

# City Schools of Decatur

## School Leadership Team Manual

City Schools of Decatur will be one of the top ten community school districts in the nation.

Dr. Phyllis Edwards, Superintendent

Dr. Kiawana Kennedy, Chief Operating Office



## City Schools of Decatur Charter System Governance

City Schools of Decatur is a public school system, created by the General Assembly through the Charter for the City of Decatur, Georgia. The five member elected local Board is a body corporate and politic that is empowered to engage in legal process and to enact such policies, bylaws, rules and regulations, not inconsistent with the laws of the State of Georgia or the United States, for the government of the Board, the Superintendent, teachers and students of the school system, as the Board may deem proper. Because the Board is the legally created body corporate and politic and is vested with the power and authority to bind and contract for the school system, it will retain its rights and responsibilities under the system charter and neither individual system charter schools, nor their School Leadership Teams or principals, will have authority to bind the system or to contract or assume debts or obligations on behalf of the individual schools or the system.

The Board has hired a professional educator as the system CEO, the Superintendent of Schools, who also serves as the secretary for the Decatur Board of Education. The Board meets monthly in public sessions at advertised times, consistent with the Open Meetings Act. A formal agenda is followed for each Decatur Board of Education meeting and includes a section for public comment prior to any consent or action item.

The Board functions quite transparently. An electronic interface, *eBoard*, helps in that regard. *eBoard* allows the Board to publish an agenda and supporting documentation well in advance of the board meeting. The Board now operates in a paperless format to allow for more broad access. In addition, the implementation of *ePolicy* has been a substantive process in City Schools of Decatur.

The Board of Education will continue to make decisions and have final jurisdiction over the following areas:

- Overall fiscal management (including but not limited to purchasing and contracting)
- Final development and approval of the annual system budget
- Fiscal expenditures beyond the school's allocations
- Legal oversight
- Fair/non-discriminatory personnel practices
- System Strategic Plan, including overall goals and objectives of the charter system
- Final approval regarding school improvement plans
- Calendar
- Curriculum, assessment, and testing
- Overall safety/maintenance of buildings
- School Nutrition
- Transportation
- Decisions related to one school that will impact another school
- Existing and future Board policy
- Final approval regarding personnel, including hiring and termination
- Attendance zones
- Appeals

- Facilities
- Hiring and evaluation of the Superintendent
- Other areas as necessary

## Governing Body

Each System Charter School shall utilize a Governing Council as its governing body, which shall operate with the intent and purpose of maximizing school-level decision making. The Governing Councils shall be responsible for complying with and carrying out the provisions of this Charter, including compliance with all applicable law. For the purposes of the Appendix attached to this charter, the Governing Councils shall be designated as the School Leadership Teams (SLTs).

### **Each school will have a governing council called the School Leadership Team:**

Parent or legal guardian members of the School Leadership Team will be elected by a majority of votes of parents and legal guardians of students that will be enrolled in the school at the onset of the member's term. Candidates for parent or legal guardian seats must have a child who will be enrolled at the school during the term for which the member will serve on the team. Teacher members of the School Leadership Team will be elected by a majority vote of staff who works at the school at the time of the election. Students and community or business leaders who serve on School Leadership Teams will be appointed by the elected members of the team. Each School Leadership Team will develop bylaws (**see sample bylaws on page 35**), which will address the School Leadership Team's internal governance procedures. School Leadership Teams will not incorporate or form any other business entity.

### **Members of School Leadership Teams:**

SLTs will be composed of at least 5 and no more than 7 members. One member must be the principal; two others must be staff, and the remaining two community members (parents). A member of Central Office Staff who serves in a nonvoting member, advisory capacity will be the liaison between the school and the system. Each school has the option of appointing non-voting members through use of the SLT bylaws.

In addition, members of the School Leadership Team may include:

- Other members as specified in the team's bylaws, such as, but not limited to, students, staff, community members, and representatives of school-related organizations. Such members shall be appointed by the other members of the School Leadership Team. Selection procedures for these members shall be specified in the team's bylaws. Student members may be required to abstain from personnel matters; and
- An employee of the school system may serve as a parent representative on the School Leadership Team of a school in which his or her child is enrolled.

The Board is committed to providing meaningful opportunities to promote parental and community engagement. It is the desire of the Board that the composition of the School Leadership Teams will be inclusive and diverse. Each School Leadership Team will make every

reasonable means to engage parents and community members so that a culturally sensitive environment exists in every school in the City Schools of Decatur. The School Board may, at its discretion and to the extent permitted by applicable Federal and State law, appoint up to two additional members of each School Leadership Team, who shall have all of the rights, privileges, duties and responsibilities of the elected voting members of the School Leadership Team.

The officers of the School Leadership Team shall be a chairperson, vice chairperson, and secretary. Officers of the School Leadership Team shall be elected by secret ballot by the team at the first meeting of the team following the election of School Leadership Team members. The officers of the School Leadership Teams shall hold office for the term specified in the School Leadership Team's bylaws. Any member of the School Leadership Team, unless otherwise prohibited by its bylaws, may be selected to fill the position of chairperson, vice chairperson, or secretary. The vice chairperson shall, in the absence or disability of the chairperson, perform the duties and exercise the powers of the chairperson and shall perform such other duties as shall be required by the team. The secretary shall attend all meetings, act as clerk of the School Leadership Team, and be responsible for recording all votes and minutes of all proceedings in the books to be kept for that purpose. The secretary shall give or cause to be given notice of all meetings of the School Leadership Team and shall perform such other duties as may be prescribed by the team. In the absence of the secretary of the School Leadership Team, the chair of the team shall appoint another member of the team to be the acting secretary for purposes of that meeting.

#### **School Leadership Team Duties:**

The duties of the School Leadership Team shall include, but not be limited to, the following:

- 1) Recommend personnel for submission to the Superintendent for hire (For example: a SLT member may serve on an interview panel);
- 2) Determine use of funding (as per formula based on enrollment) in technology and instructional materials;
- 3) Develop, approve, and monitor the continuous school improvement planning process (three year plan with annual reviews and updates that includes plans to foster student and teacher development);
- 4) Review assessment data and use it for decision-making purposes;
- 5) Assist with school accreditation and improvement reviews and assessments, such as AdvancED (SACS);
- 6) Review and approve the implementation of any state waiver based on the Impact Principle and within the purview of the School Leadership Team;
  - a. Impact Principle: in making decisions related to the implementation of any state waiver, impact will be considered in this order: impact on the student(s) in question, students in the affected class, students in the affected grade, teacher in the affected class, students in the entire school, teachers in the entire school, and the families in the entire school.
- 7) Review and approve changes to its bylaws; and
- 8) Recommend school needs to the Board during the annual budget process.

Annually, each school will receive its operational budget based on enrollment. During the months of budget construction, the schools, with the assistance of their School Leadership Teams, will determine necessary staff member units, professional learning activities, technological needs,

building repair issues and instructional material requests. During this time, the principal and representatives of the School Leadership Team will meet with the Board in a work session to present their budget and its connections to the school improvement plan.

The members of the School Leadership Team are accountable to the constituents they serve and shall:

- Maintain a school-wide perspective on issues;
- Regularly participate in School Leadership Team meetings;
- Participate in information and training programs;
- Act as a link between the School Leadership Team and the community;
- Encourage the participation of parents and others within the school community;
- Sign a confidentiality agreement; and
- Work to improve student achievement and performance as outlined in the charter, school improvement plan, and strategic plan.

