

STRATEGIC PRIORITIES

~~Within the context of their purposes and responsibilities and taking into account the priorities and policies of the School Committee, the Superintendent and administration, in collaboration with the School Committee, will establish annual strategic priorities for the school system, at the beginning of the school year.~~

~~The Superintendent will report on progress toward meeting these priorities in January or February and May or June.~~

~~The priorities will be posted on the Superintendent's webpage and will be accessible to the community at large.~~

~~Adopted at School Committee Meeting of January 21, 1985
Revised at School Committee Meeting of March 9, 2017~~

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 ~~chief administrative officer concerned~~ 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 ~~administrative officer~~ 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

File: CB

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;
- ~~1.2.~~ 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;
- ~~2.3.~~ act as professional adviser to the Committee and keep the Committee fully informed on all matters in the school district;
- ~~3.4.~~ recommend appropriate policies for consideration by the Committee;
- ~~4.5.~~ implement and execute all policies adopted by the School ~~e~~Committee;
- ~~5.6.~~ keep the Committee fully informed about the School District, and exercise sound judgment in recommending the human and financial resources provided by the School Committee, in line with its funding sources and responsibilities; (From CBCA) nominating personnel, and recommending expenditures in line with funding resources;
- ~~6.7.~~ ensure that all School District employees conform to the policies adopted by the Committee; and
- ~~7.8.~~ conform to all relevant laws and regulations regarding public education in the District.

The Superintendent, in administering School Committee policies, shall be guided by the knowledge that the School Committee values the fullest possible interchange of ideas as pre-eminently desirable in the several schools. Nothing as provided herein shall be interpreted as intended to interrupt the free and open flow of ideas and assistance among personnel at all levels.

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 employees who will be affected by the provisions.

The Superintendent shall evolve, with professional and non-professional employees, channels for the ready inter-communication of ideas and feelings regarding the operation of the schools. The Superintendent shall weigh with care the counsel given by employees, and shall inform the School Committee of all such counsel in presenting reports of administrative action or in presenting recommendations to the School Committee for needed policy.

The Superintendent shall ensure that suitable instructional material and activities are selected by the professional staff. The Superintendent shall ensure that the knowledge and resources of teachers, parents, administrators and consultants are used through curriculum committee meetings.

The Superintendent shall arrange for curricula documents or other manuals for the use of teachers in all curriculum areas. The Superintendent shall devise methods to ensure that the scope and sequence of the curriculum are carried out effectively and with consistency among the schools.

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

CROSS REF.: BBD, School Committee - Superintendent Relationship

File: CB

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

| ~~SOURCE: Lincoln~~

File: CB

SCHOOL SUPERINTENDENT

~~The Committee shall employ a Superintendent of Schools and fix their compensation. The Superintendent shall act in accordance with Mass. General Laws and shall perform such other duties consistent with this section as the Committee may determine. They shall also prepare such reports as may be required by the Department of Elementary and Secondary Education and shall submit materials for the Committee's annual report to the (Mayor) Select Board in sufficient time for printing in the annual report.~~

~~SOURCE: MASC—Updated 2022~~

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

DISTRICT ADMINISTRATION PRIORITY OBJECTIVES

The following shall govern the operation of the school system:

- ~~1. The Superintendent shall have specific responsibility for overseeing the scope and sequence of educational experiences provided for children from Kindergarten through grade 8, aligned with our agreed core values.~~
- ~~2. The Superintendent has the responsibility of crafting 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 (as specified in Policy CA) and it will be used to frame the collective strategic decisions made by the School Committee and Administration.~~
- ~~3. The Superintendent shall organize the School District in a manner designed to provide excellence in education, within the general philosophy of the School District and the human and financial resources provided by the School Committee, in line with its funding sources and responsibilities.~~
- ~~4. Each Principal, with the Superintendent's prior approval, shall work out an education program in accord with regulations, priorities and policies of the School Committee.~~
- ~~5. All administrative supervision of employees shall be in the hands of those to whom such responsibility has been specifically delegated.~~

Adopted at School Committee Meeting of June 29, 1959

Reaffirmed at School Committee Meeting of September 14, 1981

Reaffirmed at School Committee Meeting of December 17, 1984

Revised at School Committee Meeting of November 9, 2017

SOURCE: Lincoln

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 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—Updated 2022~~

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

~~**NOTE: Under the laws of the Commonwealth, the School Committee may award a contract to a Superintendent of schools for a period not to exceed six years.**~~

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. Clarify the Superintendent's expectations about the role of the School Committee;~~
- ~~5.4.~~ 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;
- ~~6.5.~~ Improve understanding of the daily responsibilities and pressures of the Superintendent's job;
- ~~7.6.~~ Support effective administrative leadership in the schools;
- ~~8. Afford School Committee members an opportunity for assessment of District and School Committee performance;~~
- ~~9.~~ Identify problems and possible solutions;
- ~~10.7.~~ 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

| SOURCE: ~~Lincoln~~

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 goals 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 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 Updated 2022~~

~~LEGAL REF: M.G.L. 30A:18-25
603CMR35:00~~

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. 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/eval/>

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

SOURCE: ~~Lincoln~~

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 ~~administrative officer~~ 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.

