

Fox Chapel Area School District Site-Based Management/SBM Charter Guidelines

Effective: 10-30-15

1.0 Purpose

To clearly define those areas within which Site-Based Management Teams have the authority to act and to define roles, procedures, and decision-making processes. The guidelines explain the nature of support by the Fox Chapel Area School District Board of Directors, the Superintendent, and District Office Staff for site-based decision-making.

Such support is provided to enable site-based decisions to be made that are fiscally sound, efficient, and that facilitate student learning.

2.0 Definition

Site-based decision-making is a form of governance where the management structure is such that individual schools will have their authority and responsibility increased to improve accountability and productivity. Each school within the District has a team that works to ensure that the Strategic Plan is being implemented. This occurs within the parameters established by the Superintendent and Board of School Directors, and in cooperation with the District Office Staff.

3.0 Authority to Act

With the guidance of the Superintendent and his/her administrative team and following the Strategic Plan objectives, the Site-Based Management Team will develop and implement action plans for their respective buildings.

4.0 The Site-Based Management District Steering Team

4.1 Role: The District Steering Team will facilitate the development and assist in the implementation of district site-based management practices. The District Steering Team will assist in coordinating, advising, and supporting the written plans at each site.

District Steering Team Members:

- Superintendent/Assistant Superintendent
- District Office Staff
- FCEA Representatives: President, President-elect
- Team from each school site:
 - Principal
 - Teacher
 - Parent
 - Adjunct members may be invited with approval of the Superintendent

4.2 Meetings: The Superintendent will determine the need to convene a meeting of the District Steering Team. It is recommended that the District Steering Team meet at least once annually.

5.0 Building Level Site-Based Management Teams (Building Site Team)

5.1 Role: The Site-Based Management Team (Building Site Team) is a building level decision-making unit. Teams must act collaboratively to plan and evaluate goals within the context of the overall Strategic Plan.

5.2 Building Site Team Members:

- Principal(s)
- 2 parents
- Community member (Must live in district and preferred that the member does not have children currently in the building.)
- 2 teachers
- 1 support staff member
- 1 Fox Chapel Educators Association Representative
- District Office Staff as needed

5.3 Decisions: The delegated authority includes decision-making in the following areas:

- Arrangement of activities as presented by the principal
- Budget allocations, as earmarked for the Building Site Team, within parameters defined by District Office Staff
- Other building-level decisions that may be brought to the team by the building principal
- Site-based action plans in support of the annual Strategic Plan, professional development, and refinement of curriculum and assessment practices defined in the site-based action plans
- Selection of curriculum materials based on needs of the students and within the parameters of the Strategic Plan:

Option 1 – Open Curriculum Materials Selection

- Learning materials, based on students’ needs
- Evaluation of materials and methods identified by the site
- Professional development defined in the building action plans

Option 2 - Menu of Curriculum Materials Selection

- Learning materials and methods in a menu form generated from the District Office Staff

Decisions that are not listed will require a waiver signed by the Superintendent of Schools.

6.0 The District Office Staff (Superintendent, Assistant Superintendent, Directors)

6.1 Role: The Superintendent and the District Office Staff will continue to make selected decisions to ensure balance and uniformity. When called upon, and in the areas given to the Building Site Teams, District Office Staff will provide the needed services or refer them to the appropriate personnel and/or resources.

6.2 Decisions: The overall management of the district is the responsibility of the Superintendent. The following areas may be delegated to members of the District Office Staff:

- Staff allocations and class size limits
- Transportation of students
- Food service
- Technology
- Curriculum standards
- Guidelines for staff development
- Building maintenance/facility improvements
- Athletics
- Collective Bargaining Agreement matters (in collaboration with representatives of respective employee organizations)
- Job descriptions
- Strategic Plan variances
- Undefined areas must be directed to the appropriate District Office Staff

6.3 The Superintendent and selected members of the administrative team will interview applicants for all management level positions. The selected candidate for building level management positions will be invited to meet with the appropriate Building Personnel Committee. The Building Personnel Committee will determine a set of questions that the principal or trained committee designee will ask the candidate. All questions must be pre-approved by the Human Resources Office. Once the meeting has concluded, the Building Personnel Committee will have the opportunity to express their opinions concerning the selected administrator to the Superintendent. The final recommendation for hiring members of management level positions will be determined by the Superintendent.