**Fiduciary Duty:**

1. Duty of Care – Duty of care means that an SLT member must exercise reasonable care when making a decision as a steward of the charter system.
2. Duty of Loyalty 0 Duty of loyalty means an SLT member will put the good of the system/school first and avoid engaging in transactions with the school from which the member will benefit.
3. Duty of Obedience – Duty of obedience means that SLT members are not permitted to act a way that is inconsistent with the system/school's mission.

**Conflict of Interest (see Conflict of Interest Form on page 17):**

SLT members have an ethical and legal obligation to protect the public interest

- ◆ A conflict of interest exists when a conflicting interest is pursued over the interest of the organization's interest.
- ◆ Conflicts of interest relates broadly to ethical behavior, not just financial conflicts of interest
- ◆ 3 levels of ethical behavior:
  1. Obey the law
  2. Decision making when the right decision is clear and temptation interferes
  3. Decisions requiring a choice among competing options

### **Characteristics of the SLT:**

<b>5-7 members</b>
At least 4 meetings
Anyone can serve as chair
At least 51%membership must be non-employee at that particular school
A consensus-building process
Elected parents
Representatives that are not employees do not have to be parents
System Charter Leadership Team composed of 1representative from each SLT and Principal
Terms are staggered so the entire SLT does not rotate off the same year
Officers: Chair, Vice-Chair, Secretary
Terms run from October – September

### **System Charter Leadership Team:**

The goals of the System Charter Leadership Team will be to provide feedback, continuity, and communication between and across School Leadership Teams; provide community involvement in system charter oversight at the systemic level; and review and recommend changes to the system charter to the Superintendent.

Two members from each School Leadership Team, preferably the principal and one other member, will participate on the System Charter Leadership Team. The meeting will be initiated and organized by Central Office Staff at the direction of the Superintendent of City Schools of Decatur. The System Charter Leadership Team will meet between two to four times each year.

Link to Charter Information: <http://csdecatur.net/charter/>

Link to CSD Strategic Plan: [http://csdecatur.net/communications/strategic\\_plan](http://csdecatur.net/communications/strategic_plan)

## Roles of the Governing Bodies:

School Board	System Charter Leadership Team	School Leadership Teams
<p>The Board will continue to make decisions in the following areas and have jurisdiction over:</p> <ul style="list-style-type: none"> <li>• Overall fiscal management (including but not limited to purchasing and contracting)</li> <li>• Final development and approval of the annual system budget</li> <li>• Fiscal expenditures beyond the school's allocations</li> <li>• Legal oversight</li> <li>• Fair/non-discriminatory personnel practices</li> <li>• System Strategic Plan, including overall goals and objectives of the charter system</li> <li>• Final approval regarding school improvement plans</li> <li>• Calendar</li> <li>• Curriculum, assessment, and school reform models</li> <li>• Overall safety/maintenance of buildings</li> <li>• School nutrition</li> <li>• Transportation</li> <li>• Decisions related to one school that will impact another school (<i>The Impact Principle</i>)</li> <li>• Existing and future Board policy</li> <li>• Final approval regarding personnel, including hiring and termination</li> <li>• Attendance zones</li> <li>• Appeals</li> <li>• Facilities</li> <li>• Supervision of the Superintendent</li> </ul> <p>Other areas as necessary</p>	<ul style="list-style-type: none"> <li>• Assessing the effectiveness of the system charter;</li> <li>• Sharing information and innovations from each school;</li> <li>• Focusing on system goals and outcomes;</li> <li>• Providing oversight for the systemic nature of the School Leadership Teams;</li> <li>• Developing an Administrator appraisal process;</li> <li>• Mediating between School Leadership Teams and other entities;</li> <li>• Discussing possible charter revisions; and</li> <li>• Provide oversight and recommendations to the Superintendent on issues submitted by the School Leadership Teams with a scope and impact beyond the local school</li> </ul>	<ul style="list-style-type: none"> <li>• Provide input to the Superintendent regarding the performance of the school principal;</li> <li>• Recommend personnel for submission to the Superintendent for hire by participating on hiring teams;</li> <li>• Determine use of funding for school operations, other than personnel and benefits;</li> <li>• Develop, approve, and monitor the continuous school improvement planning process (three year plan with annual reviews and updates that includes plans to foster student and teacher development));</li> <li>• Determine course offerings</li> <li>• Review assessment data and use it for decision-making purposes;</li> <li>• Assist with school accreditation and improvement reviews and assessments, such as SACS;</li> <li>• Review and approve the implementation of any state waiver (within the School Leadership Team's purview) considering the following impacts; impact will be considered in this order: impact on the student(s) in question, students in the affected class, students in the affected grade, teacher in the affected class, students in the entire school, teachers in the entire school, and the families in the entire school</li> <li>• Review and approve changes to its bylaws; and</li> <li>• Recommend school needs to the Board during the annual budget process.</li> </ul>

### **Budget Preparation (see CSD School Finance 101 on Page 24):**

- About February, the school will learn from the Finance Office what their funding allotment will be for the upcoming school year.
- At that time, staff will begin working on the budget.
- SLT members will review, discuss, and approve the proposed budget.
- Once approved by the SLT, the budget is presented to the full board in an all day work session in April.
- After the budget has been approved by the Board of Education and the new year has started, a copy of the budget is sent to the school on a monthly basis.

### **Decision Making Process:**

When making decisions, groups should strive to make decisions by reaching consensus; however, unanimity may not always be possible. For that reason, each School Leadership Team's bylaws will set forth the criteria related to quorums for transacting business and for voting. Central Office personnel will be available to assist School Leadership Teams in their decision-making process.

#### Consensus decision-making

- a process that seeks the consent of all participants
- an acceptable resolution, one that can be supported, even if not the "favorite" of each individual
- Encourage and seek out dissent early
- Maximize chance of accommodating views of all minorities
- Key Consensus Components are Cooperation and Compromise
  - Identify Options
  - Discuss Common ideas
  - Discuss Differences
  - Propose Alternatives to settle differences
- Consensus Questions:
  - Do I understand?
  - Is it good for the group?
  - Does it cause any harm?
  - Can I support?

#### Examples to use for Consensus Decision Making:

- Unanimous agreement
- Unanimous consent (see agreement vs. consent below)
- Unanimous agreement minus one vote or two votes
- Unanimous consent minus one vote or two votes
- Super majority thresholds (90%, 80%, 75%, two-thirds, and 60% are common)



## **Elections:**

After providing public notice at least two weeks before the meeting of each electing body, the principal of each school shall call a meeting of electing bodies for the purpose of selecting members of the School Leadership Team. The electing body for the parent members shall consist of all parents and guardians eligible to serve as a parent member of the School Leadership Team, and the electing body for the teacher members shall consist of all certified personnel eligible to serve as a teacher member of the School Leadership Team. A student's parent(s) or guardian(s) shall collectively have one vote for each student enrolled in the school. The School Leadership Team shall specify in its bylaws the month in which elections are to be held and shall specify a nomination and election process.

Term length for School Leadership Team members will be two years. Terms for the parent, teacher and community member seats will be staggered such that the initial term for some members may be less than two years, with the goal of always having a mix of both new and experienced members to ensure continuity and mentoring across each School Leadership Team.

Any member may withdraw from the School Leadership Team by delivering to the Chair of the School Leadership Team a written resignation and submitting a copy to the secretary of the School Leadership Team or school principal. Should School Leadership Team members determine that a member of the team is no longer active in the team as defined by the bylaws of the team, the School Leadership Team may, by a majority vote, remove such person from the School Leadership Team, effective as of a date determined by the team.

