

SECTION C

GENERAL SCHOOL ADMINISTRATION

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Note: Administrative Guidelines are not School Committee Policy. Guidelines are developed as a result of School Committee Policy. Such Guidelines are denoted (-P).

QUALIFICATIONS OF THE SUPERINTENDENT

JOB GOAL: Under the general direction of the School Committee the Superintendent shall lead, guide, supervise and evaluate all administrative, instructional and supportive services staff in setting and achieving the highest standard of excellence consistent with community support, so that each student enrolled in the Reading Schools has the opportunity to receive a complete, relevant and personally rewarding education.

PERFORMANCE RESPONSIBILITIES

1. Relationships with Committee, Staff, Students and Community
 - A. Maintains an honest, frank and professional relationship with the School Committee, the public, staff, and students, fostering a dialogue on the goals and means of the educational program.
 - B. Provides information to aid the Committee in formulation of policy; supports and interprets Committee policy to public, staff, and students; and develops rules and procedures to implement policies as directed by the Committee.
 - C. Gains community support for the conduct of the schools.
 - D. Responds to parental and community concern and inquiries regarding the overall educational process with prompt, courteous and appropriate attention.

2. Business and Finance
 - A. Guides the total process of fiscal planning and accounting, and keeps the Committee fully informed of rationale for budget recommendations, including information on options considered but not recommended, and on the educational impact of budget decisions contemplated by the Committee.
 - B. Directs studies and planning related to school organization, attendance, school district boundaries, and school plant requirements.
 - C. Oversees the processing and submission of required reports.
 - D. Assumes ultimate responsibility for the assignment of students and for the operation of the various specialized areas of administration, including student services, business and plant management, transportation and research.

3. Educational Leadership
 - A. Coordinates the total educational program and provides leadership in its development and improvement.
 - B. Interprets and clarifies the purposes and needs of the school system to the Committee, staff, students and public.

- C. Actively seeks cooperation with other metropolitan school systems, institutions and agencies, and community organizations to achieve educational or fiscal benefits.
 - D. Shows an awareness and understanding of educational research which is consistently applied in recommending policies and directing the educational program.
 - E. Utilizes the abilities and talents of the entire professional staff and community resources in a democratic process of educational improvement.
 - F. Seeks grants and other resources both human and material that can be brought to bear on the educational process.
4. Personnel
- A. Assigns and maintains a system for supervision and evaluation of all personnel.
 - B. Coordinates the work of administrative staff members and fosters good morale and a sense of loyalty among them.
 - C. Maintains a personal leadership style conducive to harmonious working relationships with the Committee, staff, students and the public.
 - D. Defines the job responsibilities and qualifications of all school personnel subject to the approval of the Committee.
5. Performs other related duties as may from time to time be assigned by the Committee.

Adopted by the Reading School Committee on March 26, 2007

SELECTION OF ASSISTANT SUPERINTENDENT, DIRECTORS AND PRINCIPALS

The positions of Assistant Superintendent, Director of Human Resources and Finance, Director of Pupil Services, and Principal are of special importance in establishing the educational direction of the Reading Public Schools and require for successful performance in them the closest possible working relationship with parents, teachers, students and community.

It shall therefore be the policy of the Reading Public Schools to secure the input of parents, teachers, community, and in special cases, students in the process of screening candidates for these positions.

It will be the responsibility of the Superintendent of Schools to develop a process for screening candidates and to present this process to the School Committee for review and for discussion. It will be the responsibility of the Reading School Committee to approve the Superintendent's recommendation for the screening process for Principal, Assistant Superintendent, Director of Human Resources and Finance, and Director of Pupil Services.

Adopted by the Reading School Committee on March 26, 2007

SUPERINTENDENT'S CONTRACT

The Committee, upon the election of a candidate or upon reelection 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.

Adopted by the Reading School Committee on March 26, 2007

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

EVALUATION OF THE SUPERINTENDENT

Philosophy

The evaluation of the Superintendent is an important responsibility of the School Committee. Because the Superintendent and School Committee must work in concert to achieve educational goals, the evaluation process will be collaborative and improvement-oriented. Consequently the Committee will employ procedures designed to give constructive reaction and response to the Superintendent on an annual basis.

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

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.

The School Committee will periodically develop with the Superintendent a set of performance objectives based on the needs of the school system. The Superintendent's performance will be reviewed in accordance with these specified goals. Additional objectives will be established at intervals agreed upon with the Superintendent.

Adopted by the Reading School Committee on March 26, 2007

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 School Committee and authority for implementing policy remains with the Superintendent.

The membership, composition, and responsibilities of administrative councils, cabinets, and committees will be defined by the Superintendent and may be changed at 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.

Adopted by the Reading School Committee on March 26, 2007

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 School Committee 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 regulations and for seeing that they are implemented in the spirit intended.

Adopted by the Reading School Committee on March 26, 2007

SCHOOL COMMITTEE REVIEW OF REGULATIONS

It is expected that the Superintendent and administrative staff will need to issue regulations 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 regulations developed by the Superintendent for the school system prior to their issuance, but it will revise or veto such regulations only when, in the Committee's judgment, they are inconsistent with policies adopted by the Committee.

The Committee will not officially approve regulations 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 regulation 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 High School staff and student handbooks. These handbooks will be reviewed and approved, upon any change, by the School Committee.

Adopted by the Reading School Committee on March 26, 2007

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

REGULATIONS DISSEMINATION

It will be the responsibility of the Superintendent to see that the regulations developed to implement Committee policies and administer the school system are appropriately coded and included as regulations in the School Committee's policy manual.

A regulation concerning a particular group or groups in the schools will be distributed to the group(s) prior to the effective date of the regulation.

Adopted by the Reading School Committee on March 26, 2007

APPROVAL OF HANDBOOKS AND DIRECTIVES

The law directs that in each school building containing the grades nine to twelve, inclusive, the Principal, in consultation with the school council, shall prepare and distribute to each student a handbook setting forth the rules pertaining to conduct of students. The school council shall review the handbook each spring to consider changes in the disciplinary policy to take effect in September.

It is essential that the contents of all handbooks conform with School Committee policies. It is also important that all handbooks bearing the name of the school system or one of its schools be of a quality that reflects credit on the school department. Therefore, the Committee expects handbooks requiring approval to be approved prior to publication by the Committee and/or the Superintendent.

Committee approval will be necessary for any handbooks that pertain to required standards of conduct for employees or students so that their contents may be accorded the status of Committee-approved policy or regulation. The Superintendent will use his/her judgment as to whether other specific handbooks need Committee approval; however, all handbooks published will be made available to the Committee for informational purposes.

Adopted by the Reading School Committee on March 26, 2007

LEGAL REFS.: M.G.L. 71:37H, 71:59C

ADMINISTRATION IN POLICY ABSENCE

When action must be taken within the school system where the Committee has provided no guides for administrative action, the Superintendent will have the power to act. The Superintendent's decisions, however, will be subject to review by the Committee.

Adopted by the Reading School Committee on March 26, 2007

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 School Committee. The report will be made available to the public and used as one means for informing the parents/guardian and citizens, the Commissioner of Education, and others of the programs and conditions of the town's public schools.

Established by law and Committee policy

Adopted by the Reading School Committee on March 26, 2007

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