

SCHOOL COMMITTEE POLICY  
NEEDHAM PUBLIC SCHOOLS

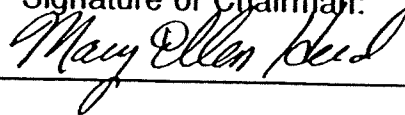
FILE:

CA

Policy for:	Revision
ADMINISTRATION GOALS	0

Date Approved by  
School Committee: 3/7/89

Signature of Chairman:

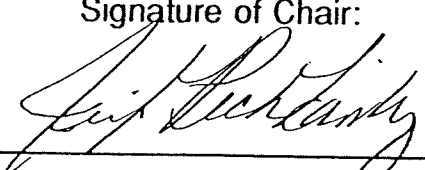


Page 1 of 1

Members of the administration will develop goals and objectives for each school year. These goals will include actions necessary to achieve systemwide goals and objectives (School Committee Policy AE), as well as personal goals and objectives.

Administrative goals and objectives will be included as part of the annual evaluation of each administrator. The status of the achievement of the goals and objectives will be included in evaluation reports to the School Committee.

SCHOOL COMMITTEE POLICY  
NEEDHAM PUBLIC SCHOOLS

FILE		CBA
Policy for: <b>QUALIFICATIONS AND DUTIES OF THE SUPERINTENDENT (JOB DESCRIPTION)</b>		Revision  3
Date Approved by School Committee:  February 7, 1995	Signature of Chair:  Page 1 of 5	

TITLE: Superintendent of Schools

QUALIFICATIONS:

- \* Mass. Certificate for Superintendent of Schools.
- \* Ph.D. or Ed.D. in Educational Administration is desirable. Master's Degree is required.
- \* Minimum 10 years administrative and teaching experience.
- \* Such alternative qualifications as the School Committee may find appropriate and acceptable.

REPORTS TO: School Committee

SUPERVISES: All Central Administrators and Principals

JOB GOAL: To provide leadership in developing and managing the highest quality educational programs and services possible. The Superintendent is the Chief Executive Officer of the School Committee in charge of the day-to-day operation of the school district.

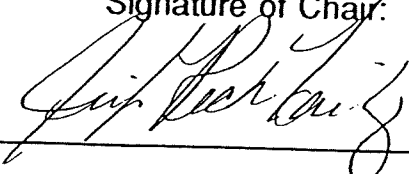
PERFORMANCE RESPONSIBILITIES:

(At the discretion of the Superintendent, he/she may delegate any of the authority and responsibilities of the position. However, the Superintendent is not relieved of final responsibility for actions taken under such delegation.)

1) School Committee:

- \* Attends and participates in all meetings of the School Committee.
- \* Coordinates and advises School Committee subcommittees and advisory committees.

SCHOOL COMMITTEE POLICY  
NEEDHAM PUBLIC SCHOOLS

Policy for:		FILE	CBA
QUALIFICATIONS AND DUTIES OF THE SUPERINTENDENT (JOB DESCRIPTION)		Revision 3	
Date Approved by School Committee:  February 7, 1995	Signature of Chair: 		
		Page 2 of 5	

- \* Informs and advises the School Committee, on a regular and timely basis, about the programs, practices, and problems of the schools, as well as all activities operating under the authority of the Committee.
- \* Assures implementation and maintenance of all School Committee policies; advises the Committee when he/she identifies the need to add, modify, or delete a policy.
- \* Submits to the School Committee written recommendations relative to all matters requiring Committee action, supported by such detailed facts as are necessary to insure the making of informed decisions.
- \* Submits, with supporting data, for School Committee approval all contracts awarding more than \$10,000.
- \* Recommends, annually, to the School Committee systemwide goals with criteria for evaluation. Monitors and reports back to the Committee, at least semi-annually, on the progress toward achieving the goals.

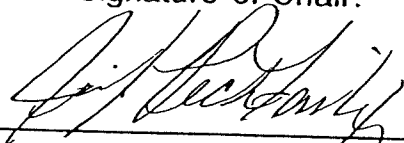
2) Budget:

- \* Prepares annual operating budget recommendations based on budget assumptions approved by the School Committee. Works with the Committee and its Budget Subcommittee to develop the final budget. Assures implementation of the approved budget. Reports quarterly on the status of the budget with respect to expenditures, encumbrances, and balances.

