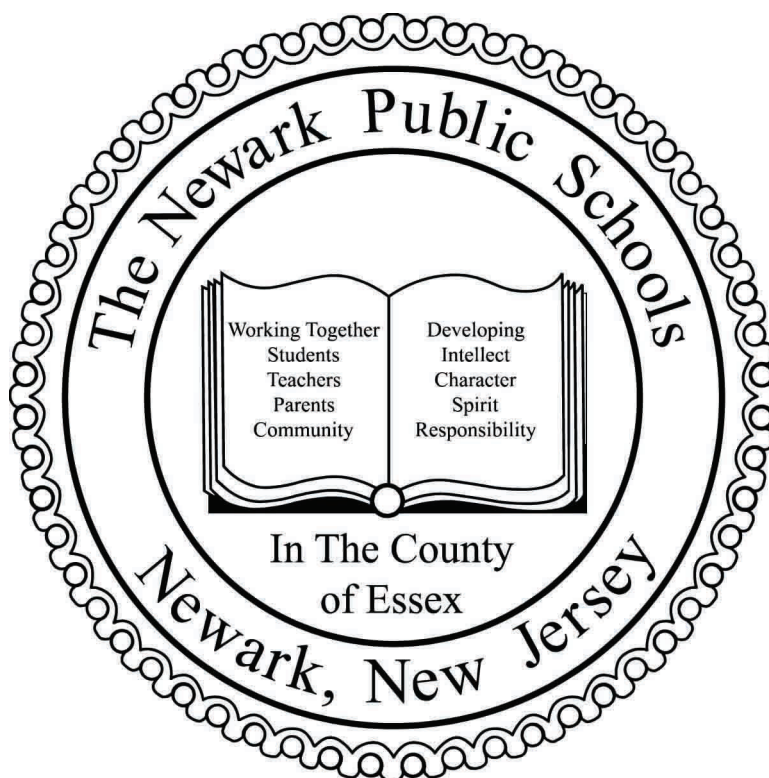


The Newark Public Schools 2010-2011 School Leadership Council Guidelines & By-Laws



Dr. Clifford B. Janey
State District Superintendent

Board Approved: March 2010

Changing Hearts and Minds to Value Education

The Newark Public Schools

Dr. Clifford B. Janey
State District Superintendent

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MISSION STATEMENT

The Newark Public Schools district's mission is to develop a productive citizen who is distinguished in all aspects of academic endeavors and willing to challenge the status quo in our society. We are committed to ensuring that our policies and practices will prepare our students for a world that is increasingly diverse and knowledge driven. We expect our schools and classroom environments to be emotionally safe and intellectually challenging. We pledge to partner with parents, groups, and organizations that add support to the mission by Changing Hearts and Minds to Value Education.

GREAT EXPECTATIONS

The 2009 – 2013 Strategic Plan for The Newark Public Schools

The Strategic Plan represents a collective vision of where we intend to go and provides a basic blueprint of how to get there. For Newark Public Schools, it is a down payment on turning around our school system. The four priorities and 13 strategies described in the plan will drive all of our thinking, actions, and investments in the coming years.

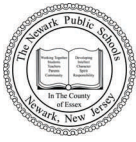
The four priorities are:

PRIORITY 1. Ensure highly effective teachers and principals deliver strong curriculum, instruction, and assessment.

PRIORITY 2. Build a system of great schools that serve students, their families, and the community.

PRIORITY 3. Ensure that schools are safe, welcoming, and working collaboratively with parents, families and community partners to support student success.

PRIORITY 4. Improve our educational practice by creating an accountability system that promotes data-informed, effective, and efficient management and operations.



Dr. Clifford B. Janey
State District Superintendent

THE NEWARK PUBLIC SCHOOLS

Office of the State District Superintendent

2 Cedar Street

Newark, New Jersey 07102-3091

Phone: 973-733-7333

Fax: 973-733-6834



Bret Schundler
Acting Commissioner of Education

Dear School Leadership Council Member,

The Newark Public Schools is pleased to present the newly revised and comprehensive School Leadership Council Guidelines and By-laws.