7.0 Site-Based Management Team Procedures

7.1 Decision-Making Questions/Actions:

Actions and decision of the District Steering and Building Site Teams must be within the established parameters and must be weighed carefully in terms of:

- Are the decisions ethical? (Appendix A)
- Are the decisions legal? (federal, state, local policy and regulations)
- Are the decisions in line with School Board policy?
- Are the decisions congruent with the district's Strategic Plan, Vision, Mission, and Goals?
- Are the decisions shared in an appropriate manner, as defined by the Team, (e.g., method of disseminating information, timing)?
- Is confidentiality maintained when addressing "sensitive" information?
- Are the decisions within the guidelines of the Collective Bargaining Agreement?
- Are the decisions possible within the budget or have alternative resources been secured?

District Steering Team and Building Site Team decisions will be made by consensus. The Team moderator(s) must ensure that all Team members express concerns and objections to any decision made by the Team and that decisions are reached which can be supported by the whole Team. All decisions must be recorded.

7.2 Reporting

Team members must report any agreed upon decisions by the team to the Superintendent and total teaching staff. Each Team will define its own process for involving others.

7.3 Membership and Procedures

7.3.1 Selection of Members

Teachers – An election will be conducted at each building to choose teacher representatives.

Parent Representatives – Parents interested in serving should submit a letter to the building principal in September of each school year. If more than one parent expresses interest, a lottery system will be utilized.

Fox Chapel Area School District Education Association (FCEA) Representative- The FCEA members from each site will choose a member of the Executive Board to serve as the FCEA representative on the Building Site Team.

Support Staff – The support staff at each building will elect one representative to serve on the Building Site Team.

7.3.2 Length of Membership Terms

The principal(s) will be a permanent member of the Team. The length of membership (one term) for all other Team members is two school years in length.

If a member resigns from the Team before the end of the term, the replacement will be eligible to serve one additional full term. The same procedure will be used to replace the retiree. Under special circumstances, the Team can grant a member(s) an extension of one term. Notice of openings – Each site will develop a method for advertising positions open on the Building Site Team.

7.3.3 Subcommittees

The use of site-based subcommittees to accomplish tasks of the Team is encouraged. Subcommittees shall involve as many faculty as necessary who are not serving on the Building Site Team. Membership, duration, and tasks of subcommittees will be determined by the Building Site Team.

7.3.4. Building Personnel Committee (Site Team)

Selected members of the Administrative Team will be responsible for screening all applications to fill teaching positions in the school district. The Administrative Team will conduct initial interviews. They will develop a prioritized list of candidates. The building level principal will arrange for the Building Personnel Committee to conduct interviews.

The Building Personnel Committee will conduct interviews for all available teaching positions except where decisions are needed before the Site Team can convene.

Membership of the Building Personnel Committee

- Principal(s)
- 1 teacher representative who also serves on the Building Site Team
- 1 teacher representative who represents the specialized area of the person being interviewed
- 1 additional teacher representative with specialized expertise as needed
- District Office representative as needed

Action Following Site Interviews

The principal informs Human Resources of the recommended candidate that they have selected to continue to the next step of the interview process. Human Resources will conduct reference checks. The successful candidate will then interview with the Superintendent or designee.

If the Superintendent or designee is in agreement with the selected candidate, he/she will notify the building principal and place the candidate on the next Board Agenda for employment. If the candidate is not approved by the Superintendent or designee, another candidate will be contacted to meet with the Superintendent or designee or the interview process will begin again if there is not another suitable candidate.

