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POLICY FAMILY	RATIONAL OF ADMINISTRATION	201	
201. Annual District Goals	<ul><li>will adopt District Goals at the beginning of each school year.</li><li>The Superintendent, in conjunction with other administrators and</li></ul>	<ul><li>will adopt District Goals at the beginning of each school year.</li><li>The Superintendent, in conjunction with other administrators and teachers, will develop the annual goals and action steps for the review of the School Committee at one of its fall</li></ul>	
Adopted 7/11/79		The School Committee will review the work of the administration and consider additions and deletions to the goals and action steps. The School Committee will then vote to adopt	
Amended 2/14/01	District Goals each year.	District Goals each year.	

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the Superintendent ay operation of the s of the School

SINGLE POLICY	ESTABLISHING AND ABOLISHING POSITIONS 217
Superintendent Recommends	The Superintendent will make recommendations to the School Committee with regard to establishing or abolishing categories of positions within the district.
Right of School Committee	2. The Superintendent of Schools may adjust staffing levels within the district, subject to contractual agreements, provided that such adjustments be effected within budgeted salary accounts. The Superintendent of Schools will inform the School Committee when positions are added to the bargaining unit of the Shrewsbury Education Association. The Superintendent shall ask that the School Committee vote to approve any expenditures for staffing that exceed the budget for personnel.
Listing of Positions	3. The Superintendent will maintain a current list of established positions which will be available for review upon request.
Position Descriptions	4. Position descriptions for the following positions will be adopted by the School Committee and included in the policy manual:
	•Superintendent •Assistant Superintendent •Director of Business Services •Director of Human Resources •Director of Special Education/Pupil Personnel Services •Principals
"Personnel Manual"	5. Descriptions of all other positions will be maintained by the Superintendent or his designee in a "Personnel Manual" which will be available for review upon request.
Items In Positions Description	<ol> <li>Position descriptions will include: title and primary purpose of the position, contractual relationship, organizational relationships, major responsibilities, and qualifications.</li> </ol>
Adopted 7/11/79	
Amended 11/15/95	
Amended 4/28/04	

POLICY FAMILY	SCHOOL BASED MANAGEMENT	218	
218. School Based Management	<ol> <li>The School Committee seeks to encourage school-based management as a style of leadership, which attempts to enhance the quality of education through an increased participation of the entire community.</li> <li>The Committee recognizes that individual buildings will develop collaborative decision-making models, which include teachers, parents, administrators, and, when appropriate, students.</li> </ol>		
Adopted 9/5/90	<ul> <li>3. The Committee recognizes that school based decision-making activities as: <ul> <li>a. Setting building goals, which reflect the important n priorities for that school community, but which are of School Committee and system goals.</li> <li>b. Determining appropriate resources needed to carry of allocating any resources under school control.</li> <li>c. Assessing curriculum and instructional needs, review making recommendations on the best ways to meet left.</li> <li>d. Identifying how progress will be evaluated and mon programs.</li> <li>e. Recommending new personnel to the Superintenden.</li> </ul> </li> </ul>	eeds, values and consistent with out school goals and wing research, and building goals.	

Prior to the start of each school year  1. The School Committee will determine the length of the school day and year in accordance with Massachusetts General Laws and current regulations of the Department of Education. 1  2. Prior to the approval of the annual school calendar, the School Committee shall consult with the Shrewsbury Education Association. The results of any consultation shall not be binding. At its discretion, the School Committee may consult with other stakeholder groups.  3. The School Committee will approve the school calendar for the next school year at a regularly scheduled meeting prior to April 30 of the current year.  4. The calendar for the school year will include (but need not be limited to) days school will be in session, holidays, vacation periods, and professional development days for teachers.  5. The school year calendar will be published and made readily available to staff, students, parents and other citizens as requested.  1 MGL Ch.69, S.1G 603 CMR 27.00 Student Learning Time

POLICY FAMILY	ADMINISTRATIVE PERSONNEL	231	
231.  Recruitment and Employment	The Superintendent of Schools has the authority to appoint all personnel in the school district with specified exceptions. The Superintendent will make an appointment recommendation to the School Committee for its vote for the following positions: Assistant Superintendent, Director of Business Services, and Director of Human Resources. The School Committee retains sole authority to appoint Legal Counsel.		
	the Superintendent shall prepare job specifications, salary range qualifications. The Superintendent will also select the most appropriate notification of the vacancy. Such means may include but not be advertisement in newspapers, college and university placement	1. When a vacancy exists, other than in the position of Superintendent of Schools, the Superintendent shall prepare job specifications, salary range, and minimal qualifications. The Superintendent will also select the most appropriate means for notification of the vacancy. Such means may include but not be limited to, advertisement in newspapers, college and university placement offices, and contractual posting requirements. Positions available will also be posted on the school department website.	
Adopted 10/4/72	All applications and any questions concerning details of the post be directed to the Superintendent of Schools or designee.		
Paragraph 5 Amended 7/11/79	3. Following the closing date of receiving applications, the Superintendent, or his designee, shall review and screen all applications and may utilize members of the professional staff to assist in the process.		
Amended 11/1/95	4. Following the screening process, the Superintendent, or his designee, will interview selected candidates and research their background and references. Utilization of staff members, parents, community members, and high schoo students to assist in the interview process shall be at the discretion of the Superintendent.		
Amended 2/28/04  5. The School Committee will have access to the application papers of all		ers of all finalists.	

