Section C – Administration

- CC - Administrative Organization
- CGD - Federal Funds
- CHD - Administration in the Absence of Policy
- CHB - Policy Review
- CHA - Development of Administrative Procedures
- CB - School Superintendent
- CHCAA - Student Handbooks
- CBI - Supervision and Evaluation of the Superintendent
- CB-E - MSAD #35 Superintendent of Schools Job Description

CC - Administrative Organization

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The legal authority of the Board of Directors shall be transmitted through the Superintendent along specific lines from position to position as shown in the Board-approved organizational chart of the school system.

The lines of authority on the chart shall represent the direction of authority and responsibility.

The Superintendent shall have the freedom and responsibility to reorganize lines of authority and to revise the organizational chart subject to Board approval of major changes and/or the elimination and creation of positions. The Board expects the Superintendent to keep the administrative structure up to date with the needs for supervision and accountability throughout the school system.

Policy Adopted: April 15, 2009

CGD - Federal Funds

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The Board requires the appropriate use of federal funds. All applications for federal funds must be approved by the Board of Directors. All materials purchased with federal funds will be marked and inventoried in names that enable the identification of the funds used for purchase.

Policy Adopted: March 5, 1975

Policy Revised: October 3, 1976, December 3, 1986, August 14, 1996, October 2, 1996 and December 17, 2003

CHD - Administration in the Absence of Policy

CHD - ADMINISTRATION IN THE ABSENCE OF POLICY

In the event that administrative action must be taken but the Board has provided no guidance through policy, the Superintendent shall have the power to act.

The Superintendent shall inform the Board of actions taken and make recommendations for policy to provide future guidance.

Cross Reference:

CB - School Superintendent

Policy Adopted: April 15, 2009

Policy Revised: April 10, 2024

CHB - Policy Review

CHB - Policy Review

The Board and Superintendent will work together to keep Board policies and the Board's policy manual up to date.

The Superintendent is given the continuing commission of calling to the Board's attention any policy that is inadequate, not working, out of date, or appears to need revision for other reasons.

Various actions of the Board and changes in state and federal laws may require minor revisions or editorial changes in certain policies and regulations of the Board. The Superintendent is authorized to make these changes and present them to the Policy Committee for review, and potentially to the Board, as a new business item. Acceptance will constitute positive Board action.

After a period of six years from the date of Board approval, each policy will be reviewed and revised if necessary because of changing conditions, statutes, or court decisions. All policies will remain in effect until Board action is taken.

Policy Adopted: June 21, 2023

CHA - Development of Administrative Procedures

CHA - DEVELOPMENT OF ADMINISTRATIVE PROCEDURES

The Board delegates to the Superintendent the responsibility for developing and disseminating such administrative procedures as may be necessary to carry out the policies adopted by the Board.

“Administrative procedures” include procedures, directives, specification of actions, guidelines, rules/regulations, protocols, and other detailed arrangements for the operation of the school unit and the schools.

The Superintendent may issue such administrative procedures without prior Board approval unless Board action is required by state or federal law or regulations, or the Board has asked that certain individual procedures or types of procedures be presented for its approval.

The Superintendent may recommend a proposed administrative procedure for Board approval if they believe Board consideration is necessary or desirable.

Cross Reference:

CB – School Superintendent

CB-R – Superintendent Job Description

CHD – Administration in the Absence of Policy

Policy Adopted: April 10, 2024

CB - School Superintendent

CB - SCHOOL SUPERINTENDENT

A primary function of the Board of Education is to select a Superintendent of Schools. To select a Superintendent, a majority vote of all members of the Board shall be required. They may be appointed to a contract of up to five years in accordance with the laws of the state of Maine.

The Superintendent shall be executive officer of the Board. In addition, under Maine law, they shall serve as secretary ex officio to the Board. They shall attend all meetings and have the right to speak on all subjects, but shall have no vote.

The Superintendent shall administer and supervise the public educational system of the town. They shall have discretionary authority, subject to later approval by the Board, to act upon all emergency matters and those as to which the power and duties are not specifically set forth or limited.

The Superintendent shall devote his/her entire working time to the duties of the position. They may, without violation of the provisions of this section, perform educational functions outside the town with the approval of the Commissioner of Education and the Board.

Legal Reference:

20-A MRSA §§ 1001, 1053

Cross Reference:

CBI - Evaluation of the Superintendent

Policy Adopted: April 10, 2024

CHCAA - Student Handbooks

CHCAA - STUDENT HANDBOOKS

In order to inform students, parents and staff members of pertinent Board policies, regulations, and school rules and procedures, the administration shall publish and annually revise student handbooks containing information about the school unit as a whole and the individual schools. The contents of student handbooks must conform to School Board policies, administrative procedures, and state and federal laws and regulations.