The office of School Leadership Team member shall be automatically vacated under the following conditions:

- (1) If the member resigns;
- (2) If the member is removed as a member by a majority vote of the School Leadership Team;  
or
- (3) If the parent member no longer has a child enrolled at the school.

An election within the electing body for a replacement to fill the remainder of an unexpired term shall be held within 60 days, unless there are fewer than 90 days left before the end of the school year, in which case the School Leadership Team will decide whether to fill the position before the end of the school year.

## **Professional Learning:**

The professional learning for School Leadership Team members is conducted annually in the Fall of each school year and will include, but not be limited to, discussion around the following topics:

- The School Leadership Team's authority, duties and responsibilities
- Boundaries
- Delegation

- Trust and equity
- Decision-making processes
- Accountability
- Communication

The professional learning may be conducted by an outside agency.

### **Public Meetings:**

Adherence to the open and public meetings act and inspection of public records requirements as outlined in O.C.G.A. § 50-14-1, et seq. and O.C.G.A. § 50-18-70, et seq. will be adhered to by the School Leadership Team for each school. These requirements shall be addressed in the bylaws. The School Leadership Teams will have the right to set the dates and times for their meetings as set forth in the bylaws. The school system will assist the schools by publishing and publicizing the meeting times. All meetings will be publicized and agendas created using the same timeline as the Board.

For each meeting, an agenda will be structured, similar to those developed for the Board meetings, and will include items for spotlight, discussion, and action by the School Leadership Team. In addition, time for comments from the school community will be included on the agenda for each meeting. Minutes will be maintained and meetings will be advertised. The agenda and supporting materials will be available to the community within the same timeframe that the Board uses. Special sessions may be called by the chair of the School Leadership Team. These sessions are also subject to the same transparency requirements as regularly-scheduled Board meetings.

**Regular SLT Meeting** is defined as the periodic business meeting held weekly, monthly, or quarterly, as prescribed by the Bylaws. Each regular meeting normally completes a separate session (**see sample agenda on page 33**).

#### **Consent Items:**

At every regular meeting, at least a few items come to the agenda that do not need any discussion or debate either because they are routine procedures or are already unanimous consent. A consent agenda (Roberts Rules of Order calls it a consent calendar) allows the SLT to approve all these items together without discussion or individual motions. Depending upon the organization, this can free up anywhere from a few minutes to a half hour for more substantial discussion.

#### **Action Items:**

At every regular meeting, you will have some action items. These items cause for discussion among the SLT members and are addressed through individual motions.

**SLT Work Session** is defined as a meeting held at a time different from a regular meeting, and convened only to consider few items of business for discussion. No voting takes place on items of discussion during a work session (**see sample agenda on page 34**).

Meeting is defined:

1. Gathering of a quorum of SLT members or committee of the members
2. Official business, policy or public matter is:
3. formulated

4. presented
5. discussed
6. voted upon

What is not a Meeting:

1. Inspections of physical facilities or property
2. State-wide meetings or trainings
3. Meetings with other agencies
4. Travel
5. Social or ceremonial events

*No official business is permitted at these gatherings.*

Notice and Agenda:

1. Establish a set schedule of meetings
2. Post meeting dates in a conspicuous location (date, time, location)
3. Post agendas not more than 2 weeks in advance but as soon as possible (at least 1 week)
4. 24 hour notice for emergency called meetings must be posted. MUST state the reason for the emergency meeting in the notice.
5. Agendas for meetings should be specific enough to advise the public of the matters expected to come before the board. Matters outside of the agenda can be addressed if they were not anticipated before the meeting by amending the agenda.

\*Minutes must be kept of all SLT Meetings including members present, description of motion or proposal, record of votes.

Minutes:

1. Summary of final minutes are required for every meeting. That includes committee meetings.
2. Minutes must describe each motion and record all votes.

### **Roberts Rules of Order:**

- For Roberts Rules of Order please visit [www.robertsrules.org/rror--00.htm](http://www.robertsrules.org/rror--00.htm)

### **School Improvement Plan:**

School Leadership Teams will set forth their goals and objectives for a three-year period, connecting the goals to the goals of the charter petition and of the system's Strategic Plan. The school improvement plans will contain specific objectives, timelines, and outcomes. The plans will be discussed, including a review of results, and approved by the School Leadership Teams in the fall. In addition, the schools will determine what necessary interventions and steps must be taken to meet performance goals.

The individual schools will develop their school improvement plans using specific data and needs demonstrated in concert with student assessment results and results collected from annual surveys of families. These plans will align with the district Strategic Plan. Building needs

will also be developed at the school level and in communication with the Director of Maintenance and Facilities. Every plan will meet the overarching vision, mission, and goals of the school system as set forth in the beginning of this document. In this way, the charter system will ensure that the Board retains its oversight responsibility, while allowing each school the flexibility to meet the vision, mission, and goals in the manner most suited to its student body, teachers, and parents.

### **Annual Events:**

- **January – February:** Schools receive their staff allotments for the upcoming school year; SCLT Meeting
- **February-April:** Budgets are developed and presented to Board of Education during the month of April; SCLT Meeting held in March
- **May:** End of the year awards ceremonies, activities, and promotional exercise occur
- **June – July:** Preparation for the opening of school; reviewing of school improvement plans for updates and revisions if needed
- **August:** First Day of School; Curriculum Nights; SLT Elections take place; School Improvement Plan updated
- **September:** School Improvement Plan submitted to Central Office and entered in eboard
- **October:** SLT Training occurs
- **November:** SCLT Meeting

### **SLT Best Practices:**

1. SLT meetings can become conversational if your agenda isn't timed, particularly in subcommittee work. So, in work sessions, create a timed agenda to keep the meetings flowing and from getting sidetracked. Outside conversation happens, but after the work session has concluded.
2. Use of eBoard is a great practice for SLTs. The secretary can take minutes in eboard (**see eboard Use Instructions on page 19**) and put in Principal's report and agenda in advance of the meeting.
3. Group Discussion Basics:
  - Identify why the group is having the discussion.
  - There are three reasons for having a discussion:
    - i. To gather information
    - ii. To exchange ideas
    - iii. To solve problems.

- If you know why you are discussing the issue, it's easier to participate, keep the discussion on track and get results. Be aware of how the discussion is progressing. Two things can be happening during a discussion: the development of information, ideas or issues, or the evaluation of information, ideas or issues.
- Don't let developing ideas and evaluating ideas get mixed together.
- If development and evaluation of ideas become mixed, discussions tend to go around in circles and frustrate participants.
- It can look like this:
  - One person makes a suggestion, the second person says it's good, the third person says it's not good and a debate follows. The suggestion is tossed out and the chair asks for another suggestion. It's good, it's not good, it gets tossed out. After this happens a few times the group is tired, everyone stays quiet, time is used up and there are no results.
  - To avoid mixing development and evaluation of ideas;
    - Get the ideas out first or develop the information, ideas or issue. Don't let members evaluate at this stage or it will discourage participation.
    - After the ideas are out, then evaluate. This progression will keep the SLT moving forward and avoids having a similar debate for each idea or comment.
    - Keeping development and evaluation separate also helps in avoiding the trap of the first idea or the last idea (the survivor of a half hour of frustrating debates) being the best idea.
    - If you only have one idea, of course it looks like the best idea.

#### 4. Handling Difficult Conversations:

The best intentions for keeping a meeting within a reasonable time frame can be destroyed if members put obstacles in the way.