The School Leadership Council has been identified as a best practice in school districts throughout the country. This group helps to strengthen the collaborations between community and school educators. Membership in the School Leadership Council is comprised of core constituency groups—parents, community representatives, school staff, and students—who work diligently to shape programs that will drive high academic standards.

Over the course of four months a dedicated diverse group of parents, school staff, and community leaders have attended meetings and participated in discussions. The results are a compilation of guiding principles that comprise this document.

We commend the individuals who have contributed to this important process and are committed to “Changing the Hearts and Minds to Value Education.”

Sincerely,

A handwritten signature in black ink, appearing to read "Clifford B. Janey". The signature is stylized and fluid, with a long horizontal stroke at the end.

Dr. Clifford B. Janey
Superintendent

The Revised School Leadership Council

The School Leadership Council (SLC) of The Newark Public Schools is a microcosm of the school community and provides a common ground where ideas and programs can be developed and strengthened for the good of the students. The district's Strategic Plan, Priority #3, stipulates that, "Schools are to be safe, welcoming and work collaboratively with parents, families and community partners to support student success."

Nationally recognized organizations have also confirmed the value of collaborations such as the SLC. The National Middle School Association's "Essential Attributes and Characteristics of Successful Schools," notes, "Genuine community involvement is a fundamental component of successful schools for young adolescents." The Wisconsin Department of Public Instruction states, in its "Chapter One: What are the Characteristics of Successful Schools?", "Successful schools have a vision that is developed with representation from a wide variety of publics and demographic groups."

In keeping with the guidelines and by-laws for The Newark Public Schools, each SLC represents a group of individuals who form a school-based body. This group is responsible for advising the school administration on essential instructional, budgeting and personnel issues. Membership includes the school principal, four instructional staff members (one of which must be certificated), three non-instructional support staff members, four parent representatives (one of which must be a member of the home/school organization), three community members and at the high school level, one student representative who is a school government president. Of the three community representatives, the principal shall select one individual and the two additional individuals shall be nominated by a consensus of the SLC.

The SLC was originally developed as a component of Abbott regulations. New Jersey's Department of Education has since redefined Newark and other Abbott school districts so the regulations are no longer appropriate. State District Superintendent Dr. Clifford Janey, after completing an assessment of the school district, believed that the SLC is a best practice and as such should remain enforce. While it was important to maintain the SLC, it became necessary to review the guidelines and by-laws that had previously provided directions for its members.

In October of 2009 notification was sent out to numerous constituents of the school district, representing parents, community agencies, faith-based institutions, higher education affiliations, unions and staff members. Beginning in November 2009 and concluding in February 2010, parents, school staff and community representatives came together, representing the various geographical locations in the city, to review the existing guidelines and by-laws.

Participants reviewed voluminous documents, poured over samples of guidelines for small and large SLCs, shared experiences and suggested ideas to make the process more efficient. The varied backgrounds created a myriad of suggestions. These discussion points were then reduced down to practical instructions that would guide the process from the formation of a SLC to the inner workings of sub/school committees. Draft documents developed by the SLC were reviewed by the Office of Academic Services, the Regional Superintendents, Executive Staff Members and the State District Superintendent, prior to adoption by the Advisory Board Members.

September 2010 will mark the official kick off date for the revised guidelines and by-laws. Training sessions held during the year will assist officers with their duties and elections will determine which individuals will comprise the Council.

Given the membership configuration, 15 persons for elementary schools and 16 persons for high schools, the SLC will provide a district wide cadre of approximately 1,143 persons. This number, which has the potential to grow (when alternates and ex-officio representatives are factored in), will represent individuals who are working to affect change via their contributions and the sharing of information with their peers.

The compilation of guidelines and by-laws which comprise this document will be distributed throughout The Newark Public Schools via the district's website, e-boards and libraries at local schools.

The Newark Public Schools commends the many individuals who worked tirelessly to help make this a viable document that will benefit our students and the school communities for years to come.

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School Leadership Council Guidelines

PURPOSE

The School Leadership Council (SLC) supports the school in the improvement of student performance and embraces the participation of the larger school community. Individuals who are important to this process include the school principal, teachers, non-instructional support staff, parents/guardians, community representatives, and high school students. The principal is the instructional and organizational leader who plays a central role in formulating and implementing plans that improve and implement instructional program and services. We build student leadership and responsibility in middle school as a segue way for prepared decision making in high school. The goal of the SLC is to develop a culture of cooperation, accountability, and commitment; all with a focus on improving student achievement.

