

## **ADMINISTRATION GOALS**

The School Committee intends to employ qualified personnel to administer the school district 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. The Superintendent will establish channels so that the recommendations and decisions of each group can be heard and reviewed by the appropriate administrator, 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 administrator will be responsible and accountable for making a plan of development for all staff assigned to their area of operation.

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

SOURCE: MASC – Updated 2022

## **SUPERINTENDENT**

The School Committee shall employ a Superintendent of Schools and fix their compensation. The administration and supervision of the school system shall be delegated by the School Committee to the Superintendent in accord with policies adopted by the Committee and laws of the Commonwealth.

The Superintendent shall:

1. be responsible for the administration of the Lincoln Public Schools and strive to provide excellence in education;
2. craft a District Strategic Plan, including a shared vision, strategic objectives and priorities. The development of this plan will be done in collaboration with the School Committee and it will be used to frame the collective strategic decisions made by the School Committee and Administration;
3. act as professional adviser to the Committee and keep the Committee fully informed on all matters in the school district;
4. recommend appropriate policies for consideration by the Committee;
5. implement and execute all policies adopted by the School Committee;
6. exercise sound judgment in recommending the human and financial resources provided by the School Committee, in line with its funding sources and responsibilities;
7. ensure that all School District employees conform to the policies adopted by the Committee; and
8. conform to all relevant laws and regulations regarding public education in the District.

In the development of rules, regulations, and arrangements for the operation of the school system, the Superintendent shall include at the planning stage, whenever feasible, those stakeholders who will be affected by the provisions. The Superintendent shall seek feedback regarding the operation of the schools from stakeholders, including faculty, staff, and members of the community.

LEGAL REFS.: M.G.L. 71:59, 72:3

CROSS REF.: BBD, School Committee - Superintendent Relationship

Adopted at the School Committee Meeting of September 28, 1981

Reaffirmed at School Committee Meeting of December 17, 1984

Revised at School Committee Meeting of March 9, 2017

## EVALUATION OF THE SUPERINTENDENT

Evaluation of the Superintendent is one of the fundamental responsibilities of the School Committee. The School Committee believes that a well-designed performance appraisal contributes to good education by ensuring effective governance and management of the schools and allows educational leaders to continually improve their practice.

The School Committee and Superintendent will annually 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.

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

1. Ensure that the Superintendent is working effectively to achieve the District goals;
2. Establish priorities that provide the Superintendent with specific direction;
3. Clarify the School Committee's expectations about the role of the Superintendent;
4. Provide the community with a public model of the evaluation system that is used privately for the evaluation of all the professionals in the District;
5. Improve understanding of the daily responsibilities and pressures of the Superintendent's job;
6. Support effective administrative leadership in the schools;  
Identify problems and possible solutions;
7. Produce a written record of the Superintendent's performance.

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. The evaluation of the Superintendent will be carried out in accordance with guidelines from the Department of Elementary and Secondary Education.

The timeline and procedures for evaluating the Superintendent are outlined in policy *CBI-R: Procedures for the Superintendent's Evaluation*.

CROSS REF.: CBI-R, Procedures for Superintendent's Evaluation

Adopted at School Committee Meeting of February 22, 1982  
Reaffirmed at School Committee Meeting of December 17, 1984  
Revised at School Committee Meeting of March 6, 2014  
Revised at School Committee Meeting of December 17, 2020

## **PROCEDURES FOR SUPERINTENDENT'S EVALUATION**

The Department of Elementary and Secondary Education provides guidelines for the annual evaluation of the Superintendent's performance. The School Committee has established the following timeline for this evaluation process in order to respect the DESE guidelines in a manner that makes sense for the district and for the management of the Superintendent's workload.

Specifically, the School Committee aims to integrate the district goals with the Superintendent's goals; and, in setting the September deadline for the completion of the Superintendent's Annual Plan, the School Committee wishes to allow the Superintendent the time to incorporate the conclusions of one year's Summative Evaluation in the establishment of the following year's goals; and, in identifying a subset of Focus Indicators from the complete Evaluation Rubric, the School Committee will further identify and emphasize its priorities for the school year, and it will reduce the amount of work necessary to document the Superintendent's performance.

