

Campus Policy Memo and Procedures¹

Office of Campus Governance

Executive Summary

Well-executed campus management creates necessary conditions for increased student achievement, as well as principal, staff and community satisfaction. This campus management policy defines the collective responsibilities of Department of Education (“DOE”) principals and charter school leaders² who share a school building, including certain D75³ local campus leaders. They must create and actively participate in a Building Council, a structure for administrative decision-making for issues impacting all schools in the building. The Building Council is responsible for resolving all issues related to the smooth daily operation of all schools in the building and the safety of the students they serve.

Building Council members are equal partners in shaping the educational environment; they share responsibility and accountability for building administration, communication and culture. They must respect each other’s unique culture and simultaneously make shared decisions that are good for all students and schools on the campus.

Shared campus management can result in shared incentives or sanctions, depending on how well a campus of schools collectively implements these expectations. The DOE’s expectation is that Building Councils should be able to resolve issues within the campus by collaboratively working to make decisions in the best interest of all students. While decisions made at the Building Council level typically best capture the needs and nuances of multiple school communities, the DOE’s Office Campus Governance will help resolve conflicts as needed to keep the work of school improvement and successful cohabitation moving forward. New schools joining campuses will be offered special entry training, and campuses where charter schools are co-located shall establish a Shared Space Committee. All school leaders on campuses who fail to implement these policies risk individual or collective disciplinary action.

Audit Procedures:

All co-located campus principals will collaboratively complete the following required documents to be upload into the Principal Annual Space Survey (PASS):

- **Building Space Plan:** Includes space footprint, with designated room allocations by school, including the documentation of any room swaps.
- **Distributed Leadership:** Each principal/leader will accept responsibility for a key campus-wide co-ordination task, such as safety, custodial, extended use of the facility.

¹ This statement constitutes DOE current policy and procedures on Campus Management as of March 2014 and is referenced in the A-190 regulations of the Chancellor.

² Charters may be represented by an operations leader from the school, in lieu of the charter principal, provided they are empowered to make all Building Council decisions.

³ D75 schools will be represented on Building Councils consistent with Chancellor’s Regulation A-190. Eligible D75 schools (with 3 classrooms or more) will be represented by D 75 principals. The D75 multi-site principal will delegate site representation to their campus-based Assistant Principals.

- **Shared Space Schedules:** Includes daily scheduling of shared spaces (library, cafeteria, auditorium, gym, play yard, etc.) access and use of the building after hours, on weekends, and in the summer.
- **Shared Staffing/Funding:** Includes any shared staff and their shared funding and supervisory agreements, i.e., campus plan for deployment of safety/security staff as well as documentation of any other initiatives that are split-funded.

Note: The above required auditable PASS documents to be sign off by all Building Council members once a year at the beginning of the school year, printed, and kept on file for five (5) years.

- **Building Council Meeting Minutes:** All co-located campuses must establish a Building Council. Building Councils are required to host twelve (12) Building Council meetings between August and July of the following year and regularly upload their minutes to the PASS system.
- **Shared Space Committee (SSC) Meeting Minutes:** All campuses with co-located existing charters must establish a Shared Space Committee with parent, teacher and principal representatives from each DOE school and charter co-located on the campus. The SLT recommends teachers and parents for DOE schools; charter leaders recommend teachers and parents for charter schools. The required four (4) SSC meetings must be held annually in order to comply with Chancellor's Regulation A-190. Minutes must be uploaded to the PASS system.

Note: The above required auditable PASS documents to be uploaded periodically.

Dispute Resolution Procedures:

The best decisions are made closest to people who hold responsibility for implementing those decisions. Since DOE principals, charter school principals and program directors hold the locus of control they are typically motivated to reach consensus in their local Building Council decision making process. The DOE will help settle cases where conflicts are not resolved and the progress of the Building Council is impaired. Any member of the campus community may bring these cases to the attention of the Office of Campus Governance for advancement in this dispute resolution process, or to final arbitration. All school leaders on campuses who fail to implement these policies risk disciplinary action.

- **Building Council:** If principals disagree on how to handle an issue of campus management, the Building Council should discuss the issue, using the recommended tools and methods, and attempt to reach consensus. No other steps should take place without principals attempting to discuss and resolve the issue themselves, either in a regular Building Council meeting or in a special meeting involving all the principals. Where appropriate, D75 Supervising Principals must confer with their Assistant Principal at this level.
- **Superintendent's Office/Field Support Center:** If the Building Council cannot reach resolution on an issue, the Building Council should request Superintendent/Field Support Center intervention. Ideally, a Building Council will collectively determine to request either or both of these supports – however, any member can reach out to after making a good faith effort to resolve the situation within the Building Council. The Superintendent/FSC leader should facilitate 1-2 meetings before calling for the Office of Campus Governance.
- **Office of Campus Governance:** If a Building Council fails to reach a resolution in the next meeting, even after Superintendent/FSC involvement, the Superintendent/FSC or the principal(s) should contact the Office of Campus Governance. The Office of Campus Governance will first conduct an intervention, and if that fails, then coordinate with the DOE manager who has responsibility for the area of concern, and make a final determination of the issue(s). The community or high school superintendent(s), in collaboration with the Office of Campus Governance will ensure the implementation of that decision.

Shared Space Committee:

The Building Council will establish a SSC for campuses where charters are co-located, as directed in Chancellor's Regulation A-190. The purpose of the SSC is to review the implementation of the Building Usage Plan once it has been approved by the Panel on Education Policy. The SSC will meet minimally four times per year. SSC members may educate their larger constituencies about the BUP and its campus implementation.

The SSC will be comprised of the principal, a teacher and a parent of each co-located school. The principal will work with the UFT and PTA reps on the SLT to select a teacher and parent representative; charter leaders will work with their constituencies to select their parent and teacher representative of the charter. SSC agendas and minutes shall be shared with the Building Council through the PASS system.