

# **SOUTHWICK-TOLLAND-GRANVILLE REGIONAL SCHOOL DISTRICT**

**CODE: ADMINISTRATION GOALS**

**Category: GENERAL SCHOOL ADMINISTRATION**

**Adopted: 3/9/05**

**File No.: CA**

**Revised:**

It is the intent of the School Committee that the district employ highly 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 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 staff assigned to his/her area of operation.

Adoption Date: January 1996

SOURCE: MASC Policy

# **SOUTHWICK-TOLLAND-GRANVILLE REGIONAL SCHOOL DISTRICT**

**CODE: SUPERINTENDENT'S CONTRACT**

**Category: GENERAL SCHOOL ADMINISTRATION**

**Adopted: 3/9/05**

**File No.: CBD**

**Revised:**

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.

Revised: June 17, 1996

SOURCE: MASC Policy

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

*School Committee Policy*

# **SOUTHWICK-TOLLAND-GRANVILLE REGIONAL SCHOOL DISTRICT**

**CODE: EVALUATION OF THE SUPERINTENDENT**

**Category: GENERAL SCHOOL ADMINISTRATION**

**Adopted: 3/9/05**

**File No.: CBI**

**Revised:**

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 determined 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.

Revised: June 17, 1996

SOURCE: MASC Policy

*School Committee Policy*

# SOUTHWICK-TOLLAND-GRANVILLE REGIONAL SCHOOL DISTRICT

## Part I – Performance Review of the Superintendent of Schools

Goals for Upcoming Period:                      December \_\_\_\_\_ - December \_\_\_\_\_

Performance goals are presented in priority order. (To be identified and written by the Superintendent and jointly approved by the School Committee and Superintendent, not to exceed four (4) per assessment cycle.)

### **Goal #1    Establish District Curriculum Activities to Support Student Achievement**

<u>Activities</u>	<u>Timing</u>	<u>Measurement (Standards of Performance)</u>	<u>Results</u>
a. Conduct Curriculum Needs Assessment	Calendar Year	Completion of Specific Reports and Implementation of Curriculum Revision Cycle that Precedes Revised Curriculum Documents  (Completion of Listed Activities)	
b. Complete and Publish Curriculum Status Report			
c. Create Curriculum Revision Cycle			
d. Ensure curriculum Area Meetings			
e. Create and Implement Curriculum Template			
f. Complete Curriculum Documents in Accordance with Established Cycle			
g. Action Plans to Increase Achievement on Stanford and MCAS			

# SOUTHWICK-TOLLAND-GRANVILLE REGIONAL SCHOOL DISTRICT

## **Goal #2 Increase District Efficiency by Implementing Organizational Structures**

<u>Activities</u>	<u>Timing</u>	<u>Measurement (Standards of Performance)</u>	<u>Results</u>
a. Complete Organizational Analysis and Charting	Calendar Year	Increase District Efficiency as Measured by Organizational Analysis and Review  (Completion of Listed Activities)	
b. Develop District Emergency Protocols			
c. Review and Continue Professional Development Plan			
d. Review and Continue Strategic Plan			
e. Review and Continue Technology Plan			
f. Review and Continue Instructional Improvement Committee			
g. Enhance Communication Systems			
h. Complete Facilities Needs Assessment			
i. Develop Specific Transition Plans Between Buildings			
j. Develop Leadership Teams in Each Building			
k. Revise School Committee Policy Manual			
l. Revise and Implement Process Used for Collective Bargaining			
m. Participate in Budget Development Process and Articulate Needs of the School District as Needed			

# SOUTHWICK-TOLLAND-GRANVILLE REGIONAL SCHOOL DISTRICT

## Part I – Performance Review of the Superintendent of Schools (cont.)

Goals for Upcoming Period:                      December \_\_\_\_\_ - December \_\_\_\_\_

Performance goals are presented in priority order. (To be identified and written by the Superintendent and jointly approved by the School Committee and Superintendent, not to exceed four (4) per assessment cycle.)