3) Curriculum and Instruction:

- \* Recommends objectives and long-range plans for curriculum and instructional evaluation and improvement.

SCHOOL COMMITTEE POLICY  
NEEDHAM PUBLIC SCHOOLS

POLICY FOR:		FILE	CBA
QUALIFICATIONS AND DUTIES OF THE SUPERINTENDENT (JOB DESCRIPTION)		Revision 3	
Date Approved by School Committee:  February 7, 1995	Signature of Chair: 		Page 3 of 5

- \* Assures continuous study and revision of all curriculum guides and courses of study.
- \* Recommends to the School Committee for adoption all courses of study, curriculum guides, and major changes to texts and school time schedules.

4) Personnel:

- \* Recommends the best qualified candidates for the Assistant Superintendent positions to the School Committee for appointment.
- \* Ensures the hiring of the most qualified and competent personnel.
- \* Assigns, transfers, and promotes employees as the interests of the school system may indicate. Reports such actions to the School Committee, with recommendations for Committee action where necessary.
- \* Assures systematic performance evaluation of school personnel and takes necessary action regarding any employee whose performance is judged to be unsatisfactory. Provides generalized reports and refers appropriate situations to the School Committee.
- \* Holds such meetings of school personnel as are necessary for discussion of matters related to the welfare and improvement of the schools.
- \* Oversees employee relations in the school system. Strives to maintain an employee relations environment that promotes quality education.

SCHOOL COMMITTEE POLICY  
NEEDHAM PUBLIC SCHOOLS

FILE

CBA

Policy for:

QUALIFICATIONS AND DUTIES OF THE  
SUPERINTENDENT (JOB DESCRIPTION)

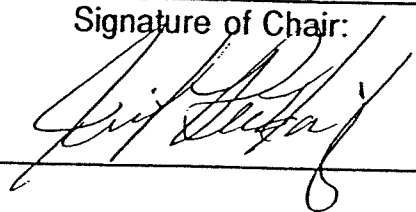
Revision

3

Date Approved by  
School Committee:

February 7, 1995

Signature of Chair:



Page 4 of 5

5) Safety:

- \* Takes necessary steps to assure the safety and welfare of students and employees in the schools and at school sponsored activities. Also takes action to assure the safety of students in transit to and from the schools.

6) School Property:

- \* Provides suitable regulations and instructions to govern the use of school properties and equipment.
- \* Ensures proper maintenance and cleanliness of all school buildings.
- \* Makes annual recommendations for capital improvements to the School Committee.

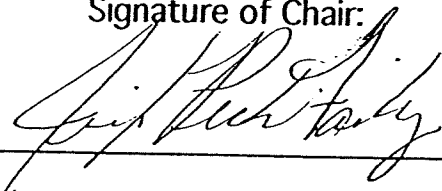
7) Records:

- \* Maintains adequate records for the schools, including financial accounts, business and property records, personnel, scholastic, and school population records. Acts as custodian of such records and of all contracts, documents, securities, title papers, books, and other papers of the School Committee.

8) Progress:

- \* Keeps informed of modern educational thought, trends, and practices, as well as any proposed legislation impacting the schools. Informs the School Committee of significant developments.

SCHOOL COMMITTEE POLICY  
NEEDHAM PUBLIC SCHOOLS

Policy for:		FILE	CBA
QUALIFICATIONS AND DUTIES OF THE SUPERINTENDENT (JOB DESCRIPTION)		Revision 3	
Date Approved by School Committee:  February 7, 1995	Signature of Chair: 		Page 5 of 5

9) Town/Community:

- \* Maintains open lines of communication and cooperative working relationships with other boards and departments of town government, including town meeting. Attends all meetings of town agencies at which matters relating to the school system appear on the agenda or are expected to be raised.
- \* Responsible for maintaining open lines of communication and cooperative relationships with parents and all members of the community.

10) Performs other appropriate tasks which may be assigned by the School Committee.

TERMS OF EMPLOYMENT: Twelve months per year.

Salary, benefits, and other specific conditions of employment to be contracted with the School Committee.

EVALUATION: Performance will be evaluated in accordance with School Committee policies.