CATEGORIES	General Laws	SUPERINTENDENT OF SCHOOLS	240
Employment	Ch. 71, S.59	Superintendent required; general duties; compensation fixed by committee.	
Qualifications and Leave	Ch. 71, S.38G	Qualifications for certificate.	
	Ch. 71, S.41	May be awarded up to six year contract or tenure after completion of three or more years of service.	
Ch.71, S.41A Provisions for professional leave at full or partial p		partial pay.	
D 1	Ch. 71, S.38	Has power to nominate and recommend teachers.	
Powers and Responsibilities	Ch. 71, S.73	Qualified power to close school for teacher	rs' meeting.
	Ch. 71, S.42D	May suspend teacher for up to five days.	
	Ch. 72, S.2A, S.3, and S.5	Filing annual reports and school returns.	
	Ch. 71, S.55B	Must file own TB exam report and receive reports of others.	
	Ch. 76, S.13	Furnishes student transfer cards.	
· · ·	Ch. 71, S.67	Penalty for accepting fees for obtaining positions.	
Disciplinary Action Against	Ch. 71, S.43	Conditions for reduction of salary.	
Superintendent	Ch. 71, S.42D	Provisions for suspension.	
	Ch. 71, S.42D	Provisions for dismissal while under contract or tenure.	
	Ch. 71, S.43B	Defense against unwanted removal or suspension.	

ORGANIZATION AND ADMINISTRATION	RECRUITMENT AND SELECTION OF SUPERINTENDENT	241	
Determine Type Of Leadership Needed	The School Committee, in approaching the recruitment and selection of the superintendent of schools, will assess the needs of the school district and determine the nature of the process to be implemented. Surveys of constituencies, search comities, and search consultants are potential components of the search process.		
Review of Position Description	2. The School Committee will review Policy 249, the position description for the superintendent. This position description as adopted or modified will be used as a basis for publicity about the vacancy.		
Organizing For Search	3. By official vote, the School Committee will decide from among any or all of the following (or other) options, the manner in which the search for a new superintendent will take place:		
	<ul> <li>a. Appoint a representative Search Committee composed Committee members, administrators, teachers, students</li> </ul>		
	b. Appoint a sub-committee of the School Committee.		
	c. Declare itself, the School Committee, to be the Search	Committee.	
	d. Employ a consultant to do initial recruiting and screening.		
Steps In Search Process	4. Those responsible for carrying out the search for a new Superintendent are reminded of the steps involved in the process:		
	a. Publishing the notice of vacancy within and outside the schools.		
	b. Collecting applications and receiving credentials of applicants.		
	c. Screening applicants down to a manageable number for interviews and visitations.		
	d. Selecting the candidate and negotiating the terms of employment.		
Recommendations and Selection	5. Regardless of the manner chosen for the search, all choices, which result from the search process come as recommendations to the School Committee. The final choice is made by a majority vote of a quorum at a legally called School Committee meeting.		
Adopted 7/11/79 Amended 1/7/09	Committee meeting.		

ORGANIZATION AND ADMINISTRATION	EMERGENCY POWERS OF SUPERINTENDENT	242
Power to Act and Close Schools  Adopted 7/11/79 Amended 2/14/01 Amended 1/7/09	<ol> <li>The Superintendent shall act in emergency situations the lives and property of pupils and staff and to prote buildings and property.</li> <li>When circumstances of weather, power failure, lack other emergencies make it impossible or unsafe to of all of the schools, the Superintendent shall have the school so affected.</li> <li>The Superintendent will also notify the school commoircumstances warrant.</li> </ol>	of water or heat, or pen or keep open any or power to close any