The SLC is a school-based body responsible for advising the school administration on essential instructional, budgeting and personnel issues. Members of the SLC work with the principal to assess and improve the instructional culture of the school. The role of the SLC shall be as a collaborative, cooperative, advisory, and decision-making body to improve teaching and learning in the school.

I. Establishment of School Leadership Councils

- 1) Each school shall have an SLC to facilitate the participation of the school principal, teachers, staff, parents, grandparents or guardians, and the community in developing a culture of cooperation, accountability, and commitment; all with a focus on improving student achievement.
- 2) The SLC shall concentrate on the objective of universal mastery of the **Core Curriculum Content Standards (CCCS), improving student achievement and helping to create a climate of cooperation. The school principal and instructional staff members are responsible for implementation. The SLC shall not manage the day-to-day implementation of school policies.
- 3) SLC membership shall consist of 15 individuals for elementary schools and 16 individuals for high schools and shall include:
 - (1) school *principal
 - (4) instructional staff members (*certificated)
 - (3) non-instructional support staff members (non-certificated)
 - (4) parents or guardians (*home/school organization)
 - (3) community members
 - (1) high school student, grades 9 – 12 (*student government president)

*Required Members: For each SLC at least one individual shall be: The school's lead administrator; Newark Teachers Union representative; Parent Teacher Association/Organization President; and High School Student Government President.

No constituency group identified above shall constitute more than 50 percent of the SLC membership.

The district's Advisory Board Members shall not serve on the SLC. Parents/Guardians are eligible to serve as parent representatives on the SLC and must have children currently enrolled in the school.

The SLC may include an alternate member for each constituency. This individual shall attend all meetings, receive training and shall be certified. The alternate member is determined as the runner-up in the respective constituency election. The alternate member participates in place of the absent elected member for the duration of the absence with all voting rights.

The SLC may include one or more non-voting Ex-Officio members who are content specialists and able to provide information and expertise to the SLC.

**see glossary for definitions

II. School Leadership Council Roles and Responsibilities

The SLC shall be the collaborative advisory and decision-making body to improve teaching and learning in the school. The SLC shall, under the leadership of the school principal:

- 1) Continuously analyze student performance assessment data and work with the school principal and faculty to identify obstacles to improved performance;
- 2) Review the school-based budget, prepared by the school, for accuracy and efficiency to ensure that the needs of students, faculty and the school are addressed before submission to the district's central office and prior to submission to the school/community meeting. The SLC may propose modifications, consistent with the school district budgeting procedures and criteria and local school plan. The SLC must document its recommendations;
- 3) Participate in training provided by the school district, the Department of Education or other outside organizations or institutions of higher education;
- 4) When there is a vacancy for a principal, and if the SLC has completed all training related to the selection process, the SLC shall present three candidates, which they recommend, for consideration. The SLC shall be comfortable with all three candidates' names which shall be submitted to the District Superintendent for review. The Superintendent shall have the option of selecting one of the three candidates recommended by the SLC. However, such recommendations shall not be binding on the Superintendent. This process shall also apply to vacancies for Vice Principal and Department Chairpersons. Recommendations shall be forwarded to the appropriate district officials.
- 5) Collaborate with other school or district appointed school improvement consultative groups;
- 6) Develop the school report on instructional priorities, or current district plan review its implementation, amend it in light of performance data and circumstances, and make it available to the school community and the school district; and
- 7) Maintain minutes and an agenda for all SLC meetings and make copies available to the school community. Copies of the minutes shall be transmitted on a timely basis to the Regional Superintendent and school community.

(See Article III Secretary/Recorder and By-Laws, Article IV: Duties of Officers and Article V: Notices of Meetings for specific time frames.)

III. School Leadership Council Officers Roles and Responsibilities

CHAIRPERSON/CO-CHAIR

The chairperson/co-chair is nominated by the elected members of the SLC to preside over meetings and, by default, serves as meeting facilitator. A facilitator is responsible for efficiently conducting the meeting and should be skilled at keeping a group on target. As a facilitator, however, the chairperson has a limited role in discussions. If the chair wants to participate in a discussion, someone else should take on the role of the facilitator for the meeting.