SOURCE: MASC — Updated 2022

~~ADMINISTRATIVE COUNCILS, CABINETS, AND COMMITTEES~~

~~The Superintendent may establish such permanent or temporary councils, cabinets, and committees as they deem necessary for assuring staff participation in decision making, for implementing policies and procedures, and for the improvement of the educational program.~~

~~Functioning in an advisory capacity, all councils, cabinets, and committees created by the Superintendent may make recommendations for submission to the School Committee through the Superintendent. Such groups will exercise no inherent authority. Authority for establishing policy remains with the Committee and authority for implementing policy remains with the Superintendent.~~

~~The membership, composition, and responsibilities of administrative councils, cabinets, and committees will be defined by the Superintendent and may be changed at their 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 district, but only within budgetary allotments and when approved in advance by the Superintendent.~~

SOURCE: MASC—Updated 2022

SCHOOL BUILDING ADMINISTRATION

HOLD

Principals

Appointment and Term of Office

~~When a Principal's position becomes vacant, the Superintendent shall post a notice in the schools of the vacancy and invite qualified and interested personnel to apply for the position. The Superintendent shall also seek qualified candidates from outside the school system.~~

~~A candidate for a Principal's position shall be invited to submit an application on forms designated or approved by the Superintendent.~~

~~Contracts issued to Principals shall be in accordance with state law and may be reissued by the Superintendent at levels of compensation/benefits determined in accordance with policies established by the School Committee.~~

~~As a condition of employment, each Principal must maintain current certification, adhere to the policies and goals of the School Committee and the directives of the Superintendent, and annually must submit, with the school council, the educational goals and school improvement plan for the school building(s) under his/her direction.~~

~~LEGAL REFS.: — M.G.L. 71:74; 71:59B~~

~~Approved at School Committee Meeting of June 29, 1959
Reaffirmed at School Committee Meeting of September 28, 1981
Reaffirmed at School Committee Meeting of December 17, 1984
Revised at School Committee Meeting of December 14, 2017~~

~~SOURCE: Lincoln~~

POLICY IMPLEMENTATION

~~The Superintendent has responsibility for carrying out, through procedures, the 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 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 procedures, and for seeing that they are implemented in the spirit intended.~~

SOURCE: MASC—Updated 2022

~~**NOTE:** This policy is one of a coordinated set of policies relating to Policy Implementation adopted by a Massachusetts School Committee. Other statements cover Development of Procedures (code CHA) and Procedures Dissemination (code CHC). However, a policy related to these two subcategories could be included in the more general code CH, Policy Implementation.~~

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 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.

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

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.

~~CROSS REF.: ——— BDG, School Attorney~~

~~SOURCE: MASC — Updated 2022~~

APPROVAL OF HANDBOOKS AND DIRECTIVES

~~The Principal [1][2]s, 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.~~ The 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. [3]

~~It is essential that the contents of all handbooks conform to School Committee policies. It is also important that all handbooks bearing the name of the school district 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 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.

~~SOURCE: MASC—Updated 2022~~

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

CROSS REF.: BGD, School Committee Review of Procedures

~~ADMINISTRATION IN POLICY ABSENCE~~

~~In the situations that arise within the schools where the School Committee has provided no policy (guides for administrative action), the Superintendent shall have power to act but his/her decisions shall be subject to review by the School Committee, if necessary. It shall be the duty of the Superintendent to inform the Committee of such action and of the need for policy.~~

~~Adopted at School Committee Meeting of June 29, 1959
Reaffirmed at School Committee Meeting of September 14, 1981
Reaffirmed at School Committee Meeting of December 17, 1984
Reaffirmed at School Committee Meeting of October 8, 2015~~

~~SOURCE: Lincoln~~

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. The Superintendent's decisions, however, will be subject to review by the Committee. [4]

SOURCE: MASC—Reviewed 2022

SCHOOL DISTRICT ANNUAL REPORT

~~An annual report covering the diversified activities of the school district and the administration's recommendations for their improvement will be prepared by the Superintendent 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 the parents/guardians, citizens, Commissioner of Education, and others of the programs and conditions of the town's public schools.~~

~~SOURCE: MASC—Updated 2022~~

~~LEGAL REFS.:——M.G.L. 72:4~~

~~**NOTE: A different report is required of regional school districts. Thus the content of a policy in this category would have to be changed and a citation to M.G.L. 71:16 (K) substituted for 72:4.**~~