MSAD #35 Administrators shall conduct an annual review of the student handbooks. All handbooks will be periodically reviewed by the Board and any substantive revisions presented to the Board annually.

All student handbooks will be available on each school's website. Students may request a physical copy.

Policy Adopted: June 5, 2024

CBI - Supervision and Evaluation of the Superintendent

CBI - Supervision and Evaluation of the Superintendent

The School Board employs and evaluates one person—the Superintendent—holding that person accountable for the school unit's performance and compliance with applicable laws, regulations, and Board policy.

Having hired the Superintendent as its chief executive officer, the Board delegates to them the authority to operate the schools, implement board policy, and provide leadership to staff. This delegation of authority empowers the Superintendent to pursue the mission, visions, and goals set by the Board.

The Board, in its oversight role, is responsible for ensuring that a plan is in place for effective transition for an incoming Superintendent, supporting the Superintendent's continued success, and monitoring the Superintendent's performance to ensure that the school unit is progressing toward its goals. The evaluation process culminates in the annual performance evaluation.

The Board believes that a successful employment relationship—and ultimately, the success of the school unit—depends on mutual respect and a clear understanding of the roles, responsibilities, and expectations of both the Superintendent and the Board. The Board sees evaluation as an opportunity to facilitate communication, enhance the Board-Superintendent relationship, and improve the performance of the school unit.

Evaluation of the Superintendent begins with the process of defining how success in the position will be demonstrated. Based on the Superintendent's job description, professional standards for the position, and knowledge of the school unit, the Superintendent in consultation with the Board will identify annual goals to lead and enhance the work of the school unit.

Supervision/monitoring of the Superintendent should be thoughtfully planned. The Board will engage with the Superintendent in an informal semi-annual evaluation. This is intended to provide the Superintendent with an update on their progress toward the goals and expectations agreed to and to determine whether there has been any change in the school unit's priorities. This will also be an opportunity for the Board to express any concerns about the Superintendent's performance to date so that adjustments can be made if necessary, and for the Superintendent to communicate their own concerns to the Board.

Annual Evaluation

Annually, the Board will evaluate the performance of the Superintendent as a regular and scheduled activity. The primary purpose of the evaluation will be to continually improve

administrative leadership, to strengthen the working relationship of the Board and Superintendent governance team, and to assist the Board in reviewing issues associated with the Superintendent' employment.

The following guidelines apply to the annual evaluation:

A. The Superintendent should be involved in developing the evaluation form and standards or reviewing the existing evaluation form and standards.

B. The evaluation(s) should be at a regularly scheduled time and place, in an executive session in which all Board members are present.

C. The Superintendent should prepare for the evaluation by conducting a self-evaluation based on the job description, mutually agreed to and previously developed goals, and knowledge of the district. This self-evaluation is to be prepared prior to individual Board members completing their superintendent evaluation documents.

D. The Board should prepare for the evaluation as follows:

1. Board members will submit individual written assessments to the Chair, using the evaluation form and standards, with supporting comments giving specific examples related to conduct and/or performance. Board members will have access to the superintendent self-evaluation prior to completing their individual evaluation forms.

2. The Chair may seek individual assessment information from other sources within the district, such as but not limited to Central Office Administrators and Directors, Building Administrators, and Teacher Leadership.

3. The Chair and Vice-Chair will develop a composite evaluation from members' written opinions.

4. The Board will meet in executive session to review the composite evaluation and materials related to the Superintendent's performance as prepared by the Chair. The Superintendent may be invited to, or excluded from, this session at the Board's discretion.

5. Adjustments, if any, to the summary evaluation will be made before a final copy is shared with the Superintendent. The importance of the Board speaking with one voice in the summary evaluation cannot be over-emphasized.

E. The Board will meet with the Superintendent in executive session to review the evaluation:

1. The Board as a whole will meet with the Superintendent to discuss the evaluation, which should include the composite of individual Board members' written assessments, and other assessment information, as agreed upon by the superintendent and the Board.

2. The evaluation should include a discussion of strengths as well as areas identified for improvement.

3. As no form or set of guidelines can encompass the totality of the Superintendent's responsibilities, the evaluation discussion may include items not described in the evaluation form.

4. The Board's evaluation should be supported by specific examples of the Superintendent's conduct/performance, and should represent the perspective of the majority of the Board.