The chair must be sure that everyone has the opportunity to participate. The chair limits personal debates and one-sided conversations. The chair keeps the discussion focused on the purpose of the agenda item.

Chairs should:

- Be punctual
- Develop the agenda with the principal
- Be completely familiar with the agenda items
- Clearly state the items of business and the action required
- Blend a businesslike manner with geniality, create a cooperative atmosphere to increase participation and make the meeting enjoyable and productive
- Speak clearly and articulately
- Use active listening skills
- Complete routine matters promptly
- Maintain self-control to help control the emotional level of the meeting
- Delegate responsibilities and actively seek contributions from all council members
- Actively include all members in the discussion, especially those who have minority opinions or who have been silent
- Track the progress of actions and responsibilities assumed by members

Leadership of effective groups is assumed by different members at various times. Some councils provide opportunities for all members to assume leadership roles.

SECRETARY/RECORDER

The secretary/recorder records the council's ideas, decisions, and recommendations. The secretary/recorder maintains the group's memory in official minutes and meeting notes. Councils may choose to do this in several ways:

- **Action minutes** are a record of the specific actions taken by the council; they are brief and describe the results or decisions of the discussions. Sometimes action minutes include major issues, statements, or concerns noted during the discussion. At the end of the meeting, have the secretary/recorder read the statements aloud to ensure accuracy and avoid surprises.
- **Meeting notes** usually record the flow of the meeting. Often, they are a chronology of the discussion and sometimes contain bulleted statements. Although they can be helpful to someone who was not at the meeting, notes are subject to misinterpretation and may inadvertently interpret what members mean to say, or omit important statements.
- **Wall charts** are helpful when the council is working on a problem-solving issue. Appoint a separate recorder or a group facilitator to write key points on a large pad of paper.

The agenda and minutes of each meeting shall be posted publicly in the school's library, along with electronic versions on the school's e-board and website. In addition, copies shall be forwarded to members' e-mail addresses.

(See By-Laws, Article IV: Duties of Officer and Article V: Notices of Meetings regarding “un-adopted” and “adopted” minutes.)

TIMEKEEPER

The chair must manage available time. To help the leader, effective teams agree on a time limit for each agenda item. Although everyone is responsible for time, it is often useful to appoint a timekeeper.

If an item is clearly going to take more time than allotted, the council should decide how much more time. It is recommended that no more than twice the original designed time. If discussion continues beyond that, the purpose of the item may be different from what was originally intended. The item may need to be reconsidered and introduced at another meeting.

It is extremely important for council members to establish a habit of punctuality. Also, the council must agree to extend the meeting beyond the scheduled time and determine an absolute ending time.

IV. School Leadership Council Training of Members

Training shall be conducted annually for members and officers of the SLC. In the event that an officer or member must be replaced, the new officer or member will receive the appropriate training.

The training may include, but may not be limited to:

- 1) Roles, relationships and responsibilities of the SLC;
- 2) Development, implementation and evaluation of the school's report or district plan on instructional priorities and the school's annual budget;
- 3) Assessment of instructional needs, use of test results and other measures of student achievement for the purposes of identifying possible obstacles to student success;
- 4) Identification of possible instructional strategies and research that is essential for best practices;
- 5) Curriculum and instruction including the scope and content of the *Core Curriculum Content Standards (CCCS); as well as the school's obligations to, and programs for *English Language Learners (ELL) and special education students;
- 6) Teamwork and consensus building;
- 7) Personnel, including certification requirements, *No Child Left Behind (NCLB) standards for highly qualified teachers and the classroom observation and evaluation process;
- 8) The requirements of NCLB and other laws or regulations that govern school operations and the delivery of Instruction; and
- 9) Technical support for parents.