### Goal #3 Establish Public Relations Initiative to Support District Programs

<u>Activities</u>	<u>Timing</u>	<u>Measurement (Standards of Performance)</u>	<u>Results</u>
a. Design and Conduct Information Sessions for School Committee Members	Calendar Year	Development and Implementation of Public Relations Activities that Discuss and Describe District Programs and Services.  (Completion of Listed Activities)	
b. Participate in Community Activities			
c. Use Various Forms of Media to Inform Public About District Programs and Activities			
d. Provide Information about District Programs at Public Meetings			
e. Create and Implement Alternative Activities to Provide Information About Schools to the Community			
f. Work Cooperatively with Other Town Agencies and Groups to Articulate Role of Public Education System and Needs of Children			

# SOUTHWICK-TOLLAND-GRANVILLE REGIONAL SCHOOL DISTRICT

## **Goal #4 Establish a Meaningful Professional Development System that Supports District Programs and Personnel**

<u>Activities</u>	<u>Timing</u>	<u>Measurement (Standards of Performance)</u>	<u>Results</u>
a. Complete New Professional Development Plan that Supports student Achievement	Calendar Year	Development and Implementation of a Professional Development System that Meets the Identified Needs of All Staff.	
b. Establish a Professional Development Committee that is Representative of All Groups Within the District			
c. Plan and Present a Variety of Professional Development Sessions for School Committee Members, Faculty, Staff, Parents and Interested Community Members		(Completion of Listed Activities)	
d. Implement a Professional Development Program for District Administrative Staff			
e. Develop and Implement a Schedule for Educational Presentations for Meetings of the School Committee			
f. Participate in a Variety of Professional Development Programs Specific to the Superintendency			
g. Continue to Pursue Completion of Doctoral Degree			

# SOUTHWICK-TOLLAND-GRANVILLE REGIONAL SCHOOL DISTRICT

## Part I – Performance Review of the Superintendent of Schools (cont.)

**Goals for Upcoming Period:**                      December \_\_\_\_\_ - December \_\_\_\_\_

Performance goals are presented in priority order. (To be identified and written by the Superintendent and jointly approved by the School Committee and Superintendent, not to exceed four (4) per assessment cycle.)

**Goal #5            Establish a System for Reviewing District Initiatives Using a Variety of Data Sources as Indicators of Progress**

<u>Activities</u>	<u>Timing</u>	<u>Measurement (Standards of Performance)</u>	<u>Results</u>
<ul style="list-style-type: none"> <li>a. Develop a Template of District Data Sources to be Used as Indicators</li> <li>b. Establish a Baseline of Information for the Following Indicators Using 2000-2001 Data:                             <ul style="list-style-type: none"> <li>1. Student performance on standardized assessments (MCAS, Stanford Achievement Test, PSAT, SAT)</li> <li>2. Graduation rate</li> <li>3. Percentage of students pursuing admission to higher education</li> <li>4. Percentage of referrals to special education</li> <li>5. Student attendance rates</li> <li>6. School Choice Enrollment</li> <li>7. Student Participation Rate in Co-curricular Activities</li> <li>8. Professional Development Hours for Faculty and Staff</li> </ul> </li> <li>c. Complete and Submit Annual Report Comparing Baseline Data for Indicators (2000-2001 Data) with Data Obtained for Indicators during the 2001-2002 School Year</li> <li>d. Complete and Submit annual Report Comparing Baseline Data for Indicators (2000-2001 Data) with Data Obtained for Indicators during the 2001-2002 and the 2002-2003 School Years.</li> </ul>	<ul style="list-style-type: none"> <li>Calendar Year</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of a System that Compares and Contrasts Similar Data to Determine Levels of District Progress.</li>   <li>(Completion of Listed Activities)</li> </ul>	



# SOUTHWICK-TOLLAND-GRANVILLE REGIONAL SCHOOL DISTRICT

## Part II – Specific Area(s) of Responsibility

SUPERINTENDENT ASSESSMENT	5	4	3	2	1	Not Applicable or Comments
<b>I. Relationships with the School Committee</b>						
A. Keeps the Committee informed on issues, needs and operations of the school system.						
B. Offers professional advice to the Committee on items requiring Committee action, with appropriate recommendations based on thorough study and analysis.						
C. Interprets and executes the intent of Committee policy.						
D. Seeks and accepts constructive criticism of work.						
E. Accepts responsibility for maintaining liaison between the Committee and personnel, working towards a high degree of understanding and respect between the staff and the Committee, and the Committee and the staff.						
F. Remains impartial towards the Committee, treating all Committee members alike.						

