

## SECTION C

## GENERAL SCHOOL ADMINISTRATION

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*1. Organizational Chart*

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**2. *Administrative Councils, Cabinets, and Committees:*** (Voted 11/16/81, #81-509)

It shall be the responsibility of the Superintendent of Schools, working with the senior staff, organized into whatever bodies are appropriate, to ensure continuity of curriculum Kindergarten through Grade 12, and systemwide equality of educational opportunities for all students in the Brookline Public Schools.

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**3. *Administrative Organization: Central Office and Senior Cabinet:***  
(Voted 2/28/84, #84-69)

Superintendent of Schools:

As Executive Officer of the School Committee and administrative head of the school system, the Superintendent of Schools shall actively manage and be responsible for carrying out the policies, votes, and directives of the School Committee, for the development and implementation of education programs in conformance with School Committee policy and the law, for the supervision of all administrative personnel under his/her direction, and for the recommendation and retention of all professional personnel, in order to ensure that each student in the Brookline Public Schools is provided with a complete, valuable and meaningful education.

Assistant Superintendent for Administration and Finance:

The Assistant Superintendent for Administration and Finance is responsible for the development, implementation and supervision of the budget process, delivery of materials, all grants, building operations and construction, transportation, food service, and data processing in conformance with policies established by the School Committee and with the ultimate purpose of providing support to the education program to the maximum extent possible.

Assistant Superintendent for Curriculum and Instruction:

The Assistant Superintendent for Curriculum and Instruction is responsible for directing the system-wide development of curriculum and the curriculum activities of the support staff to ensure curriculum continuity from Kindergarten through Grade 12 and the equality of curriculum opportunities of the highest caliber for all children town-wide. Additionally, s/he is responsible for providing direct leadership to the program of classroom instruction and to the educational aspects of building management in order to assure the highest quality of instruction for all students in the Brookline Public Schools.

Assistant Superintendent for Integrated Services (Special Education and Pupil Support):

The Assistant Superintendent for Integrated Services shall manage all counseling, psychological and special education services to individual pupils, making use of

mainstreaming and general education facilities so that each student is provided with optimal academic and personal benefit from his/her school experience.

Head of School:

The Head of School provides educational leadership and supervises the management of the High School, exercising a high degree of initiative and independent judgment in fulfilling the policy of the School Committee to challenge and broaden each student academically and personally.

Director of Personnel:

The Director of Personnel is responsible for the personnel and contract management of professional personnel, including record-keeping, processing of job applications, personnel counseling, negotiations and grievances in such a way as to enhance the morale of staff, promote the overall efficiency of the school system, and maximize the educational opportunities and benefits available to each student.

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***4. School Building Administration:*** (Voted 2/28/94, #84-69)

Head of School:

The Head of School provides educational leadership and supervises the management of the High School, exercising a high degree of initiative and independent judgment in fulfilling the policy of the School Committee to challenge and broaden each student academically and personally.

Assistant Head of School and Deans:

Working with the Head of School are the Assistant Head of School, 2 Deans of Students and 2 Associate Deans of Students (grades 9, 11 and grades 10, 12), who work to create a comfortable and supportive educational environment for every student.

Elementary School Principal:

The Elementary School Principal provides educational leadership and supervises the management of the school building to create an environment which meets the academic and personal needs of the students.

Vice Principal:

Under the supervision of the Principal, the Vice Principal will help manage the building and supervise the educational program in the school by providing support and direction to the teaching staff in such a way as to create an environment which meets the academic and personal needs of the students.

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***5. School Council Policy:***

INTRODUCTION

This policy is designed to implement the provisions of MGL Ch. 71 Sec. 59C and 38Q ½, which emphasize the role of the principal in forming the Councils, for insuring "parity" among staff and parents, for seeking diversity in community representation, and for promoting the climate of participatory involvement and decision-making within each School Council.

MAIN AREAS OF RESPONSIBILITY FOR SCHOOL COUNCILS

The law outlines the following major areas of responsibility for Councils. School Councils are to assist principals in:

- Adopting educational goals for the school that are consistent with local educational policies and statewide student performance standards;
- Identifying the educational needs of students attending the school;
- Making recommendations for the development, implementation, and assessment of the curriculum accommodation plan, as required under Sec. 38Q ½;
- Reviewing the annual school building budget;
- Reviewing the student handbook to consider changes in the disciplinary code, and
- Formulating a School Improvement Plan that may be implemented only after review and approval by the Superintendent;

In addition, the law states that:

"nothing contained in this section shall prevent the School Committee from granting a School Council additional authority in the area of educational policy; provided, however, that School Councils shall have no authority over matters which are subject to Ch. 150E [of the General Laws]."

Ch. 150E governs labor relations and collective bargaining for public employees, including teacher contracts. This provision leaves such issues as compensation, workload, conditions of work and worker evaluation procedures subject to the provisions of collective bargaining law.

Good practice also suggests that a Council should not become involved as an ombudsman or a grievance committee in individual cases that involve students, parents, teachers, and other school staff.