*see glossary for definitions

School Leadership Council By-Laws

ARTICLE I. SCHOOL LEADERSHIP COUNCIL OPERATIONS

- 1) The term for each representative is two years.
- 2) A representative who has served his/her term may be eligible for re-election if nominated and elected.
- 3) A parent with children in more than one school may be elected to serve on more than one SLC.
- 4) The school district shall issue guidelines for SLC operations, for SLC elections and for the removal of SLC members in accordance with this chapter. The guidelines shall suggest means of effective outreach to improve participation by parents, guardians, and the community.
- 5) A member of the SLC shall receive no compensation for his/her services.
- 6) The SLC shall meet every other month or at least five times a year (Oct., Dec., Feb., Apr., May/June) in public sessions publicized in advance. The times, place and dates of meetings shall be agreed to by a majority of the SLC membership.
- 7) A voting quorum shall consist of a majority of SLC voting members that includes at least one member from each constituency (teachers, non-instructional staff, parents, community and students).
- 8) The SLC shall establish sub/school committees and working groups as needed. Membership on sub/school committees and working groups shall be open to members of the school community not serving on the SLC.
- 9) The SLC may report difficulties that threaten the orderly discharge of its responsibilities to the respective Regional Superintendent, who shall assist in resolving such difficulties by providing mediation, additional training or technical support.

BUDGET

ALLOCATIONS TO SCHOOL LEADERSHIP COUNCIL (SLC)

The district has given consideration for providing resources to SLC based on school enrollment and the number of members on each team. Use the following information as you allocate funds for SLC. Funds for the SLC may be used for recognition of students and purchases of resources. Allocation cannot exceed District guidelines below. After review of SLC funded activities, amounts have been adjusted as follows:

District Budget Allocations to SLC based on student population	
400 or less	\$3,000
401 - 700	\$4,000
701 - 1,000	\$5,000
1,001 or more	\$6,000

ARTICLE II. MEMBERSHIP

The SLC will be broadly based and representative of the school community. Effective in the 2010-2011 school year, the SLC shall consist of the following members:

- (1) school *principal,
- (4) instructional staff members (*certificated),
- (3) non-instructional support staff members (non-certificated),
- (4) parents or guardians (*home/school organization),
- (3) community members,
- (1) high school student, grades 9 – 12 (*student government president)

*Required Members. For each SLC, at least one individual shall be: The school's lead administrator; Newark Teachers Union representative; Parent Teacher Association/Organization President; and the High School Student Government President.

Membership on the SLC shall be for a two (2) year term of office. Elections are to be held as early as May 2010 and no later than September 2010. All terms shall begin in October 2010 of the school year and end in June 2012 at the close of the school year. Current members are free to run for re-election for consecutive terms of office.

Officers and members will be expected to attend meetings regularly and promptly and fulfill responsibilities as outlined by the guidelines and by-laws. Excessive absences (more than 3) shall be grounds for removal from the SLC.

Community members are part of the SLC. These representatives can come from organizations including, but not limited to churches, businesses, hospitals, social service organizations, youth development organizations, foundations, and charitable organizations.

All current SLC members' terms will expire June 30, 2010.

ARTICLE III. ELECTION OF SCHOOL LEADERSHIP COUNCIL MEMBERS

Election of representatives to the SLC shall be as follows:

- a) Certificated staff members shall elect representatives of certificated staff. The election process shall be agreed upon and conducted by the building representative of the bargaining unit or his/her designee;
- b) Non-certificated staff members shall elect non-certificated staff representatives. The election process shall be agreed upon and conducted by the building representative of the bargaining unit, or his or her designee if the building representative is a candidate;
- c) Parents and guardians shall elect parent representatives. The election process shall be agreed upon and conducted by the president or chairperson of the school's parent organization/association or his/her designee. Such elections shall only occur after notifications have been sent home with the students and other steps have been taken to attract a broad and diverse candidate pool and to assure maximum participation in the election. A parent who is an employee may not be a parent representative at the school where he or she is employed;
- d) One community representative shall be selected by the principal. The additional two representatives shall be nominated and selected by a consensus of the SLC; and
- e) The high school representative (grades 9-12 only) shall be the President of the school's student government organization.

ALTERNATE MEMBERS

The SLC may include an alternate member for each constituency. The alternate member is determined as the runner-up in the respective constituency election. The alternate member participates in place of the absent elected member for the duration of the absence with all voting rights.

If any of the SLC members shall be absent from three consecutive meetings, the position of said member may be declared vacant and the SLC shall seat an alternate member from the respective constituency group who is the runner-up in the most recent constituency election.

