

## ADMINISTRATIVE GOALS

Proper administration of the schools is vital to a successful education program. The general purpose of the School Department's administration will be to coordinate and supervise, under the School Committee policies, the creation and operation of an environment in which students learn most effectively. Administrative duties and functions should be appraised in terms of the contribution made to improving instruction and learning. The School Committee will rely on its chief executive officer, the Superintendent, to provide at the School Department level the professional administrative leadership demanded by such a far-reaching goal.

The School Department's administrative organization will be designed so that all divisions and departments of the central office and all schools are part of a single system guided by School Committee policies as implemented through the Superintendent. Central Office administrators and principals are expected to administer their units in accordance with School Committee policy and the Superintendent's rules and regulations; however, mere execution of directives cannot, by itself, be construed as good administration. Vision, initiative, resourcefulness, and wise leadership – as well as consideration and concern for staff members, students, parents, and others – are essential for effective administration.

Within the concept of an effective total system, the School Committee directs that ways be sought to decentralize administration in order to bring administrative decisions closer to, hence more responsive to, specific needs of individual students and the school community.

The Superintendent, each principal, and all other administrators will have the authority and responsibility necessary for their specific administrative assignments. Each will likewise be accountable for the effectiveness with which the administrative assignment is carried out. The School Committee will be responsible for clearly specifying requirements and expectations of the Superintendent, then holding the Superintendent accountable by evaluating how well those requirements and expectations have been met. In turn, the Superintendent will be responsible for clearly specifying requirements and expectations for all other administrators, then for holding each accountable by evaluating how well requirements and expectations have been met.

Major goals of administration in the School Department will be:

- A. To manage the department's various resources effectively and efficiently.
- B. To provide professional advice and counsel to the School Committee and to advisory groups established by School Committee action. Where feasible, this will be done through reviewing alternatives, analyzing the advantages and disadvantages of each, and recommending a selection from among the alternatives.
- C. To manage so as to assure the best and most effective learning programs, through the achievement of such sub-goals as:

1. Providing leadership in keeping abreast of current educational developments;
2. Arranging for the staff development necessary to the establishment and operation of learning programs that better meet more learner needs;
3. Coordinating cooperative efforts to improve learning programs, facilities, equipment, and materials; and
4. Providing access to the decision-making process for staff, students, parents, and others to offer ideas for improvement.

Adopted: 1988