

Campus Policy Memo and Procedures

DOE Division of School Support
Office of the Senior Supervising Superintendent
August 2009¹

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 DOE and charter school principals who share a school building, including defined roles for D75 and D79 local campus leaders.² 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 principals 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 Department of Education's expectation is that Building Councils should be able to resolve issues within the campus by working collaboratively 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 Office of the Supervising Superintendent will arbitrate 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. All school leaders on campuses who fail to implement these policies risk individual or collective disciplinary action, including the potential for adverse ratings impacting their PPR score or their annual review.³

A required Building Council audit system is combined with an arbitration process to track each campus' status and resolve disputes. Roles, processes and accountabilities are clarified the Building Council Toolkit (<http://schools.nyc.gov/community/facilities/campuses/>) and resources are recommended to support campus principals in a full Building Council implementation.

¹ This statement is a revision of the November 13, 2007 Campus Management Memo. It constitutes DOE current policy and procedures on Campus Management as of August 2009.

² D79 and D75 local campus leaders will be invited to minimally two Building Council Meetings per year, to discuss shared space and schedules.

³ In the case of charter principals, a letter to file will be submitted to the charter school board and filed with the authorizer.

Audit Procedures:

Each campus will designate a “campus liaison” (principal or designee) for the purpose of creating and maintaining a file of required Building Council documents, posted in an on-line campus community. The campus liaison will complete an annual survey to validate the accessibility of these documents so that members of this “campus community,” i.e., council principals, network leaders, SSO leaders, superintendents, OSYD and members of the DSS team can reference/audit them at any time. Required auditable documents:

- **Annual Calendar:** Established building council meetings for the school year, minimally monthly with filed with meeting agendas and subsequent meeting minutes.
- **School Space Allocation:** Includes space footprint, with designated room allocations by school, including the documentation of any room swaps.
- **Shared Space Schedules:** Includes daily scheduling of shared spaces (library, cafeteria, auditorium, gym, 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.

Arbitration Procedures:

We believe that the best decisions are made closest to people who hold responsibility for implementing those decisions. Since NYC 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. DOE will arbitrate 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 DSS office for advancement in this process, or final arbitration. All school leaders on campuses who fail to implement these policies risk collective disciplinary action, including the potential for adverse PPR ratings.

- **Building Council:** If principals disagree about 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.
- **SSO Involvement:** If the Building Council cannot reach resolution on an issue, the Building Council should request support from the relevant SSO, PSO or DOE Charter office leaders. Ideally, a Building Council will collectively determine to request SSO support – however, any principal can reach out to his SSO after making a good faith effort to resolve the situation within the Building Council. The SSO should facilitate 1-2 meetings before calling for DSS arbitration.
- **DOE arbitration by the Division of School Support:** If a Building Council fails to reach a resolution in the next meeting, even after SSO involvement, SSO leaders or the principals should request a representative of SSO leadership to contact the Senior Supervising Superintendent in the Division of School Support (DSS). The Office of the Senior Supervising Superintendent will 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 Senior Supervising Superintendent will ensure the implementation of that decision and will file the documentation for the adverse PPR rating(s).