EX-OFFICIO MEMBERS

The SLC may include one or more non-voting Ex-Officio members who are content specialists to provide information and expertise as called upon and requested by the SLC. (e.g., Technology Coordinator, Ed Media Specialist, LAL/Math Coach, Department Chair, Child Study Team Member).

ELECTION PROCESS

Planning

The SLC shall:

- 1) Organize the election process with the aid of a committee which shall include representation of the SLC. The Newark Teachers Union(NTU) rep or alternate shall organize for teachers, non-certified staff or alternate for school support staff, and the Parent Teacher Association(PTA)/Parent Teacher Organization (PTO)/Home School president or alternate shall organize for parents;
- 2) Plan ample time for prior notice to reach all constituencies regarding dates, times, and places of the elections. Elections should be advertised 30 calendar days in advance;
- 3) Establish election dates, times, and locations for the election of each constituency group prior to October 5;
- 4) All current terms shall expire June 2010, therefore elections shall be held as early as May 2010 and no later than September 2010. Training sessions will be provided in October 2010;
- 5) Provide a sign-in sheet for each constituent group. Each participant must sign his/her own name. Members are to refrain from signing for each other;
- 6) Consider how the planned dates and times for an election, impact parents' participation. Dates and times that preclude parents' participation shall be avoided. Plans may include dates that coincide with Open House or PTA/PTO/Home School organizations' meetings;
- 7) Prepare a school permit, if needed, for election times after 3:00 PM;
- 8) Consider how planned dates and times for an election impact the itinerant teachers' schedules;
- 9) Provide all of the constituencies with information on the roles and responsibilities of SLC members; and
- 10) Exercise all means of communication (i.e., flyers, posters, e-mail notification, school website, public address system, announcements at staff meetings, and letters to parents) in notifying the school community about the election process.

Preparing Materials

The SLC shall:

- 11) Validate all candidates' names, addresses, and connection with the school;
- 12) Prepare an official candidates' slate for each constituent group. Establish election dates, times and locations for each constituent group;
- 13) Prepare and distribute the official candidates list to all: teachers, parents, school support staff, and high school students;
- 14) Prepare ballots for each constituency group. Ballots must be submitted in person. Absentee ballots will not be accepted.

Conducting the Election

The SLC shall:

- 15)** Clearly indicate to all constituency groups that ballots are to be cast *only* on the established election day;
- 16)** Prepare a ballot box. The ballot box should be monitored by a current member of the SLC and/or representative from the constituent group;
- 17)** Provide a list for school staff to sign in;
- 18)** Provide a sign-in sheet for parents with the name of student(s), grade(s), and homeroom teacher(s);
- 19)** Prepare for the supervision of the voting process at all times. The appropriate individuals shall be present during the voting process to assure that each phase of the voting process is conducted according to official by-laws and guidelines;
- 20)** Provide for the ballot box to be secured until the votes are counted (within 24 hours);
- 21)** Publicly count the votes with the principal, NTU representative and sub/school committee representatives present;
- 22)** Certify the names of the top candidates and alternates;
- 23)** Record the alternates that take the place of members who leave the SLC before term expires; and
- 24)** Record the alternates that fulfill the vacancies of said members until the next election.

Community Selection

The SLC shall:

- 25) Have three community representatives.
- 26) One community representative shall be selected by the principal.
- 27) Two additional representatives shall be nominated and selected by a consensus of the SLC.

Certification of SLC Members

- 28) By October 5th of each year, the principal shall certify by signing and submitting a final list of SLC members to the respective Regional Superintendents' Offices and the District Offices using The Newark Public School Leadership Council Members' Database.

The principal and SLC Chairperson shall certify each member of the SLC by entering each name and all requested information into the district's new Web database link: <http://nps-sptweb1-srv:401/slc>

For security reasons, restricted access is limited to all principals and Regional Superintendents to view or enter SLC data.

The principal shall print out and sign a copy of the SLC roster from the database and fax it to the Office of Academic Services: 973-733-6968.

Using the database

- 1) Use the **pull-down menu** under **School** and select your school.
- 2) Click the **+Add Members** button.
- 3) Click the **Add Member** button next to your school name.
- 4) Mandatory fields: **First Name, Last Name**, at least one **Phone Number, Date Elected, Term and Training Status**.
- 5) Click **Add Member**.
- 6) When done adding members, click **Finalize**.
- 7) Click **Print** to print out the SLC Member list for your school. Sign and Fax the print out.