7.3.5 Site-Based Management Fiscal Resources

An allocation will be available to all Building Site Teams for implementation of the site's strategic plan. All accounting procedures must be followed. This budget category will close on June 1 of the school year.

7.3.6 Quality Assessment

The Building Site Teams will submit action plans in line with the Strategic Plan and measures of achievement annually to the Superintendent. In addition, the Superintendent and the Assistant Superintendent should be consulted regarding site-based action plans and should receive a copy of those annually.

7.4 Building Site Team Meeting Procedures

7.4.1 The Building Site Team will meet as often as necessary during the school year in a location arranged by the building principal or designee. The method used to record the minutes for each meeting will be decided by the team. Minutes will be made available to faculty and parents/community for review.

7.4.2 Agenda: The agenda will be developed by the team's moderators which will include the principal and two selected team members.

SITE-BASED MANAGEMENT CHARTER

Appendix A

A Statement of Ethics for Site-Based Management Teams

All members of the Site-Based Management Teams are expected to act ethically whether their roles in the school are teaching, supportive or supervisory. They must give and expect to be given in return respect, trust, and support.

Shared decisions will be most effective in a climate where all believe that “students come first”. To this end, the Site-Based Management Teams subscribe to the following statements of ethical standards.

The Site-Based Management Team:

- As appropriate, makes the well being of students the focus of all decision-making;
- Fulfills responsibilities with honesty and integrity;
- Uses a collaborative decision-making process in which all available facts are shared and decisions by consensus are upheld;
- Bases the process of building consensus for team decision making on the principle of equity of all members;
- Supports and enforces team goals and action plans that are congruent with the District’s Strategic Plan;
- Informs and discusses decision making with colleagues, community, and other site-based teams when appropriate;
- Maintains confidentiality when addressing sensitive information. *(Information sharing cannot contain student names to protect confidentiality).*

SITE-BASED MANAGEMENT CHARTER

Appendix B Personnel Selection Process

District Office Staff Representative:

- Develops and maintains files;
- Screens teacher applications and schedules interviews;
- Provides in-service on matters related to site-based teams when requested;
- Conducts reference checks on selected personnel;
- Acts upon transfer requests, needs, and unusual circumstances for appropriate placement of personnel;
- Conducts first-round interviews:
 - May be combined with site-team procedure when a limited number of candidates are available;
 - Principals and **District Office** representatives conduct the interviews;
 - Establishes a finalist pool of candidates;
 - When requested, provides additional candidates for the site-team to interview;
- Meets with building principal once a recommendation for employment has been reached. In situations where a decision is needed as to which candidate receives a contracted position versus a leave replacement, a consensus decision will be made by the principals involved and a designated **District Office** person. In addition, when sites recommend the same top candidate, a consensus decision will be reached to determine placement of the individual;
- Maintains a stand-by list of candidates for positions;
- When needed, establishes a second round of interviews;
- Makes last minute position vacancy decisions with building principals when necessary;
- In situations where a consensus cannot be reached for any position, the Superintendent or designee will make the decision;
- All final candidates selected by the **Building** Site Team will meet with the Superintendent **or designee** prior to an offer for employment being made to any candidate. If the Superintendent **or designee** is in agreement with the **Building** Site Team, he/she will notify the building principal and place the candidate on the next Board agenda for employment.
- All salary decisions will be the responsibility of the Superintendent **or designee**.

Site-Based Team Roles/Representatives:

- Establishes a **Building** Personnel Committee (**Site Team**) consisting of principal(s), teacher representative, variable at-large teacher member to represent specialized areas of certification, as needed;
- **May assist** in establishing job/candidate specifications in relation to the special backgrounds needed for various sites;
- Conducts interviews for all available teaching positions except where decisions are needed before site-based team can meet;
- Develops a prioritized list of candidates;
- Principal(s) will meet with **District Office** to act upon site-based recommendations;
- In-service needs of all new people will be determined by mentor teachers and principal at each site through Individual Professional Growth Plan (IPGP).