Accordingly, the timeline that the School Committee will follow every year to evaluate the Superintendent's performance is as follows:

Late May/

Early June: The Administrative Council and School Committee collaborate to establish the District Goals.

Late June: 1) The Superintendent develops personal goals for the upcoming school year based on Summative Evaluation and established District Goals.  
2) The outline of the Annual Plan is presented to the School Committee for feedback.

Early

September: The School Committee and Superintendent collaborate to identify six to eight Focus Indicators (at least one for each Standard) from the DESE Superintendent Evaluation Rubric, and to determine relevant measures of achievement of the Superintendent's goals and of performance on the identified priorities.

Mid

September The Superintendent presents a complete Annual Plan, which includes the Superintendent's professional goals and the School Committee's evaluative priorities/Focus Indicators, to the School Committee for final approval.

Early

January: The School Committee reviews the Annual Plan and the DESE evaluation rubric and asks the Superintendent for information that clarifies work on goals, standards and elements beyond the information provided by regular reports or observable information.

Mid

- January: Mid-Cycle/Formative Review
- 1) The Superintendent prepares a mid-cycle summary of progress toward attaining goals set forth in the Annual Plan.
  - 2) The School Committee Chair leads the mid-cycle review meeting.
  - 3) The School Committee votes on whether or not it is appropriate to consider an increase in compensation as part of contract negotiations with the Superintendent.

February/

March: According to the outcome of the vote, the School Committee begins discussions with the Superintendent regarding her/his annual compensation, and details of her/his agreement, if applicable. It is the intention of the Committee that the compensation agreement be completed by the Annual Town Meeting.

Mid-May: The Superintendent prepares an end-of-cycle summary of progress toward attaining goals and performance on the Standards.

End-May: Summative Evaluation: The School Committee Chair asks each member to complete relevant end-of-cycle forms. Based on member input, the Chair develops a Summative Evaluation Report and ensures that it contains accurate information and appropriately reflects the individual performance of the Superintendent. A rating on each standard, and an overall summative rating, which is reported to the state, will be assigned as part of the Summative Evaluation.

The Superintendent may actively participate in the end-of-cycle evaluation at a regularly scheduled School Committee meeting.

REF.: <http://www.doe.mass.edu/eeval/>

Approved at School Committee Meeting of March 5, 1984  
Reaffirmed at School Committee Meeting of January 21, 1985  
Revised at School Committee Meeting of March 6, 2014  
Revised at School Committee Meeting of December 17, 2020

## **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 district.

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 administrator 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 district.

## **DEVELOPMENT AND DISSEMINATION OF PROCEDURES**

The Superintendent will be responsible for specifying required actions and designing the detailed arrangements under which the school district 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 district 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. They must weigh with care the counsel given by representatives of staff, student, and community organizations. They 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, they may issue procedures without prior Committee approval unless Committee action is required by law; or the Superintendent recommends Committee approval in light of strong community attitudes or probable staff reactions.

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

## **APPROVAL OF HANDBOOKS AND DIRECTIVES**

Principal shall prepare and distribute to each student a handbook setting forth the rules pertaining to conduct of students. Handbook(s) shall be reviewed each spring to consider changes in the disciplinary policy to take effect at the beginning of the next school year. It is essential that the contents of all handbooks conform to School Committee policies.

The Superintendent will use their judgment as to whether other specific handbooks need Committee approval; however, all handbooks published will be made available to the Committee for informational purposes.

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

CROSS REF.: BGD, School Committee Review of Procedures

File: CHD

## **ADMINISTRATION IN POLICY ABSENCE**

When action must be taken within the school district where the Committee has provided no guides for administrative action, the Superintendent will have the power to act. It shall be the duty of the Superintendent to inform the Committee of such action and of the potential need for policy.