- Beware of the orator:
  - An orator is an able speaker who likes to practice his/her speaking skills and may tend to talk for a long time. The chair must judge how much time is enough for this person and then get his/her attention by saying something like, "Excuse me, Jack, but we're running short of time and several other members have some points they would like to make. We'd all appreciate it if you could wind up your comments in the next minute or two. Thank you very much."
- A wanderer tends to bring up an entirely unrelated topic.
  - The chair can get the meeting back on track by saying something like, "Linda, I'm sorry to break in like this, but I think that you're getting away from the subject. Remember we'd like to settle the issue of \_\_\_\_ and we would appreciate it if you could confine your remarks to that subject. Thanks."
- A repeater talks numerous times on the same subject while other members haven't had a chance to talk.
  - The chair can give the person a rest and the others a chance to talk by saying something similar to, "Dave, before we hear from you again

I would like to know how Debbie and Rick feel about this subject. Thank you."  
An alternative could be to go around the table in turn and ask for others' comments on the subject.

- An interrupter tends to interrupt others as they are speaking on a subject.
  - The chair may have to interrupt the interrupter by saying, "Before you say anything more, Jason, please wait until Shirley has finished and you then will have an opportunity to make your point. Thank you."

#### 5. Effective Communication:

- Is a management function
- Involves two-way communications
- Relies on research and data
- Builds relationships with stakeholders
- Builds trust with stakeholders

#### 6. Effective SLT Meeting Protocol:

- Giving Feedback
  - Whether you recognize it or not, as a team you are constantly providing feedback to each other. How you provide that feedback will often spell the difference between an effective SLT and one that is less effective.
- Silence
  - When you are not an active participant, you aren't maintaining the status quo, but are actually encouraging a decrease in both the performance and effectiveness of the SLT over the long-term. Team members need your active support to effectively carry out their responsibilities. Silence can create paranoia.
- Criticism – constructive criticism can be an effective tool for change. Unwarranted or malicious criticism often hurts team morale and destroys team cohesiveness; confidence decreases; avoidance behavior sets in and the SLT's effectiveness is diminished. This can overpower any positive feedback given.

#### 7. Make Your Time Count:

- Start on time and end the meeting on time.
- Stay focused on the business at hand
- Encourage participation, prompt comments
- Control interruptions and digressions
- Use Roberts Rules of Order/parliamentary procedure
- Close the meeting positively
- Members should leave feeling their time was valued and well spent.

## 8. Teamwork Basics:

- Roles are clearly defined
- Principal and SLT view themselves as a team
- Principal and SLT understand the bylaws
- There is two-way communication
- There is a clear understanding of how SLT meeting agendas are developed
- Decisions are based on consensus

# RESOURCES



# City Schools of Decatur School Leadership Team

## Conflict of Interest Form

The Charter for the City Schools of Decatur ("Charter") requires SLT members to avoid conflicts of interest. It is essential that SLT members be independent and impartial, that SLT decisions be made in the proper channels of government structure, that SLT membership not be used for private gain, and that there be public confidence in the integrity of the SLT. In accordance with Paragraph 64 of the Charter, SLT members must disclose conflicts of interest. If a conflict of interest arises at any time during service on the SLT, the SLT member shall disclose the conflict of interest in writing to the Chair of the SLT.

Instructions: If you answer "yes" to any of the following questions, please provide an explanation on a separate piece of paper.

<input type="checkbox"/> Yes	<input type="checkbox"/> No	1.	Did or will you sell any supplies, materials, equipment or other property to the City Schools of Decatur?
<input type="checkbox"/> Yes	<input type="checkbox"/> No	2.	Do or will you have any contractual agreements with the City Schools of Decatur?
<input type="checkbox"/> Yes	<input type="checkbox"/> No	3.	Do you currently serve as a member of the Board of Education for any Georgia public school district?
<input type="checkbox"/> Yes	<input type="checkbox"/> No	4.	Do you currently serve as a public official?
<input type="checkbox"/> Yes	<input type="checkbox"/> No	5.	Do you have a managerial, fiduciary, ownership interest or advisory role with a company or organization that is seeking to obtain a contract with the City Schools of Decatur?
<input type="checkbox"/> Yes	<input type="checkbox"/> No	6.	Do you have an interest in researching your work with the school at which you will serve on the SLT?
<input type="checkbox"/> Yes	<input type="checkbox"/> No	7.	Are you, your spouse or anyone you live with an employee of the City Schools of Decatur?
<input type="checkbox"/> Yes	<input type="checkbox"/> No	8.	To the best of your knowledge, are there situations not described in this form that may give rise to a conflict of interest or the appearance of a conflict of interest between you and the City Schools of Decatur, or which would make it difficult for you to discharge your duties or exercise your judgment independently on behalf of the school at which you will serve on the SLT?

Signature: \_\_\_\_\_

Print name: \_\_\_\_\_

Date: \_\_\_\_\_

Revised September 2008

# City Schools of Decatur School Leadership Team

## Confidentiality Agreement

I, \_\_\_\_\_ (print name) understand that in my capacity as a School Leadership Team (“SLT”) member at \_\_\_\_\_ School in the City Schools of Decatur, I may have access to confidential and private records of students, faculty and staff and/or pertaining to the operations of the City Schools of Decatur. I understand that under federal law, state law, and City Schools of Decatur policy, confidential records, including, but not limited to, student records and personal health information, are protected from disclosure to third parties (i.e., anyone) except in very narrow circumstances and that confidential records must not be disclosed.

I agree to maintain the confidentiality and privacy of all such records during and after my service on the SLT. I shall not directly or indirectly communicate to any person other than City Schools of Decatur staff, any information concerning such records. I understand that any such disclosure may be grounds for removal from the SLT.

Signature:

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Print name:

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Date: \_\_\_\_\_

Revised September 2008

## eBOARD USE INSTRUCTIONS

### Eboard Meeting Set-up Directions:

#### **: II.1. Creating a meeting type**

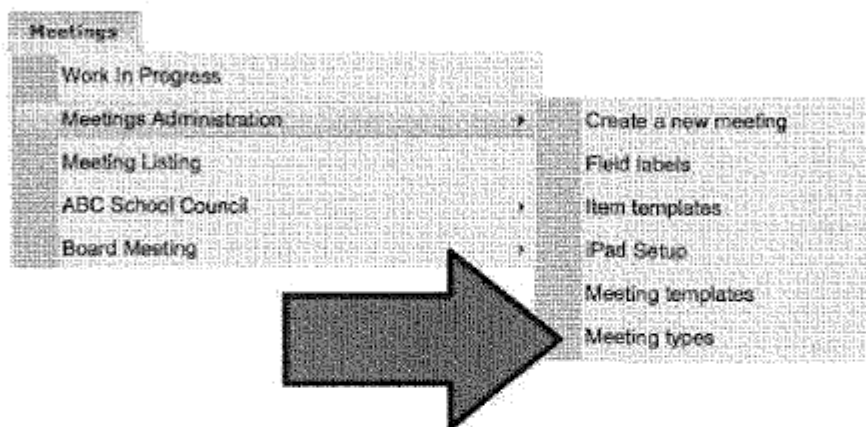
eBOARD will allow you to create multiple types of meetings in addition to **Board Meetings**.

You may at some point decide to use eBOARD for **Cabinet Meetings, Committee Meetings, Staff Meetings or School Council Meetings**.