Note: There is no **EDIT** button available to correct errors. You must **DELETE** the entire line and **ADD** new information.

ARTICLE IV. OFFICERS

The officers of SLC shall include:

- Chairperson;
- Co-chairperson; and
- Recording Secretary.

The officers shall serve a minimum term of two-years. The SLC members will nominate or select officers by consensus.

DUTIES OF OFFICERS

- 1) The SLC Chairperson shall preside at all meetings, appoint all committee chairs (by consensus), call to order meetings of the SLC and take charge of all affairs for the SLC including the collection of all signatures on forms to be submitted for SLC approval.
- 2) The Co-Chair shall serve in the absence of the chair and assist when needed in all duties and committees.
- 3) The secretary shall keep an accurate record of the proceedings of the SLC meetings including attendance, agenda, and minutes. The secretary shall ensure that SLC members and their respective constituency groups have the calendar of meeting dates, locations, and times. In addition, the secretary shall make sure minutes from the meetings are publicly posted in the school's library, along with electronic versions on the school's e-board and website. In addition, copies shall be forwarded to members' e-mail addresses. addresses.

ARTICLE V. MEETING PROCEDURES

HOW TO CONDUCT A MEETING

- The Principal welcomes the group to the school, speaks briefly about importance of the school’s mission and the impact of the SLC and then turns the meeting over to the Chairperson.
- The Chairperson calls the meeting to order.
- The Secretary reads the minutes from the previous meeting. If it is the first meeting for the group, the Chairperson asks members to introduce themselves and he/she explains to the group the purpose of the School Leadership Council, the future protocol for meetings and presentations before the group, sources and locations for announcements and notices, and the officers for the Council, followed by a question and answer period.
- For subsequent meetings, the protocol will include:
 - Greetings and opening comments by the Chairperson;
 - Call to Order (Chairperson);
 - Reading and Approval of the Minutes (Secretary);
 - Principal’s Report;
 - Reports by Officers (Officers will report, according to the order established by the SLC);
 - Reports by Committees (order established by SLC);
 - Discussion of Unfinished Business (Chairperson to lead);
 - Public Comments/Q&A from the public (members of the public may sit in on meetings and participate in question and answer sessions but cannot vote in the SLC elections.); and
 - Adjournment (motion made by a member, Chairperson to close meeting).

NOTICES OF MEETINGS

All notices for meetings shall be in written form. Meeting dates shall be established by the Council and advertised 10 days in advance. Meeting dates and times shall include times that are accommodating to a majority of the Council. Times that exclude parent participation must be avoided. Saturday meeting times are permissible if agreed upon by the committee. Meetings shall be held every other month or at least five times a year (Oct., Dec., Feb., Apr., May/June). One meeting shall be dedicated to the review of the school’s budget.

Any community member who expresses an interest may attend a SLC meeting as an observer, but cannot exercise any voting privileges. A community member who wishes to address the SLC at the meeting shall be included in the agenda. The chairperson and SLC members shall make the decision as to placement in the agenda, length of comments and appropriateness of the individual’s remarks.

MINUTES

SLC minutes shall be available within 10 days after the scheduled SLC meeting. The copies shall be marked as “un-adopted” until the minutes are officially adopted at the next meeting. The un-adopted copies shall be publicly posted in the school’s library. After adoption of the minutes, copies shall be available within 3 school days and posted in the school’s library, along with electronic versions on the school’s e-board and website. In addition, copies shall be forwarded to the members’ e-mail addresses.

Resolution of Issues

By-Laws Code of Conduct/Decorum

The SLC believes that the school community should be afforded an opportunity to comment upon issues pertaining to the improvement of teaching and learning at each school. In order to assure that non-members and community members of the SLC are given an opportunity to address the SLC, the following guidelines will be adopted in the SLC by-laws to address rules and procedures for non-members and community participation at open SLC meetings.

