

**School Leadership Teams Implementation Procedures  
Memorandum of Understanding**

**Between  
The Syracuse Teachers Association  
and  
The Syracuse City School District**

The **School Leadership Teams** (SLT's) were negotiated in the STA Unit 1 2007-08 contract with the district. They are designed to provide a comprehensive organizational structure that will be used to:

- develop the School Improvement Plan
- broaden communication networks
- focus instructional programs and schedules
- comply with shared decision making regulations (Commissioner's Regulation 110.11)

**Selecting the Design of the Team**

The numerical composition of the SLT's will conform to the contractual language according to division. The Chief Building representative (elected– one per school) must be a member of the SLT. Taking these agreed upon elements into consideration, each school may determine the actual structure of that team.

The building principal and the chief STA representative will meet with the current School Improvement team and Building Committee members from each school to work together on the SLT design. The group will discuss which composition will work best for individual schools. They will draft a plan and present it to faculty. The group will gather feedback, both written and verbal, and revise the plan if needed. The revised plan will be presented and accepted through consensus with the staff.

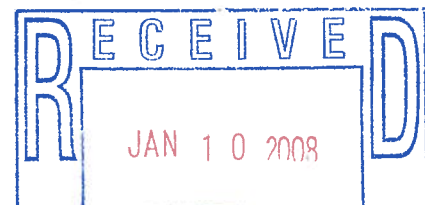
All representatives, whether they are team representatives, department representatives, academy representatives, support teachers or at-large teachers must be formally elected. The election can be school wide, or within team, department, grade level or academy once the structure of the site's SLT is determined (as described earlier).

SLT work will require an after school hours commitment.

SLT members will be compensated for 24 hours at the contractual rate each year from July 1<sup>st</sup> through June 30<sup>th</sup>. Members must also be members of at least one sub-committee for which no additional compensation is earned.

SLT meetings are open to all faculty members and administrators. However compensation and decision making responsibilities are limited to SLT members.

Elementary and Middle Schools with over 500 students may have up to 10 members on the SLT's.

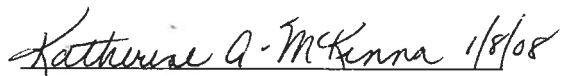


For the SCSD:

A handwritten signature in black ink, appearing to read 'Daniel G. Lowengard', written over a horizontal line.

Daniel G. Lowengard, Superintendent

For the STA:

A handwritten signature in black ink, appearing to read 'Katherine A. McKenna 1/8/08', written over a horizontal line.

Katherine A. McKenna, President

# School Leadership Team

## Q and A

### 1. What is the timeline for implementation?

*During the month of December, the current School Improvement Team and Building Committee in each school will jointly discuss with the principal the new School Leadership Team (SLT) structure. The results of the discussion will be communicated at a faculty meeting; general agreement will be received, otherwise the SIP Team and the Building Committee will revise the proposal with the Principal. For example, an elementary school could determine that 3 members be elected from the primary Unit I staff, 3 members from the Intermediate Unit I staff, and 2 members elected "at large" meaning from OT, PT, SLP, psychologist, social worker, etc. Another school could determine that they will elect a member from each grade level and the rest "at large". A high school, for example, may elect 3 members from each Smaller Learning Academy and the rest "at large" or elect by department.*

*Elections will take place in January and the School Leadership Team will officially begin February 1, 2008. Training, which will be after school and is mandatory, will begin soon after elections. There will be approximately 9 hours of training and 15 hours of meeting time reimbursed from February until the end of June.*

*School Improvement plans are due this year to Directors by May 20, 2008.*

### 2. What is the scope of the committee?

*The SLT structure is designed to improve student achievement and staff communication. The SLT will develop, implement, disseminate and monitor the School Improvement Plan. In addition, SLT sub-committees: the Behavior and Discipline Team, the Professional Development and Instruction Team, and the Labor Management Team (formerly the Building Committee), will have members of the SLT on them to ensure open communication and integration of these essential components of the school into the SIP planning process. Other faculty who are not SLT members can be members of the sub-committees.*

### 3. What does the following statement mean? - **“Decision-making will use a consensus model. In the event that the group fails to reach consensus the Superintendent and/or his/her designee and the union president will hear the issues. If they fail to reach an agreement, the Superintendent shall make a final decision.”** The contract language also states that is advisory to the Principal. If **“all input is valuable and advisory to the principal”**, then is the decision-making reached by consensus only advisory?

*The SLT is an advisory committee to the principal, but will be governed by consensus. Training in consensus building will be done and will be ongoing. It is expected that issues will be solved at the building level. Consensus does not necessarily mean that everyone on the committee agrees, however, all SLT members do agree to support the recommendation(s).*

### 4. What budget is paying for the team members? Who gets the paperwork for payment?

*A budget and process to pay members of the SLT for their hours on the SLT will be developed and distributed to the SLTs in January. Although each SLT member is required to sit on at least one SLT sub-committee, time spent on those sub-committees will not be reimbursed.*

**5. Some teams were held bimonthly, such as the discipline committee. Must the SLT and its subcommittees meet every month? Is there any flexibility in how often the teams meet?**

*The SLT should meet monthly, but may vary its schedule by consensus. Sub-committees will also determine if there is a need to meet each month. If the SLT or a subcommittee determines that there is no need for a meeting, then it can be eliminated for that month.*

**6. Some meetings are during the school day in the past. Does this mean that all meetings must be after school? Can staff, other than those elected, attend the SLT meetings?**

*The SLT can determine its schedule, but can only be compensated for before/after school hours. Anyone may attend an SLT meeting without compensation. The intent is to open up the discussion process, therefore meetings will be open to all school members. Recommendations will be reached through consensus by designated SLT members only.*

**7. Since “this work will require an after school hours commitment”, what are those hours? Are the administrators entitled to compensation? Are Parents entitled to compensation? What if the teachers agree to meet on Saturdays, are they compensated?**

*The SLT was written into the Unit I contract and applies to teachers and other Unit I members. SLT members will be compensated for 24 hours annually outside of the school day whether it is before or after school, weekends or meetings set during vacation days. The 24 hours includes hours dedicated to mandated training. Parents and administrators will not be compensated under this agreement.*

**8. Why is “staffing ratios” an item for discussion for the Labor Management Team?**

*“Staffing ratios” was part of the old language of the Building Committee in the former Unit I contract and that language was continued in the new contract*

**9. Can staff from other units serve on the SLT?**

*If the School Leadership team, the Building Committee and the Principal agree that the structure of their SLT will include at large members, then one of the at large members could be a staff member from a STA Unit other than Unit I.*

**10. What is the election process?**

*The Building Committee (principal and teachers) will agree on the process of the SLT election. This team will agree on the ballot, the date and time of the election, and the process for the collection and counting of ballots, as well as publishing the results. The ballots will specify if individuals are being elected by team, by department, by constituent group or at large. Members of the Building Committee who are not running for SLT membership will count the ballots. The Chief Representatives can count the ballots as s/he is automatically a member of the SLT. The Chief Representative will conduct the election.*