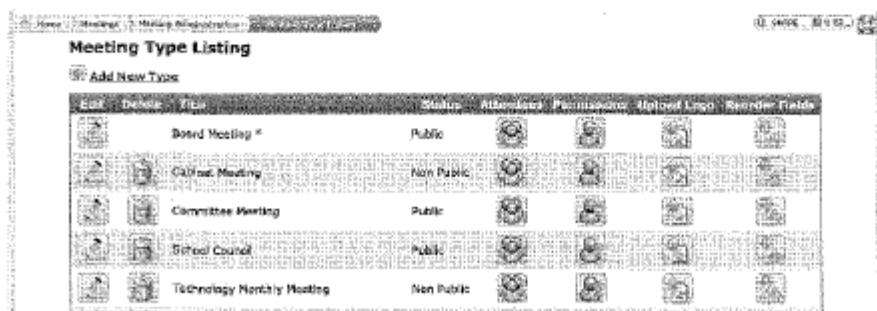
There can be a unique meetings administrator for EACH type of meeting. For example, the board secretary can manage board meetings, but the high school secretary can manage that high school's staff meetings or school council meetings.

As you can see eBOARD can be used BEYOND the board at both district and school level.

To create a meeting type, follow the directions below.



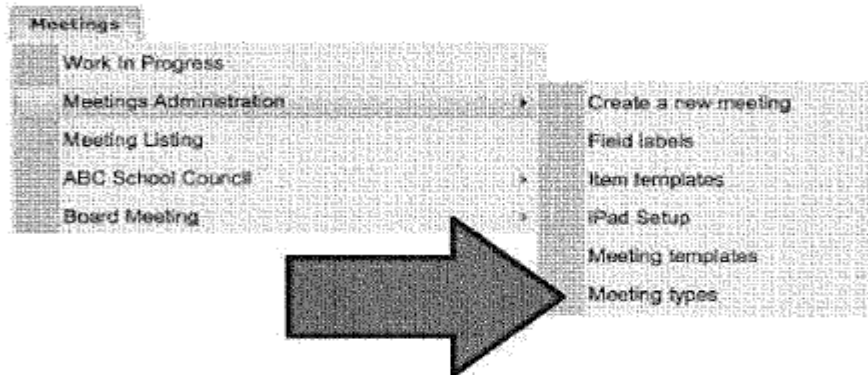
1. Click on the Meetings Tab
2. Meetings Administration
3. Meeting types
4. Click on the Green + "Add New Type"
5. Type the name of your new Meeting Type and check whether you want this type public or private and click save.



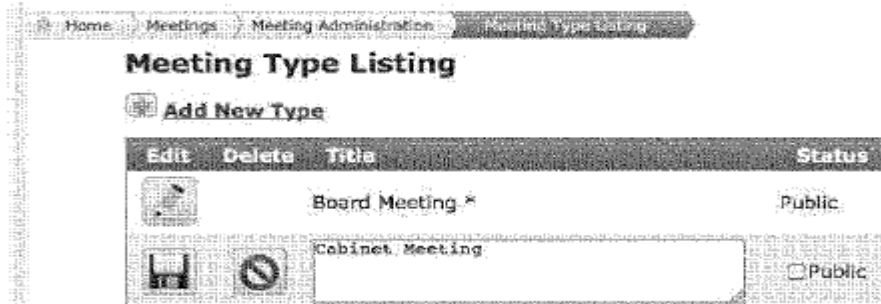
Details about Status (public vs. private), Attendees, Permissions, Upload Logo and Reorder Fields can be found in other help topics by those specific titles.

### : II.3.Editing a meeting type

Maybe you need to change the name of your meeting type or change whether that type is public or private. For whatever reason, if you ever need to edit an existing meeting type's information, follow the simple steps below.



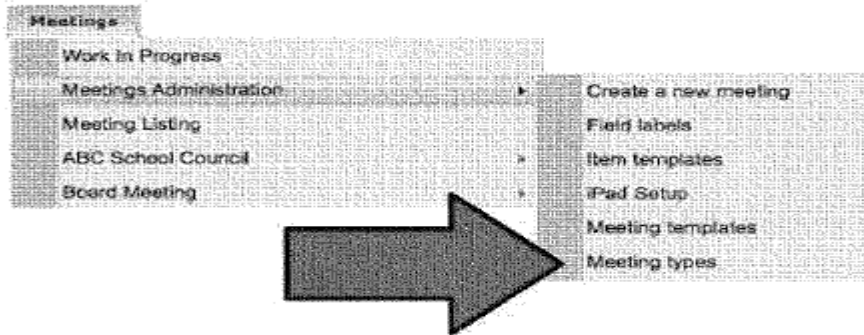
1. Click on the Meetings Tab
2. Meetings Administration
3. Meetings Type
4. Click the edit button beside the Meeting type you wish to edit
5. Make the necessary change(s) and click save.



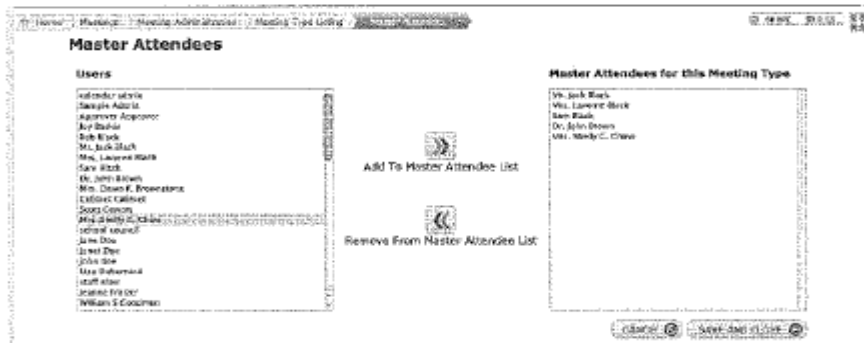
#### : II.4.Adding attendees to meeting types

Meeting attendees are the people that the minute taker would "check off" as having attended a meeting while taking minutes. A subset of this list would be the people that would be voting during a meeting. For a board meeting, this would be board members. For that reason, you would need to determine who would be the typical attendees for any meeting type that you create. You could always manually record attendance but this is easier once it is set up the first time.

To add attendees to a meeting type, follow the simple steps below or watch the accompanying video.



1. Click on the Meeting Tab
2. Meetings Administration
3. Meeting types
4. Click on the Attendees Icon for the meeting type for which you would like to add attendees.
5. Your list of users will appear on the left side under "Users"
6. Highlight the user(s) that will be attendees for this meeting type. You may highlight multiple users by holding down the control key.
7. Add to Master Attendee List by clicking on the arrows to the Right.
8. Your attendees will then be placed on the "Master Attendees for this Meeting Type" list and save and close.



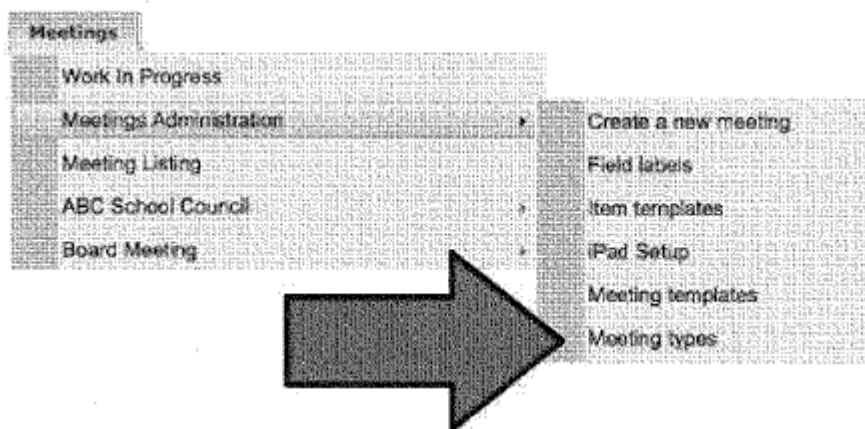
### : II.5.Public vs. Private Meeting Types

When you are creating a meeting type, you will need to know whether that meeting agenda should be a public agenda or used internally.