Rating Scale	5 =	Consistently exceeds expectations	2 =	Does not consistently meet expectations
	4 =	Exceeds expectations	1 =	Fails to meet expectations
	3 =	Competently meets expectations	NA	Not Observed or Not Applicable
			=	

*School Committee Policy*

# SOUTHWICK-TOLLAND-GRANVILLE REGIONAL SCHOOL DISTRICT

## Part II – Specific Area(s) of Responsibility

SCHOOL COMMITTEE ASSESSMENT	5	4	3	2	1	Not Applicable or Comments
<b>II. Community Relationships</b>						
A. Seeks to gain respect and support of the community on the school system's operation.						
B. Solicits and gives attention to problems and opinions of all groups and individuals.						
C. Develops friendly and cooperative relationships in the community.						
D. Participates as a community leader in public education.						
E. Works effectively with public and private agencies.						

# SOUTHWICK-TOLLAND-GRANVILLE REGIONAL SCHOOL DISTRICT

<b>III. Staff and Personnel Relationships</b>						
A. Develops and executes sound personnel procedures and practices.						
B. Develops good staff morale by learning concerns of teachers and staff.						
C. Is effective in the evaluation of staff.						
D. Takes an active role in development of salary schedules for all personnel and recommends to the Committee the levels which, within budgetary limitations, will best serve the interests of the district.						

Rating Scale	5 =	Consistently exceeds expectations	2 =	Does not consistently meet expectations
	4 =	Exceeds expectations	1 =	Fails to meet expectations
	3 =	Competently meets expectations	NA	Not Observed or Not Applicable
			=	

# SOUTHWICK-TOLLAND-GRANVILLE REGIONAL SCHOOL DISTRICT

## Part II – Specific Area(s) of Responsibility

SUPERINTENDENT ASSESSMENT	5	4	3	2	1	Not Applicable or Comments
<b>IV. Educational Leadership</b>						
A. Participates with staff, Committee, and community in studying and developing curriculum improvement.						
B. Organizes a planned program of staff evaluation and improvement.						
C. Organizes and provides professional development programs for staff.						

<b>V. Business and Finance</b>						
A. Keeps informed on needs of the school program – plan, facilities, equipment, and supplies.						
B. Supervises operations, insisting on competent and efficient performance.						
C. Determines that funds are administered wisely and adequate control and accounting are maintained.						
D. Works with Business Manager to evaluate financial needs and make recommendations for adequate financing.						

Rating Scale	5 =	Consistently exceeds expectations	2 =	Does not consistently meet expectations
	4 =	Exceeds expectations	1 =	Fails to meet expectations
	3 =	Competently meets expectations	NA	Not Observed or Not Applicable
			=	



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# SOUTHWICK-TOLLAND-GRANVILLE REGIONAL SCHOOL DISTRICT

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**Summary Part II -** Composite Assessment by the School Committee on Specific Areas of Responsibility

- I. Relationship with the Committee
- II. Community Relationships
- III. Staff and Personnel Relationships
- IV. Educational Leadership
- V. Business and Finance
- VI. Personal Qualities


**Rating Scale**

- 5 = Consistently exceeds expectations
- 4 = Exceeds Expectations
- 3 = Competently meets expectations
- 2 = Does not consistently meet expectations
- 1 = Fails to meet expectations
- NA = Not Observed or Not Applicable

<b>Assessment Cycle of Superintendent of Schools</b>			
Mid-Year Review (June)	Annual Review (December)		
_____ Signature of Superintendent of Schools	_____ Signature of Superintendent of Schools	_____ Signature of School Committee Chairperson	_____ Date
_____ Signature of School Committee Chairperson	_____ Date	_____ Signature of School Committee Chairperson	_____ Date

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# **SOUTHWICK-TOLLAND-GRANVILLE REGIONAL SCHOOL DISTRICT**

**CODE: LINE AND STAFF RELATIONS**

**Category: GENERAL SCHOOL ADMINISTRATION**

**Adopted: 3/9/05**

**File No.: CCB**

**Revised:**

The School Committee expects the Superintendent to establish clear understandings on the part of all personnel of the working relationships in the school system.

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. All personnel will have the right to appeal any decision made by an administrative officer through established grievance procedures.

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 system.

Adoption date: January 1996

SOURCE: MASC Policy



# **SOUTHWICK-TOLLAND-GRANVILLE REGIONAL SCHOOL DISTRICT**

**CODE: POLICY IMPLEMENTATION**

**Category: GENERAL SCHOOL ADMINISTRATION**

**Adopted: 3/9/05**

**File No.: CH**

**Revised:**

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.