ORGANIZATION AND ADMINISTRATION	SUPERINTENDENT OF SCHOOLS	249
Primary Purpose	The Superintendent of Schools shall be the chief executive officer of the School Committee and serves as its professional advisor. In accordance with the policies of the School Committee and statutes of the Commonwealth, he/she shall provide professional leadership for the public education in Shrewsbury. The Superintendent/ School Committee working relationship will be in accordance with the current Code of Ethics adopted by the Massachusetts Superintendents Association and the current Code of Ethics adopted by the Massachusetts Association of School Committees.	
Terms of Employment	The Superintendent works a twelve-month year. Conditions of employment are included in a contract with salary and benefits to be agreed upon by the Superintendent and School Committee. The initial contract will be three years in duration. The performance of the Superintendent will be evaluated annually as mutually determined by the Superintendent and School Committee.	
Leadership Role	1. Is directly responsible to the Shrewsbury School Committee.	
	Embraces high moral and ethical standards in al interactions, and sets the tone to promote similar practices in each classroom and school.	
	3. Develops a vision and direction in collaboration with the S the district's many constituencies.	chool Committee and
	Formulates strategic goals, plans, and changes in conjunction community. Prepares annual district goals and objectives assessments and final report to the School Committee.	
	5. Sets high standards for the recruitment, hiring and supervision	sion of all personnel.
	6. Oversees the annual operating budget recommendations and implements the School Committee's annual approved budget.	
	7. Develops and empowers school leadership to facilitate effective school-based management teams.	
	8. Stays current with best educational and management practices, and keeps the School Committee and the public informed of trends.	
Policy/ Governance	Attends all meetings of the Shrewsbury School Committee under normal circumstances and provides administrative recommendations on each action item.	
	2. Informs and advises the School Committee about program problems of the schools; periodically informs the School personnel appointments and other staff changes.	
	Manages the school system consistent with state law and the of the School Committee.	ne policy determinations
	4. Formulates policies and plans for consideration and action by the School Committee; advises the School Committee on the need for new and/or revised policies; and oversees the implementation of all policies.	
	Continued on next page	

	5. Informs the School Committee periodically about personnel appointments and other personnel changes.
Adopted 7/11/79 Revised 2/16/94 11/19/08	<ol> <li>The applicant will be licensed or eligible for license as Superintendent of Schools in Massachusetts.</li> <li>The applicant is required to have a master's degree while an additional advanced degree is preferred. The applicant must also have experience in school and/or central office administration.</li> <li>School Committee may also consider other appropriate qualifications.</li> </ol>

Position Title	ASSISTANT SUPERINTENDENT	251	
Primary Purpose	This position is accountable for the development, implementation and evaluation of sounds educational practices in the Shrewsbury Public Schools.		
Contractual Relationship	Reports directly to the Superintendent of Schools and negotiates an individual employment contract with the Superintendent that is approved by the School Committee.		
Organizational Relationship	Works cooperatively with principals and central office administrators and supervises K-12 Department Directors, Title One Director, Curriculum Specialists, Secretary to the Assistant Superintendent, and the Attendance Registrar.		
Responsibilities	epartment Directors, Title One Director, Curriculum Specialists, Secretary to the		

# Responsibilities Other Cont.: Participates in the district budget preparation process and manages fiscal resources to Cont. support district instructional goals. Advises the Superintendent in areas of responsibility and initiates program proposals and activities to improve services and/or increase the efficiency of the school district. Manages the district's student information management systems. Prepares the elementary handbook in consultation with principals. Provides support to the School Committee in the collective bargaining process, including attending negotiation sessions are required and participating in the grievance process as needed. Provides equal educational and employment opportunities to all individuals regardless of race, color, gender, age, religion, national origin, disability, or sexual orientation. Performs other tasks as assigned by the Superintendent. Qualifications Master's degree in an appropriate field. Certified or eligible for certification as Superintendent/ Assistant Superintendent in the State of Massachusetts. Previous experience with curriculum development and program design. Ability to identify problems, analyze situations, develop potential solutions and work with various personnel (school department, town departments, community and vendors) to reach consensus. Computer skills with the ability to use a variety of office applications (e.g., word processing, databases, spreadsheets).

POSITION DESCRIPTION	DIRECTOR OF HUMAN RESOURCES	252	
Primary Purpose	To direct the process for the recruitment, hiring, orientation, and evaluation of all personnel in the Shrewsbury Public Schools.		
Contractual Relationship	Reports directly to the Superintendent and negotiates an individual contract with the Superintendent.		
Organizational Relationship	Works cooperatively with administrators, teachers, and support staff. Supervises Secretary to the Director.		
Responsibilities			