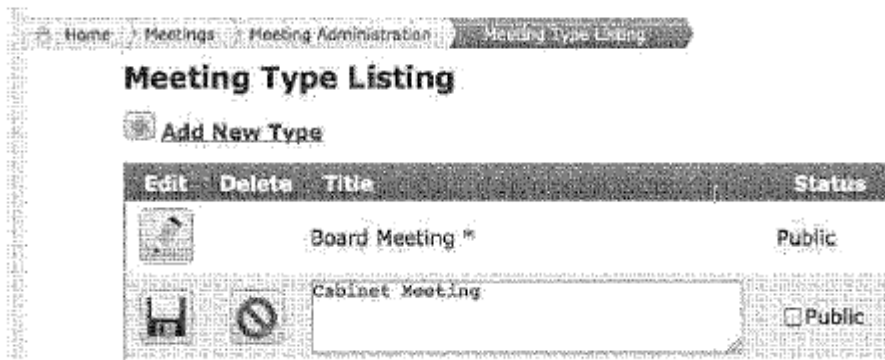
Typically board meeting agendas are public as would school council meetings. Alternatively, cabinet or staff meetings would typically be non-public (internal or private.)

- An agenda published for a **public** meeting type would be visible to anyone who accesses your eBOARD site whether he or she has logged in or not.
- An agenda published for a **NON-public** meeting type would only be visible for those who have been given permission within eBOARD to access that meeting type and who have logged into eBOARD using his or her user name and password.

To make a meeting type public or private, follow the simple steps below:



1. From the Meetings menu, select Meetings Administration and Meeting types
2. A list of the existing meeting types will appear. If this meeting type already exists, click the Edit icon and check Public under Status. If you do NOT check public, the meeting will be private. If it is a NEW meeting type, click on Add New Type, give the meeting type a name, and a Status (public or not).
3. Click on the SAVE icon.



Note: the Board Meeting type cannot be deleted but you CAN change the name and status of it if you need to do that.



## SCHOOL FINANCE 101

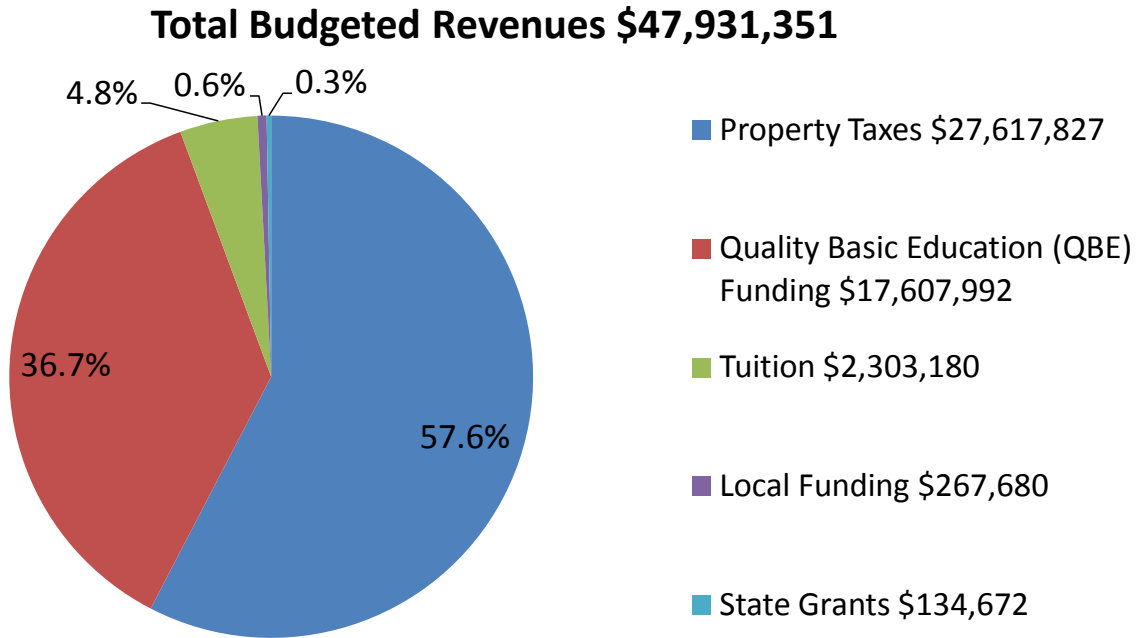


# Fiscal Year 2015 Budget

City Schools of Decatur  
Budget for Fiscal Year 2015  
July 1, 2014 through June 30, 2015

	General Fund	Special Funds	Nutrition Fund	Capital Funds
<b>ESTIMATED REVENUES</b>				
Local Taxes	\$ 27,617,827			\$ 3,360,000
Local Other	2,570,860		\$ 939,964	
State General	17,742,664			
State Other		\$ 700,000	37,000	
Federal		1,680,322	570,500	
Transfers from Other Funds		236,762		
General Fund Balance Obligated	3,071,059			
Capital Fund Balance Restricted				350,671
<b>Total Revenues</b>	<b>\$ 51,002,410</b>	<b>\$ 2,617,084</b>	<b>\$ 1,547,464</b>	<b>\$ 3,710,671</b>
<b>ESTIMATED EXPENDITURES</b>				
Instruction	\$ 34,004,357	\$ 2,163,116		
Pupil Services	1,390,660	37,988		
Improvement of Instructional Services	1,345,760	248,717		
Educational Media Services	1,311,092			
Federal Grant Administration		111,382		
General Administration	959,585	12,788		
School Administration	3,812,106	966		
Support Services - Business	392,322			
Maintenance and Operation of Plant Services	4,386,501			
Student Transportation Service	1,289,507	20,551		
Support Services - Central	936,530			
Other Support Services	7,000	21,576		
School Nutrition Program	855,850		\$ 1,547,464	
Community Services Operations	74,378			
Facilities Acquisition and Construction Services				\$ 1,459,920
Transfers to Other Funds	236,762			
Debt Service				2,250,751
<b>Total Expenditures</b>	<b>\$ 51,002,410</b>	<b>\$ 2,617,084</b>	<b>\$ 1,547,464</b>	<b>\$ 3,710,671</b>