Legal Reference: General Laws, C. 71, s59

SCHOOL COMMITTEE POLICY  
NEEDHAM PUBLIC SCHOOLS

FILE

CBG/AFB

Policy for: EVALUATION OF THE SUPERINTENDENT	Revision 1
Date Approved by School Committee:  May 15, 2012	Signature of Chair:  Heidi Black  Page 1 of 1

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 envisioned and expected 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 constructive feedback to improve future performance.
5. Provide data in assessing performance.
6. Ensure that the Superintendent provides excellent administrative leadership for the school system.
7. Ensure that the evaluation process supports student learning and achievement.

The School Committee will annually develop with the Superintendent a set of district objectives and goals based on the needs of the school system. The Superintendent's performance will be reviewed in public session in accordance with these specified goals. Additional objectives will be established at intervals agreed upon with the Superintendent. The Chair and immediate past Chair will lead the evaluation process. If the immediate past Chair is no longer a member of the School Committee, then the Vice-chair will participate in leading the evaluation.

SCHOOL COMMITTEE POLICY  
NEEDHAM PUBLIC SCHOOLS

FILE		CC
Policy for: ADMINISTRATIVE ORGANIZATIONAL STRUCTURE		Revision 1
Date Approved by School Committee:  January 18, 2011	Signature of Chair:  Connie S. Barr	Page 1 of 1

The School Committee requires that the organizational structure of the Needham school system support and advance the attainment of the goals and objectives set forth for the schools.

Under the mandate of the School Committee, the Superintendent is responsible for the operations and educational program of the schools. The legal authority of the School Committee is transmitted, through the Superintendent, along specific paths through the organizational structure.

The Superintendent is responsible for keeping the administrative structure of the school system up-to-date with changes in goals, curriculum, federal and state mandates, best instructional practices, and school services. The Superintendent will recommend appropriate changes in the structure to the School Committee as necessary.



SCHOOL COMMITTEE POLICY  
NEEDHAM PUBLIC SCHOOLS

FILE		CCB
Policy for:  DISTRICT ORGANIZATIONAL RELATIONSHIPS		Revision  1
Date Approved by School Committee:  January 18, 2011	Signature of Chair:  Connie S. Barr	Page 1 of 1

The Superintendent will be responsible for establishing clear understanding on the part of all personnel of the organizational relationships within the Needham school system.

The organizational reporting relationships serve to provide reasonable central control, with decisions made by the proper administrator. Personnel are expected to refer matters requiring administrative action to the administrator to whom they are responsible, with that administrator referring such matters, when necessary, to the next higher administrative authority. Additionally, all personnel are expected to keep the administrator to whom they are immediately responsible informed of their activities, by whatever means that administrator considers appropriate.

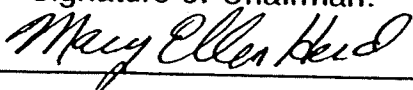
The lines of authority and responsibility do not, however, in any way restrict the very necessary cooperation and free flow of ideas between staff members at all levels. Rather than imposing a rigid line/staff hierarchy, the organizational structure is intended to promote a dynamic interaction of personnel with a common goal: improving student learning and achievement. The organization is designed to accomplish goals through communication, collaboration, and consensus. Leadership and subsequent follow-through is expected.

It is expected that school administrators (principals), directors, and other administrative staff members will work together to carry out School Committee policy as communicated from the Superintendent.

SCHOOL COMMITTEE POLICY  
NEEDHAM PUBLIC SCHOOLS

FILE: CCC

Policy for:	Revision
CODE OF ETHICS FOR ADMINISTRATORS	0

Date Approved by School Committee: 3/7/89	Signature of Chairman: 
--	--

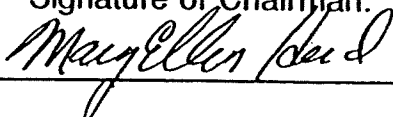
Page 1 of 5

- 1:0 The practice of the profession of school district administration requires adherence to ethical standards, as well as to the highest ideals of educational service to youth, to the employing community or district, and to the Commonwealth of Massachusetts.
- 1:1 Members of the Massachusetts Association of School Superintendents are committed to maintain the quality of behavior required of the profession of school district administration by the American Association of School Administrators.
- 1:2 All ethical policies of the American Association of School Administrators, as attached hereto, are considered binding upon all members of the Massachusetts Association of School Superintendents.
- 2.0 The code of ethics of M.A.S.S. is divided into four areas of a member's responsibility.
- 2:1 The relationship with the community.
- 2:2 The relationship with the School Committee.
- 2:3 The relationship with the district staff.
- 2:4 The relationship with fellow members and other members of the education professions.