	<ul> <li>Other: <ul> <li>Advises the superintendent in areas of responsibility and initiates programs, proposals, and activities to improve services and/ or increase the efficiency of the school district.</li> <li>Prepares reports to support School Committee decision making.</li> <li>Functions as a district leader and member of the central office team.</li> <li>Promotes and communicates the district's annual goals and strategic plans with school constituencies.</li> <li>Participates in the district budget preparation process to support district instructional goals.</li> <li>Provides equal educational and employment opportunities to all individuals regardless of race, color, gender, age, religion, national origin, disability or sexual orientation.</li> <li>Makes presentations as necessary to the instructional and support staff, the School Committee, and community groups.</li> <li>Performs other tasks as assigned by the Superintendent.</li> </ul> </li> </ul>
Qualifications Adopted 2/14/01	<ul> <li>Master's degree (preferred) in an appropriate field.</li> <li>Ability to identify problems, analyze situations, develop potential solutions, and work with a variety of school and non-school personnel to reach consensus.</li> <li>Computer competency to manage the personnel records of all staff.</li> <li>Previous experience in the field of human resources in either the public or private sector as a manager or director.</li> <li>Such alternatives to the above qualifications as may be found appropriate by the Superintendent of Schools.</li> </ul>

#### POLICY FAMILY

#### RECOGNITION OF RELIGIOUS BELIEFS AND COSTUMES

It is accepted that no religious beliefs or non-belief should be promoted by the school district or its employees, and none should be disparaged. Instead, the school district should encourage all students and staff members to appreciate and be tolerant of each other's religious views. The school district should utilize its opportunity to foster understanding and mutual respect among students and parents, whether it involves race, culture, economic background or religious beliefs. In that spirit of tolerance, students and staff members should be excused from participating in practices which are contrary to their religious beliefs unless there are clear issues of overriding concern that would prevent it.

The Shrewsbury School District recognizes that one of its educational goals is to advance the students' knowledge and appreciation of the role that our religious heritage has played in the social, cultural and historical development of civilization.

# Observations of Religious Holidays

The practice of the Shrewsbury School District shall be as follows:

- The historical and contemporary values and the origin of religious holidays may be explained in an unbiased and objective manner without sectarian indoctrination.
- 2. Teachers must be alert to the distinction between teaching about religious holidays, which is permissible, and celebrating religious holidays, which is not. Recognition of and information about holidays may focus on how and when they are celebrated, their origins, histories and generally agreed-upon meanings. If the approach is objective and sensitive, neither promoting nor inhibiting religion, this study can foster understanding and mutual respect for differences in belief.
- 3. Music, art, literature and drama having religious themes or basis are permitted as part of the curriculum for school-sponsored activities and programs if presented in a prudent and objective manner.
- 4. The use of religious symbols such as a cross, menorah, crescent, Star of David, creche, symbols of Native American religions or other symbols that are a part of a religious holiday, such as the Christmas tree, Santa Claus, the Hannukuh dreidle, etc., is permitted as a teaching aid or resource provided such symbols are displayed as an example of the cultural and religious heritage of the holiday and are temporary in nature. Among these holidays are included Christmas, Easter, Passover, Hannukah, St. Valentine's Day, St. Patrick's Day, Thanksgiving and Halloween.
- 5. The school district's calendar should be prepared so as to minimize conflicts with religious holidays of all faiths.
- 6. Any student in an educational institution, who is unable, because of his/her religious beliefs, to attend classes or to participate in any examination, study or work requirement, on a particular day shall be excused from such requirements and shall be provided with a reasonable opportunity to make-up such requirement which he/she may have missed because of such absence on any particular day; provided, however, that such make-up examination or work shall not create an unreasonable burden upon such school. No adverse or prejudicial effects shall result to any student who avails him/herself of the provisions of this section.

#### Amended 11/20/91

Continued on next page

### Religion in the Curriculum

Religious institutions and orientations are central to human experience, past and present. An education excluding such a significant aspect would be incomplete. It is essential that the teaching about - and not of - religion be conducted in a factual objective and respectful manner.

Therefore, the practice of the Shrewsbury School District shall be as follows:

- 1. The district will include religious literature, music, drama and the arts in the curriculum and in school activities provided it is intrinsic to the learning experience in the various fields of study and is presented objectively.
- 2. The emphasis on religious themes in the arts, literature, and history should be only as extensive as necessary for a balanced and comprehensive study of these areas. Such studies should never foster any particular religious tenets or demean any religious beliefs.
- 3. Student-initiated expressions to questions or assignments which reflect their beliefs or non-beliefs about a religious theme shall be accommodated. For example, students are free to express religious belief or non-belief in compositions, art forms, music, speech and debate.

### Dedications and Commencement

Traditions are a cherished part of the community life and the Shrewsbury School District expresses an interest in maintaining those traditions which have had a significance to the community. Such ceremonies should recognize the religious pluralism of the community.

Therefore, the practice of the Shrewsbury School District shall be as follows:

### Adopted 10/15/86

### Amended 11/20/91

- 1. A dedication ceremony should recognize the religious pluralism of the community and be appropriate to those who use the facility. An open invitation should be extended to all citizens to participate in the ceremony.
- 2. Because the baccalaureate service is traditionally religious in nature, it should be sponsored by agencies separate from the Shrewsbury School District.