originally acquired the property, to benefit from its recycling or retirement.

A closing study will include direct involvement by those neighborhoods considered in the study and will be concerned with all or some of the following factors:

1. Age and current physical condition of the facilities, its operating systems, and program facilities.
2. Adequacy of site, location, access, surrounding development, traffic patterns, and other environmental conditions.
3. Reassignment of children, including alternative plans according to committee policy.
4. Transportation factors, including numbers of children bussed, time, distance, and safety.
5. Alternative uses of the building.
6. Cost/Savings
 - a. Personnel
 - b. Plant Operation
 - c. Transportation
 - d. Capital Investment
 - e. Alternative Use
7. Continuity of instructional and community programs.

SOURCE: MASC Policy

Adopted: October 12, 2000
Reviewed: June 6, 2013
Reviewed: November 12, 2015
Reviewed: February 6, 2020

EDUCATION AGENCY RELATIONS GOALS

The School Committee appreciates the place and importance of an educational system in its greater environment, which includes other organizations and institutions dedicated to education. It believes that much is gained through cooperative endeavors with other agencies.

In order to make a maximum contribution to education, within the school system and to other educational agencies, the Committee establishes these broad goals:

1. To encourage liaison with other educational agencies.
2. To supply educational services to and/or share with other educational agencies.

SOURCE: MASC

Adopted: September 22, 2005
Reviewed: June 6, 2013
Reviewed: November 12, 2015
Reviewed: February 6, 2020

RELATIONS WITH OTHER SCHOOLS AND SCHOOL DISTRICTS

The School Committee will cooperate with other schools and with local, state, and regional agencies and organizations to:

1. Seek solutions of educational problems of common concern.
2. Offer support services of high quality to our children.
3. Equalize educational opportunities for all children.
4. Acquire federal and state grants.
5. Promote local school system involvement in state and federal decision-making.

This cooperation may extend to research, providing transportation for children to special schools and hospitals, coordination of curriculum, student activities and athletics, exchange of information and data, construction of facilities that may be efficiently used on a cooperative basis, and the coordination of school calendars and activities.

Before joining any cooperative programs, education collaborative, or participating in any joint educational services with other school systems, the School Committee wants to be sure that in all instances the best interests of our school children will be served. In carrying out this policy the Superintendent will include in reports to the Committee an evaluation of the desirability and feasibility of cooperation with other schools and agencies on matters of mutual interest.

SOURCE: MASC

LEGAL REFS.:

M.G.L. 40:4E; 71:48; 71:71D; 71B:4; 74:4 through 74:7A; 76:1

Adopted: September 22, 2005
Reviewed: June 6, 2013
Reviewed: November 12, 2015
Reviewed: February 6, 2020

STUDENT TEACHING, INTERNSHIPS, AND RESEARCH PARTNERSHIPS

The Committee encourages the administration to cooperate with teacher-training research institutions in the placement of student teachers, interns, and researchers in the school system. All initial arrangements with the colleges and universities will be subject to Superintendent approval.

The Committee authorizes the administration to honor the reasonable rules and training guidelines of the sending institution.

In all arrangements made with colleges and universities, the school system will be given the privilege of interviewing and accepting or rejecting individual candidates for student teaching, internships, and research partnerships.

The school administration will devise procedures for evaluating the performance of student teachers, interns, and researchers that meet requirements of the sending institution and fit with the Committee's policies.

SOURCE: MASC

Adopted: September 22, 2005

Reviewed: June 6, 2013

Reviewed: November 12, 2015

Reviewed: February 6, 2020