SCHOOL COMMITTEE POLICY  
NEEDHAM PUBLIC SCHOOLS

FILE: CCC

Policy for:	Revision
CODE OF ETHICS FOR ADMINISTRATORS	0

Date Approved by School Committee: 3/7/89	Signature of Chairman: 	Page 2 of 5
--	--	-------------

- 3:0 The member and the community: The member shall encourage the maintenance of:
- 3:1 The best possible educational programming for all youth, consistent with each individual student's capacities.
  - 3:2 An openness of communication with respect to the goals, values, and intended outcomes of school programs and policies.
  - 3:3 Impartial interpretation and implementation of the policies of the School Committee.
- 4:0 The member's relationship with the School Committee. The member shall:
- 4:1 Execute all policies of the School Committee; however, in cases of conflict with legal or ethical principles, the member should inform the School Committee of the untenable ethical position presented and request an open disclosure and discussion of the issues involved.
  - 4:2 Recommend staff, textbooks, and courses of study to the School Committee as required under the statutes, exclusively in accordance with educational criteria, while exercising the best professional judgment.

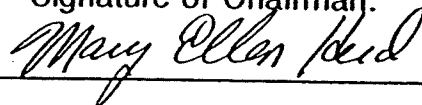
SCHOOL COMMITTEE POLICY  
NEEDHAM PUBLIC SCHOOLS

FILE: CCC

Policy for:  CODE OF ETHICS FOR ADMINISTRATORS	Revision  0
--	-------------------

Date Approved by  
School Committee: 3/7/89

Signature of Chairman:



Page 3 of 5

- 5:0 The member's relationship with the district staff.  
The member shall:
- 5:1 Manage and operate the school system in accordance with all contracts, either negotiated or approved by the School Committee.
- 5:2 Submit, upon request, letters of reference concerning other personnel (employed or formerly employed within the system) in accordance with Policy ID of the Code of Ethical Professional Behavior of the American Association of School Administrators. This states that the professional school administrator never submits official and confidential letters of appraisal for teachers or others, which knowingly contain erroneous information, or which knowingly fail to include pertinent data. The member shall directly advise any individual seeking such letter of the nature of the recommendation which shall be written.
- 5:3 Engender and promulgate clearly established procedures whereby all personnel are able to participate in the legislative functions of the School Committee by providing input in the initiation and development of school policy.
- 5:4 Communicate to all that it is the foremost responsibility of the Superintendent in accordance with the law to operate the school on all scheduled days; and

SCHOOL COMMITTEE POLICY  
NEEDHAM PUBLIC SCHOOLS

FILE: CCC

Policy for:  CODE OF ETHICS FOR ADMINISTRATORS	Revision  0
--	-------------------

Date Approved by  
School Committee: 3/7/89

Signature of Chairman:

*Mary Ellen Herd*

Page 4 of 5

in the event of work stoppage, to protect all students who report to school, to maintain communications within the community, and to seek, through reasonable means, to protect school properties.

6:0

The member's relationship to his fellow members and to other education professions.

The member shall:

6:1 Not induce teachers to leave their positions in other school systems during the work year for which they are contracted in order to accept a position in his/her school district, unless such teacher is able to secure an honorable release from the present obligation.

6:2 Make no derogatory statements concerning a colleague or another school system unless compelled to do so under oath or in an official relationship where a professional opinion may be required.

6:3 Exercise due caution and circumspection when called upon to comment on public issues, in order to minimize the effects of issues in the member's community upon a colleague in a neighboring community.

6:4 Not furnish data and information to citizens of another school district without informing the administrator of the district of the nature of the data sought and its intended purpose, if known.

SCHOOL COMMITTEE POLICY  
NEEDHAM PUBLIC SCHOOLS

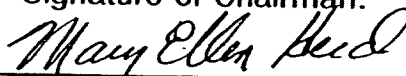
FILE:

CCC

Policy for:	Revision
CODE OF ETHICS FOR ADMINISTRATORS	0

Date Approved by  
School Committee: 3/7/89

Signature of Chairman:



Page 5 of 5

- 7:0 Any deputy superintendents, assistant superintendents, and other administrators exercising delegated authority from the Superintendent, shall consider this code of ethics as binding upon them as upon the Superintendent.
- 8:0 The Ethics Committee, as a standing committee of the Massachusetts Association of School Superintendents, is responsible for establishing a due process procedure by which an investigation of alleged violations or misapplications of this Code may be adjudicated.