# Where it comes from?

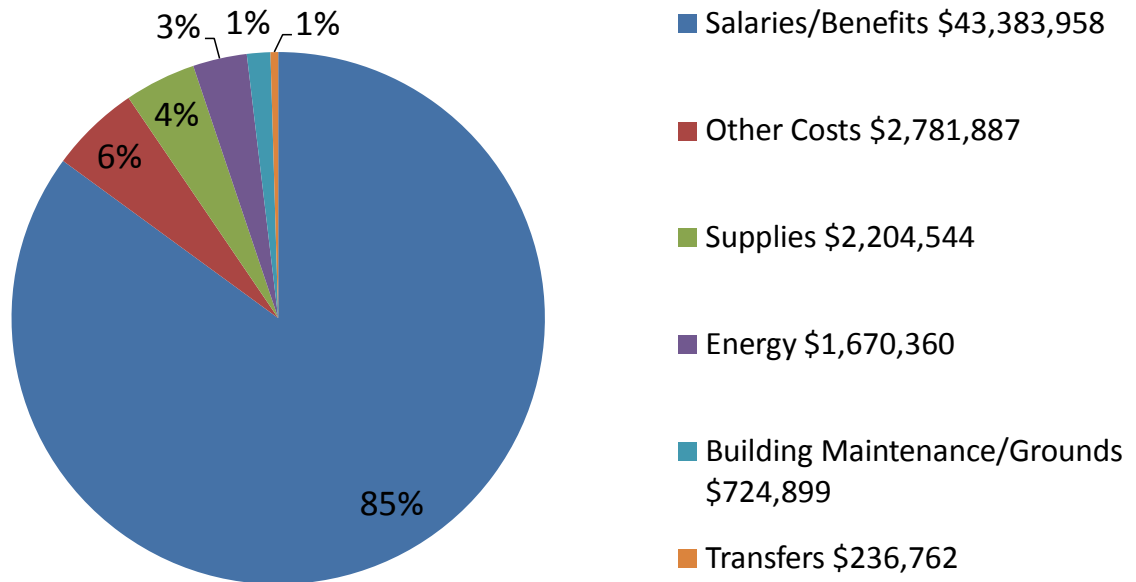


# Where it goes?

FUNCTION	FY 2015 BUDGET
Instruction	\$34,004,357
Pupil Services	1,390,660
Improvement of Instructional Services	1,345,760
Educational Media Services	1,311,092
General Administration	959,585
School Administration	3,812,106
Support Services - Business	392,322
Maintenance and Operation of Plant Services	4,386,501
Student Transportation Service	1,289,507
Support Services - Central	936,530
Other Support Services	7,000
School Nutrition Program	855,850
Community Services Operations	74,378
Transfers to Other Funds	236,762
<b>TOTAL BUDGETED DISBURSEMENTS</b>	<b>\$51,002,410</b>

# Budgeted Disbursements

**Total Budgeted Disbursements \$51,002,410**

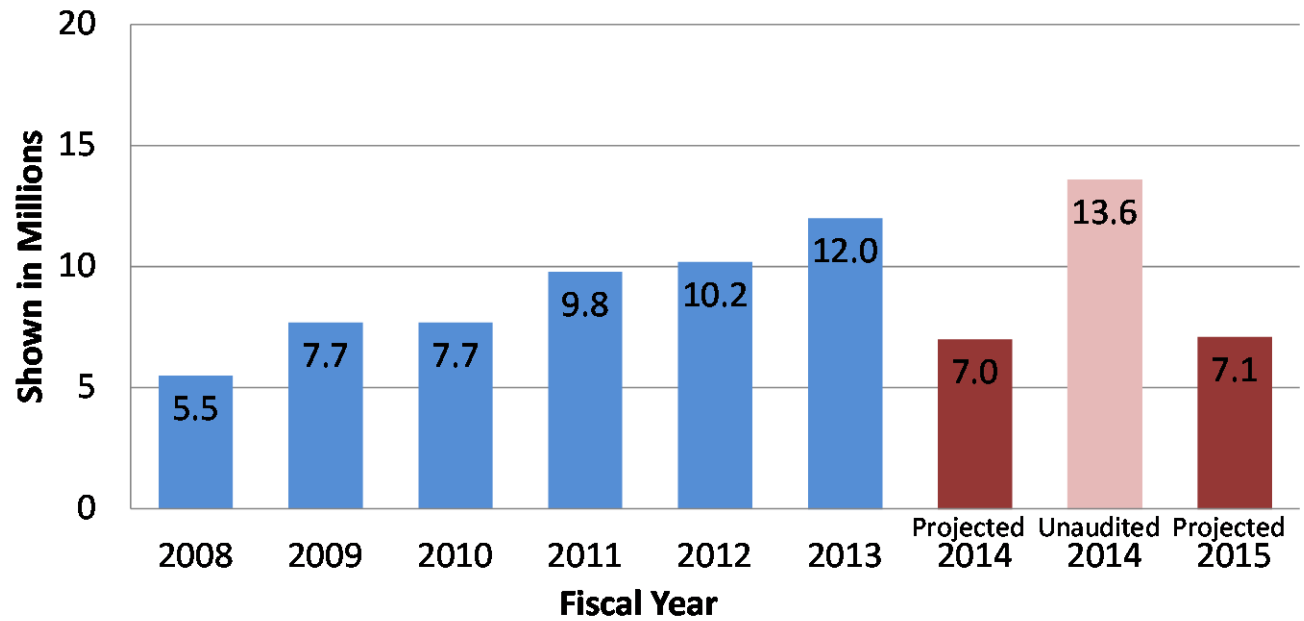


## So, why does it appear that we are taking in less money than we are spending?

- The District is required to present to the Board of Education a balanced budget.
- $\text{Fund Balance} = \text{Assets} - \text{Liabilities}$ .
- Board policy states that, “The Board will strive to maintain an unassigned fund balance of between 4% - 15% based upon annual budgeted expenditures. “
- O.C.G.A 20-2-167 - There shall be no fund or account in the nature of a 'surplus' or 'unobligated surplus' fund or account. Each local school system may, however, establish a single reserve fund or reserve account intended to cover unanticipated deficiencies in revenue or unanticipated expenditures, provided that the budget for any year shall not allocate to such reserve fund or reserve account any amounts which, when combined with the existing balance in such fund or account, exceed 15 percent of that year's total budget.
- Funded on our growth through the Midterm Adjustment.

# Fund Balance

## Ending Fund Balance



# Tentative Fiscal Year 2015 Budget Calendar

- |  |  |
|--|--|
| 1. Budget Overview   | December 10, 2013<br>Regular Board Meeting |
| 2. Presentation of Draft 1   | February 11, 2014<br>Regular Board Meeting |
| 3. Presentation of Draft 2   | March 11, 2014<br>Regular Board Meeting    |
| 4. Board Work Session with Schools and Departments   | April 18, 2014<br>Board Work Session       |
| 5. Tentative approval of Fiscal Year 2015 Budget   | May 13, 2014<br>Regular Board Meeting      |
| 6. Final approval of Fiscal Year 2015 Budget and tentative approval of property tax millage rate | June 10, 2014<br>Regular Board Meeting     |
| 7. Final approval of Fiscal Year 2015 property tax millage rate                                  | July 8, 2014<br>Regular Board Meeting      |

## What's your role?

- About January or February, the school will learn from the Finance Office what their funding allotment will be for the upcoming school year.
- At that time, staff will begin working on the budget.
- SLT members will review and approve the proposed budget.
- Once approved by the SLT, the budget is presented to the full board in an all day work session in April.
- After the budget has been approved by the Board of Education and the new year has started, a copy of the budget is sent to the school on a monthly basis.