5. The Superintendent shall be given the opportunity to provide feedback to the Board regarding their perceptions of the working relationship between the Superintendent and the Board and other issues the Superintendent identifies as relevant to their job responsibilities and performance.

6. Adjustments, if any, to the composite evaluation will be made before a final copy is shared with the Superintendent. The importance of the Board speaking with one voice in the summary evaluation cannot be over-emphasized.

F. The Board will meet in executive session to discuss issues such as compensation, benefits, and extension of contract that are directly related to the Superintendent's evaluation and employment. The Superintendent may be invited to, or excluded from, this session at the Board's discretion.

G. The Board will meet with the Superintendent in executive session to discuss compensation, benefits, extension of contract and other matters relevant to the Superintendent's employment.

H. Following the completed evaluation process, the Board Chair shall provide the Superintendent with a written summary of the key elements of the evaluation review.

Performance Objectives

Using the Superintendent's evaluation(s) for the year and the priorities established by the Board, the Board and the Superintendent will establish mutually agreed upon and clearly understood performance goals for the ensuing year prior to September 1st. Progress toward these goals will be included as part of the next Board evaluation of the Superintendent.

Cross Reference:

CB - School Superintendent

CB-E - Superintendent Job Description

Policy Adopted: March 18, 2026

CB-E - MSAD #35 Superintendent of Schools Job Description

CB-E

MSAD #35 Superintendent of Schools Job Description

Position Title: Superintendent of Schools

Reports To: Maine School Administrative District #35 Board of Directors

Prepared By: Maine School Administrative District #35 Board of Directors

Date Reviewed: January 5, 2026

Position Summary:

Supervises directly and indirectly all District Employees

Qualifications:

1. Minimum of five years experience in a Superintendent's position
2. Master's Degree or higher in education
3. Valid Superintendent Certification
4. Such alternatives to the above qualifications as the School Board may find appropriate and acceptable

"Salary commensurate with experience"

Duties and Responsibilities:

The responsibilities outlined below are representative and do not encompass or define all tasks that may be required by this position.

School Board Relations

1. Attends all Board meetings, prepares recommendations, prepares materials and reports on issues coming before the Board, informs the Board about school district operations including programs, practices, and issues of the schools, implements all policies or directives voted by the Board.
2. Manages enrollment, attendance and discipline policies of the schools and takes action as necessary to ensure equitable and consistent application.
3. Assures the provision of transportation of students consistent with Board policy and safety.
4. Acts on own discretion if action is necessary on any matter not covered by Board policy, reports such actions promptly to the Board and recommends policy to cover similar situations in the future.
5. Performs other tasks as may be arranged from time to time by the Board.
6. Maintains records as necessary for the operation of the school district consistent with State Regulation.

Instructional Leadership

7. Conducts a periodic audit of the school program and advises the Board on recommendations for the educational advancement of schools, initiates new programs, modifies existing programs, and discontinues programs as necessary within the staff limitation established by the Board.
8. Maintains the effectiveness of the instructional program, directs the supervision of instruction, supervises the coordination of District curriculum, and oversees staff development activities.
9. Identifies short and long-range needs within the school district, develops proposals to respond and identifies such issues for the Board.
10. Keeps informed of modern educational thought and practice through study, attendance at meetings, and conferences and participation in professional activities.

Personnel Management

11. Secures and nominates for Board approval the best qualified and most competent staff available, assigns the duties of personnel subject to Board approval, assumes final responsibility for the evaluation of all staff and dismisses staff for cause when necessary, administers personnel policies and procedures established by the Board.
12. Advises the Board of Directors on collective bargaining issues and practices, advises the Board on other issues relative to salaries and benefits, represents the Board or arranges representation in all disputes arising from labor relations or agreements.
13. Delegates to other employees of the Board the exercise of any power or the discharge of any duties with the knowledge that such delegation does not relieve the Superintendent of final responsibility for the action taken.

Fiscal Responsibilities

14. Prepares the annual operating budget recommendations and implements the Board approved budget; serves as the chief financial officer of the District, procures supplies, material and equipment as required by the budget, reports on the financial status of the District to the Board on a regular basis, invests funds of the District as practical, maintains an effective system of cost accounting.
15. Directs the utilization of facilities, manages the maintenance of buildings and grounds, plans and recommends to the Board projects necessary for continued maintenance, repair of or safety within the schools.

Community Relations

16. Represents the schools before the public and maintains, through cooperative leadership within and without the schools, a program to provide information about the successes, needs and activities of the schools.