SCHOOL COMMITTEE POLICY  
NEEDHAM PUBLIC SCHOOLS

FILE

CF

Policy for: SCHOOL BUILDING ADMINISTRATION		Revision 1
Date Approved by School Committee:  January 18, 2011	Signature of Chair:  Connie S. Barr	Page 1 of 1

Under the direction of the Superintendent or his/her designee, direct day-to-day responsibility for each school building, its grounds, and all activities therein will rest with the building principal, in accordance with existing state law, School Committee policies, and administrative regulations and practices.

General Laws: Chapter 71: sec. 68

SCHOOL COMMITTEE POLICY  
NEEDHAM PUBLIC SCHOOLS

FILE: CH

Policy for:  POLICY IMPLEMENTATION	Revision 0
Date Approved by School Committee: 1/17/84	Signature of Chairman: Blair Wentworth
Page 1 of 1	

It is the responsibility of the Superintendent to assure the implementation, execution, and enforcement of the policies which have been adopted by the School Committee.

School Committee policies, and the administrative regulations developed to implement policies, are designed to increase the probability of an effective and efficient school system. Consequently, it is assumed that all employees and students will adhere to them.


In the educational hierarchy, those in supervisory positions are responsible for informing subordinates of existing policies and regulations, and for seeing that they are implemented in the spirit intended. Willful continuous disregard for policy and administrative regulations may be interpreted as willful neglect of duty, and should be dealt with accordingly. Any employee who feels that he or she is subject to arbitrary, unfair, and/or capricious regulations may institute a formal grievance procedure.

Suggestions for changes in, revision of, or additions to existing policies and regulations are welcomed from employees and students.



SCHOOL COMMITTEE POLICY  
NEEDHAM PUBLIC SCHOOLS

FILE: CHA

Policy for:  DEVELOPMENT AND DISSEMINATION OF ADMINISTRATIVE RULES	Revision  1
Date Approved by School Committee: 3/15/88	Signature of Chairman: 
Page 1 of 1	

It is the responsibility of the Superintendent to specify the required actions and design the detailed arrangements under which the schools will be operated. Those actions and arrangements shall constitute the administrative rules which govern the schools. The regulations must be consistent with existing laws and with the policies which have been adopted by the School Committee.

The School Committee reserves the right to review administrative rules at its discretion. The Committee likewise reserves the right to revise or veto such rules, particularly if they are deemed to be inconsistent with adopted School Committee policies or existing laws.


The Administration may request that the School Committee review administrative rules in advance of their issuance, especially in case where strong community attitudes or possible staff/student reaction make it advisable for the Committee's advance approval or endorsement by consensus.

The Superintendent shall be responsible for assuring full and complete dissemination of administrative rules to all employees of the Needham Public Schools who are charged with implementation and execution of such rules, as well as to all staff members, students, parents, and others who may be impacted by such rules.

SCHOOL COMMITTEE POLICY  
NEEDHAM PUBLIC SCHOOLS

FILE

CHCA

Policy for:  APPROVAL OF HANDBOOKS AND DIRECTIVES	Revision  1
Date Approved by School Committee:  April 24, 2001	Signature of Chair:   Page 1 of 1

The Superintendent shall approve the publication of all curriculum guides, manuals, handbooks, pamphlets, and similar publications that are directive in nature. New or revised manuals, handbooks, pamphlets, or similar publications will be included, as applicable, in the companion binder to the School Committee Policy Manual (see policy BFD).

The School Committee shall review annually, and approve changes to, the High School Student Handbook, the Middle School Handbook, and the Elementary School Code of Conduct.

SCHOOL COMMITTEE POLICY  
NEEDHAM PUBLIC SCHOOLS

FILE: CHD/  
BFE

Policy for:  ADMINISTRATION IN POLICY ABSENCE	Revision.  1
Date Approved by School Committee: 1/3/84	Signature of Chairman: Blair Wentworth
Page 1 of 1	

Should a situation develop within the school system which requires immediate action, but for which no School Committee policy or other administrative rules have been provided, the Superintendent may take such action as is deemed necessary and appropriate.

If the Superintendent judges that a policy is needed to govern future such occurrences, the Superintendent will so advise the Committee.