# **SAMPLE**

## **SLT REGULAR MEETING AGENDA**

**SLT MONTHLY MEETING – MARCH 17, 2015 – 5:30PM**

**Decatur, Georgia**

- I. Call to Order
- II. Agenda: Revisions and Approval
- III. Approval of Minutes
- IV. Spotlight
- V. Public Comment
- VI. Principal's Report
- VII. SLT Comments
- VIII. Consent Items
  - a. Budget Update
- IX. Action Items
  - a. AdvancED Standards Committee Assignments
- X. Future Business and Agenda Setting
- XI. Adjournment

# **SAMPLE**

## **SLT WORK SESSION MEETING AGENDA**

SLT WORK SESSION – APRIL 21, 2015 – 4:30PM

Decatur, Georgia

- I. Call to Order
- II. Agenda: Revisions and Approval
- III. Discussion
  - a. AdvancED Standards Committee Updates
  - b. Committee Work
    - 1. Safety Committee
    - 2. PTA Report
  - c. Board Meeting – May 12<sup>th</sup> at 6:30pm
- IV. Adjournment

# SAMPLE BYLAWS

## School Leadership Team Bylaws

### **Article I: Name**

A School Leadership Team has been established at                      School of the City Schools of Decatur on                     . The name of this School Leadership Team shall be the                      School Leadership Team, hereinafter referred to as the SLT, organized under the authority of Georgia law (O.C.G.A. § 20-2-2063.2, *et seq.* and the Charter entered into between the State Board of Education and the City Schools of Decatur with a commencement date of July 1, 2008 ("Charter").

### **Article II: Purpose**

The purpose of the SLT is to make decisions that support the continuous improvement of the school in accordance with the provisions of the Charter. The members of the SLT are accountable to the constituents they serve and shall perform those functions and duties and have those responsibilities of a school leadership team as are set forth in the Charter. The SLT understands that the Charter governs the operations of the City Schools of Decatur. To the extent that there is any inconsistency between these bylaws and the Charter, the Charter shall govern.

### **Article III: School Leadership Team Authority**

The SLT shall have the authority vested in it by the Charter.

### **Article IV: Membership**

The SLT shall have 5-7 voting members as set forth in the Charter. The goal for each School Leadership Team is to strike a balance in terms of diversity, expertise, and the ratio of parent/employee voting members. The parent/employee ratio should be as even as possible, in that, no more than 50% of the voting member positions may be filled by                      staff.                      School Leadership Team may add members at its discretion in order to create a School Leadership Team that has the balance needed in order to make the best decisions for all students. No parent or teacher may serve on multiple School Leadership Teams.

### **Article V: Terms**

All SLT members will be elected for two-year terms and shall serve until his or her successor is sworn into office. These terms will be one-year staggered terms.

## **Article VI: Elections**

All elected members of the SLT shall be elected in the manner required by the Charter.

## **Article VII: Vacancies**

Vacancies on the SLT shall be deemed to exist as set forth in the Charter and shall be filled as required by the Charter.

## **Article VIII: Meetings**

All meetings of the SLT shall be open to the public. The SLT shall meet as a group a minimum four times a year. The SLT shall also meet at the call of the chairperson, or at the request of a majority of the members of the SLT.

Notice by mail or email shall be sent to SLT members at least 48 hours prior to a meeting and shall include the date, time and location of the meeting. SLTs shall be subject to the Georgia Open Meetings Act (O.C.G.A. § 50-14-1, *et seq.*) in the same manner as local boards of education. Meeting notices and agendas shall be posted in accordance with the requirements of the Georgia Open Meetings Act. Agenda will be posted at least 48 hours prior to the meeting.

A quorum must be present in order to conduct official SLT business. A quorum is comprised of a majority of SLT members. Every question shall be determined by a majority vote of members present. Each member of the SLT is authorized to exercise one vote. Proxy votes are not allowed. Members must be present in order to vote.

SLT work groups committees may be convened to conduct specific activities as needed. These work groups or subcommittees are advisory only and do not constitute official SLT meetings. No votes on official SLT business may be taken in a work group or subcommittee meeting. SLT work groups will report on their activities to the full SLT.

## **Article IX: Minutes**

SLTs shall be subject to the Open Records Act (O.C.G.A. § 50-18-70, *et seq.*), relating to the inspection of public records, in the same manner as local boards of education. Public records prepared or maintained by the SLT shall constitute public records and shall be subject to the Georgia Open Records Act. Because public records prepared and maintained by SLT members shall constitute public records as set forth in the Georgia Open Records Act, SLT members shall not use personal electronic mail accounts to conduct any business of the SLT; rather, all SLT members shall conduct all SLT business that is conducted electronically through the City School of Decatur electronic mail addresses provided to the SLT member by the City Schools of Decatur administration.

No SLT records shall be maintained at a private residence; rather, all records shall be maintained on school premises. All SLT records shall be subject to the same record retention schedule that is applicable to the City Schools of Decatur. SLT members shall maintain the confidentiality of records, including, but not limited to student education records, as may be required by federal and/or state law. With regard to open meetings, a summary of the subjects acted on and the members present at the meeting of the SLT shall be made available to the public for inspection at the school office within two business days of the meeting. Access to the minutes shall be provided to the SLT members within 20 days following each SLT meeting. The official minutes shall be open to public inspection once approved by the SLT immediately following the next regular meeting of the SLT.

Minutes at a minimum shall include the names of the SLT members present at the meeting, a description of each motion or other proposal made, and a record of all votes. In the case of a roll-call vote, the name of each SLT member voting for or against a proposal or abstaining shall be recorded. In all other votes, it shall be presumed that the action taken was approved by each person in attendance unless the minutes reflect the name of the persons voting against the proposal or abstaining.

#### **Article X: Officers of the School Leadership Team**

The officers of the SLT shall be a chairperson, a vice chairperson, and secretary. Officers of the SLT shall be elected at the first meeting of the SLT following the election of SLT members. The term of the officers of the SLT shall be one year. Co-secretaries are allowed.

The chairperson shall develop the agenda for all meetings, preside at all meetings of the SLT, and perform such other duties as required by the Charter or as shall be requested by the SLT.

The vice chairperson shall, in the absence of the chairperson, perform the duties and exercise the powers of the chairperson and shall perform such other duties as shall be requested by the SLT.

The secretary shall attend all meetings, act as the clerk of the SLT, record all votes and minutes of all proceedings, give notice of all meetings of the SLT, and shall perform such other duties as may be required by law or as shall be requested by the SLT.

#### **Article XI: Duties of the Principal**

The school Principal shall fulfill the Principal Job Description for the City Schools of Decatur. The school Principal shall be a member of the SLT and may serve as the chairperson.

## **Article XII: Board of Education Responsibilities**

The local board of education shall have the authority, powers, duties, functions and responsibilities as set forth in the Charter.

## **Article XIII: Amendments of Bylaws**

The SLT may amend these bylaws; however, all amendments hereto shall be consistent with the Charter. Any bylaw that is inconsistent with the requirements of the Charter shall be null and void.

## **Article XIV: Parliamentary Procedure**

Robert's Rules of Order, Newly Revised shall be the governing parliamentary procedure for SLTs unless a different procedure is specifically required by the Charter or these bylaws.

ADOPTED THIS \_\_\_\_ DAY OF \_\_\_\_\_.

\_\_\_\_\_  
CHAIR

Attest:

\_\_\_\_\_

## EMAIL Do's and Don'ts

- Think before you type.

You are in the eye of the public

Every email you create is a public record subject to **the Open Records Acts** !

- You Thought Email was the Best Thing Since Sliced Bread But Phone Calls and Meetings are Often Better than Emails because:

Serious, sensitive or complex conversations are not appropriate for emails

Messages filled with emotion are not appropriate for emails

REMEMBER, you have **no control** over how an email may be recorded, forwarded or even rewritten by intended (or unintended) recipients once you hit the "send" button

- You may not be able to control what a third party emails to you, but you can control how (or even if) you respond via email.