**SOURCE: MASC Policy**

# **SOUTHWICK-TOLLAND-GRANVILLE REGIONAL SCHOOL DISTRICT**

**CODE: DEVELOPMENT OF REGULATIONS**

**Category: GENERAL SCHOOL ADMINISTRATION**

**File No.: CHA**

**Adopted: 3/9/05**

**Revised:**

The Superintendent will be responsible for specifying required actions and designing the detailed arrangements under which the school system 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 system will be governed.

In the development of regulations, the Superintendent may involve at the planning stage those who would be affected by the regulations, including staff members, students, parents/guardians, and the public. He/she must weigh with care the counsel given by representatives of staff, student and community organizations. He/she will inform the committee of such counsel in presenting pertinent reports of regulations and in presenting regulations for committee approval.

As long as the Superintendent operates within the guidelines of policy adopted by the committee, he/she may issue regulations without prior committee approval unless committee action is required by law, or the committee has specifically asked that certain types of regulations be given committee approval, or the Superintendent recommends committee approval in light of strong community attitudes or probable staff reactions.

**SOURCE: MASC Policy**

# **SOUTHWICK-TOLLAND-GRANVILLE REGIONAL SCHOOL DISTRICT**

**CODE: APPROVAL OF HANDBOOKS AND DIRECTIVES**

**Category: GENERAL SCHOOL ADMINISTRATION**

**Adopted: 3/9/05**

**File No.: CHCA**

**Revised:**

The policy of the Southwick-Tolland-Granville Regional School District is for the Principal, in consultation with the school council, to prepare and distribute to each student a handbook setting forth the rules pertaining to conduct of students. The school council shall review the handbook prior to December 31st to consider changes in the disciplinary policy to take effect the following 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.

Adoption date: January 1996

SOURCE: MASC Policy

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

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# **SOUTHWICK-TOLLAND-GRANVILLE REGIONAL SCHOOL DISTRICT**

**CODE: HANDBOOK REQUIREMENTS**

**Category: GENERAL SCHOOL ADMINISTRATION**

**Adopted: 3/9/05**

**File No.: CHCA-E**

**Revised:**

Notwithstanding any general or special law to the contrary all student handbooks shall contain the following provisions:

- a. Any student who is found on school premises or at school-sponsored or school related events, including athletic games, in possession of a dangerous weapon, or a controlled substance may be subject to expulsion from school by the Principal.
- b. Any student who assaults any employee of the school district may be subject to expulsion from school by the Principal.
- c. Any student who is charged with a violation of either (a) or (b) above shall be notified in writing of an opportunity for a hearing, provided, however that the student may have representation, along with the opportunity to present evidence and witnesses at said hearing before the Principal. After said hearing the Principal may decide to suspend rather than expel a student.
- d. Any student who has been expelled shall have the right to appeal to the Superintendent.
- e. When a student is expelled under the provisions listed above and applies for admission to another school for acceptance, the Superintendent of the sending school shall notify the Superintendent of the receiving school of the reasons for the pupil's expulsion.

SOURCE: MASC Policy

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

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# **SOUTHWICK-TOLLAND-GRANVILLE REGIONAL SCHOOL DISTRICT**

**CODE: ADMINISTRATION IN POLICY ABSENCE**

**Category: GENERAL SCHOOL ADMINISTRATION**

**Adopted: 3/9/05**

**File No.: CHD**

**Revised:**

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.

Adoption date: January 1996

SOURCE: MASC Policy

*School Committee Policy*

# **SOUTHWICK-TOLLAND-GRANVILLE REGIONAL SCHOOL DISTRICT**

**CODE: ADMINISTRATIVE REPORTS**

**Category: GENERAL SCHOOL ADMINISTRATION**

**Adopted: 3/9/05**

**File No.: CL**

**Revised:**

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 requested by the Superintendent.

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.

Adoption date: January 1996

SOURCE: MASC Policy

# **SOUTHWICK-TOLLAND-GRANVILLE REGIONAL SCHOOL DISTRICT**

**CODE: SCHOOL DISTRICT ANNUAL REPORT**

**Category: GENERAL SCHOOL ADMINISTRATION**

**File No.: CM**

**Adopted: 3/9/05**

**Revised:**

An annual report covering the diversified activities of the regional 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/guardian and citizens, the Commissioner of Education, and others of the programs and conditions of the regional school district.

Established by law and committee policy

Adoption date: January 1996

SOURCE: MASC Policy

LEGAL REFS.: M.G.L. 71:16

*School Committee Policy*