

ROLES AND RESPONSIBILITIES **FOR SCHOOL COMMITTEES AND SUPERINTENDENTS**

Broad Areas of Responsibility	School Committee (SC) Role	Superintendent Role
Policy	<ul style="list-style-type: none"> • A key role is to establish and review educational goals and policies, consistent with the requirements of law, and statewide goals and standards. • Policies should reflect that SC has oversight of and responsibility for: the school system, the direction in which the system must go, and the criteria to determine if its goals and policies are being met. 	<ul style="list-style-type: none"> • Develop and inform the SC of administrative procedures required to implement committee policies. • Present policy options along with specific recommendations to the SC when they are adopting new policies or reviewing existing policies.
Governance/Operations	<ul style="list-style-type: none"> • Establish educational goals and policies (as outlined above). • Charge the superintendent with the responsibilities for all administrative functions. • Act only as a body as prescribed by law and not as individual members. 	<ul style="list-style-type: none"> • Serve as the School Committee's chief executive officer and educational advisor in all efforts of the committee to fulfill its school system governance role. • Serve as a leader and catalyst for the school system's administrative leadership team. • Propose and initiate a process for long range and strategic planning that will engage the committee and the community in positioning the school system for success in ensuing years. • Ensure that the school system provides equal opportunity for all students and staff. • Be aware of all aspects of Mass. Educational law and share all changes or amendments with the SC in a timely fashion.

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Advocacy	<ul style="list-style-type: none"> • Engage in advocacy on behalf of students and promote the benefits of a public school system to the community. • Work closely, when appropriate, with other governmental agencies and bodies. • Collaborate with other school committees through state and national committee associations to let state legislators, members of Congress, and other officials know of local concerns and issues. 	<ul style="list-style-type: none"> • Engage in advocacy on behalf of students and promote the benefits of a public school system to the community. • Collaborate with other administrators through state and national committee associations to let state legislators, members of Congress, and other officials know of local concerns and issues. • Work with local and state officials to garner support for a fair and sound school budget that encompasses jointly developed committee-administration goals and priorities.
Communication	<ul style="list-style-type: none"> • Support the development and promotion of the vision, mission, goals and strategies of the school system. • Consult with superintendent on all matters that concern the school system and on which the SC may take actions as they come up. • Conduct business at regularly scheduled open meetings. • Facilitate timely and accurate dissemination of information about Committee's core activities. • Facilitate two-way communication between SC and community. 	<ul style="list-style-type: none"> • Develop and promote a plan for achieving the mission, vision, goals and strategies of the school system. • Keep all SC members informed about school operations and programs. • Identify and articulate the needs of the school system to the school committee. • Provide all SC members with appropriate background information in advance of each committee meeting. • Share responsibility with the SC and community for open communication and honest discourse. • Encourage and maintain open communication between the community and the schools.
Finance	<ul style="list-style-type: none"> • Review and approve district budget. • Develop process and timeline with Superintendent. • Advocate that the necessary funds are appropriated for district. • Strive to achieve the appropriate balance between needs and resources. • Oversee implementation of annual school budgets. 	<ul style="list-style-type: none"> • Recommend educational goals and annual school budget to SC. • Develop timeline. • Operate district in accordance with annual school budgets. • Periodically update SC.

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Staffing	<ul style="list-style-type: none"> • Appoint the Superintendent. • Appoint, upon recommendation of Superintendent, the Central Administration and district legal counsel. Consent to hiring should not be unreasonably withheld. • Set compensation for Superintendent and guidelines for administrators not assigned to particular schools. • Discipline or terminate the employment of the Superintendent, in accordance with law and terms of contract. 	<ul style="list-style-type: none"> • Appoint, develop, discipline, and discharge administrators, principals, and staff not assigned to particular schools. • Review and approve principal's hire of all teachers and personnel assigned to a school. • Initiate or review and approve discipline or discharge of school staff.
Collective Bargaining	<ul style="list-style-type: none"> • Act as employer of school employees for collective bargaining purposes. • Receive advice from superintendent about educational consequences of bargaining positions. 	<ul style="list-style-type: none"> • Serve as resource in collective bargaining. • Assure adherence to all collective bargaining agreements.
Performance Standards	<ul style="list-style-type: none"> • Evaluate performance of Superintendent. • Establish, upon recommendation of superintendent, the performance standards for district faculty and staff. • Conduct self-evaluation of committee effectiveness in meeting stated goals and performing its role in public school governance. 	<ul style="list-style-type: none"> • Assure evaluation of personnel and provide training for evaluators. • Develop performance standards for all staff in keeping with school committee policy, contractual agreements and educational goals.
Professional Development	<ul style="list-style-type: none"> • Allocate resources to support a successful professional development program. • Provide and encourage SC professional development to ensure school leaders have the knowledge and skills to provide effective policy leadership. 	<ul style="list-style-type: none"> • Prepare and implement professional development plan for the district. • Ensure that professional development activities are available to school department employees.
School Councils	<ul style="list-style-type: none"> • Review and approve an annual school improvement plan for each school. 	<ul style="list-style-type: none"> • Review with principals the role of school councils and relevant activities.
Curriculum	<ul style="list-style-type: none"> • Insure adequate resources are focused on continual curriculum improvement. • Conduct oversight over curriculum efforts. 	<ul style="list-style-type: none"> • Establish a process for the development and continual refinement of the curriculum. • Implement curriculum improvement plans.