### MEMBERSHIP

The School Committee recommends that each School Council be composed of:

- a. the school principal or head of school who will serve as co-chair;
- b. four teachers, elected by the professional staff of the school;
- c. four parents, elected by the parents of the respective schools, with elections conducted by the PTO Executive Board in consultation with the principal. No more than one member of the PTO Executive Board will be an elected member of the School Council.
- d. two non-parent community persons, selected by the principal from interested citizens, and
- e. at the High School, one student, elected by the student council. At his/her discretion, the Principal may invite up to two members of the 7<sup>th</sup> or 8<sup>th</sup> grade classes to participate as fully as possible in individual meetings.

Every attempt should be made to have School Councils broadly representative of racial and ethnic groups.

### ELIGIBILITY FOR MEMBERSHIP

It is recommended that any elected official of the Town and employees of the Brookline Public Schools not serve as members of the Brookline School Councils, except for the principals and teachers in their roles mentioned in the previous section. It is further recommended that parents who have children in more than one of the schools at the same time serve on only one School Council.

### TERMS OF OFFICE

Elected members of the School Councils will serve two-year terms, except for the student member of the High School Council, who will serve a one-year term, and are eligible for re-election one time. The School Council terms should be staggered to ensure a blend of new and experienced leadership. At the first election following the implementation of this policy, the two persons with the most votes in each membership group will serve two-year terms. Other elected members will serve an initial one-year term, and thereafter two-year terms.

In the event of a member resignation, the co-chairs may appoint a new member to fill the position until the next scheduled election. At that time, a member will be elected to complete the term of the member who resigned.

MEETINGS

The principals and head of school shall convene the first meeting of each School Council must take place no later than 40 days after the opening day of each school year. Meetings of the School Councils are to be conducted in accordance with the requirements of the Open Meeting Law (MGL Ch. 39, Sec. 23A-23C).

MEETING PROCEDURES AND COMMUNICATIONS

The Superintendent and his/her staff will develop clear and workable meeting procedures and communications guidelines consistent across all schools.

DECISION-MAKING

The School Councils, by law, are to assist and make recommendations to the principal. Votes are not appropriate. The formation of consensus on particular items would be helpful to the principal.

SCHOOL IMPROVEMENT PLANS/EDUCATIONAL GOALS

The school's educational goals will be determined by the principal, in consultation with the School Council. The goals must be consistent with the student performance standards adopted by the Massachusetts Board of Education, and consistent with educational policies of the Superintendent and School Committee of the Public Schools of Brookline. The School Improvement Plan shall address goals as articulated by the School Committee, the Superintendent and his/her staff.

SCHOOL COMMITTEE OVERSIGHT

The Superintendent will:

1. Ensure that appropriate senior staff review, and where deemed necessary, discuss changes to School Improvement Plans (SIPs) with the principal and the School Council;
2. Ensure conformity with Department of Education district specifications;
3. Make all SIPs easily available for the School Committee to examine;
4. Annually place as part of his report on a School Committee meeting docket, a separate agenda item which will enable School Committee members to discuss SIPs;
5. Alert the School Committee promptly if any school is not in compliance with any aspect of the requirements of MGL Ch. 71 Sec. 59C, 38Q ½, or this policy.

**Original Policy Voted: 9/28/93, #93-265; 11/9/93, #93-285**

**Revised Policy Approved by the Brookline School Committee: 6/1/06, #06-63**

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**6. *Special Programs Administration:*** (Voted 11/16/81, #81-509)

Special programs supplementing the regular K-12 educational programs and funded through tuition receipts, grants, and/or state and federal funds, shall be subject to School Committee review and approval, in terms of their relevance and value to the system.

All personnel in such programs, including the administrator, shall be approved by the School Committee, funded entirely from the funding available through the program, and shall be responsible for coordinating the program's curricula and/or objectives with related K-12 programs funded through the School Committee budget.

Such special programs include Summer School, Adult and Community Education, and all state, federal, and grant supported programs.



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***7. Administrative Reports to the School Committee:***

(Voted 6/14/76, #76-237; 11/16/81, #81-509)

The administration shall render the following reports to the School Committee:

Annually

1. Staff Changes

A list of civil service and professional staff changes during the preceding year which have been reviewed by staff, for elimination of those positions which are no longer deemed necessary.

2. Goals

The Superintendent's goals and objectives for the following academic year.

3. Non-Resident Students

A list of Non-Resident Students in the day schools, as of October 1.

4. Out-of-District Enrollments

The out-of-district enrollments of resident students.

Quarterly

1. A report on the budget status for a given fiscal year.

Monthly

1. Budget expenditures and the remaining balance for the given fiscal year.
2. Monthly report that lists all funds transferred between or among accounts.

In addition, the administration shall provide such other reports as are required by law or requested by the School Committee.

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**8. *Filing of School District Annual Reports:*** (Voted 11/16/81, #81-509)

The School Committee will comply with the legal reporting requirements of School Committees and School Superintendents, as are set forth in Ch. 72 of the Mass. General Laws.