SLC Non-Members/Community Participation at SLC Meetings

- There shall be a three to five minute limit for an individual or a representative of an organization to speak on issues related to current items on the agenda. All other representatives from the same organization will be treated as individuals and may be given three minutes to speak as deemed necessary by the SLC Chairperson or designee.
- The SLC Chairperson or designee shall limit personal debates and one-sided conversations and maintain dialogue on agenda items or overall discussion.
- The SLC Chairperson or designee may revoke any individual's speaking privilege if the speaker's comments are disruptive or inappropriate.

Code of Conduct/Decorum

- Respect each other's opinions and views.
- Both members and non-members at SLC meetings are expected to use proper decorum and behavior.
- Any individual or group who is designated out of order or disrupts the meeting shall be asked to leave the meeting by the SLC Chairperson.

Officers and members shall make every attempt to resolve issues within the structure of the Council. For issues that require further intervention, the respective Regional Offices shall be contacted.

ARTICLE VI. QUORUM

A quorum is a minimum number of members who must be present to conduct substantive business. Any substantive action taken in the absence of a quorum is invalid.

A quorum shall consist of at least one member from each constituency. Alternate members may substitute for absent members of the respective constituency.

Lack of a Quorum. The chairperson must call the meeting to order, announce that a quorum does not exist and ask for a motion to adjourn. Discussion, on a particular topic or topics, can be held without a quorum; however, the committee cannot officially take a position without a quorum. Notes can be taken on discussion items: however, copies shall be marked as “discussion notes” dated, and presented to the chairperson at the next regularly scheduled SLC meeting.

CONSENSUS DECISION-MAKING

The SLC shall reach all decisions by consensus. Each member must understand the decisions being made, have an opportunity to contribute to the discussion, believe he/she can live with the decisions, and agree not to work against the decisions after the meeting.

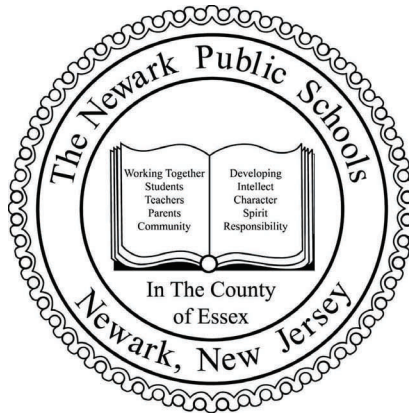
ARTICLE VII. SUB/SCHOOL COMMITTEES

The SLC will set up sub/school committees as needed for the school. Sub/School committees will have chairpersons (preferably an SLC member) and may consist of one or more persons. Each sub/school committee will report out on matters discussed at the sub/school committee meeting during SLC meetings, either verbally or in writing. These meetings shall convene every other month or at least five times a year (Oct., Dec., Feb., Apr., May/June). Additional meetings may take place as each subcommittee deems necessary, as not to interfere with the education of students.

Each sub/school committee will provide an agenda and minutes for meetings held. The sub/school committee minutes shall be presented to the SLC recording secretary who shall append them to the SLC meeting minutes. The meetings minutes shall be available in the school's library, along with electronic copies posted on the school's SLC e-board and SLC Web site. In addition, copies shall be forwarded to members' e-mail addresses.

Sub/school committees may include but are not be limited to:

- Budget;
- Curriculum/Instruction/Assessment/Data;
- School-to-Career and College Initiatives;
- Parents/Family Support Team;
- Personnel;
- Professional Development;
- Incentives;
- Safety/School Climate;
- Technology;
- Small Learning Communities for secondary schools; and
- Positive Behavior Support Team.



SUBCOMMITTEES

- *Personnel Subcommittee Guidelines and Procedures*
- *Subcommittees Member Information Form*
- *Agenda/Minutes/Attendance Meeting Form*
- *Subcommittee Chart-*
Goals/Objectives
Roles/Responsibilities
Documentation

**THE NEWARK PUBLIC SCHOOLS
PERSONNEL SUBCOMMITTEE GUIDELINES AND PROCEDURES
2010**

The Newark Public Schools' (the "District") hiring process for **school administrators** is based on the School Leadership Council (SLC) governance model. The entire SLC is governed by the District's policies and procedures and calls for all schools to have elected teachers, support staff, parents/guardians, and selected community members to take part of the practices and procedures of the SLC Personnel Subcommittee. The following language describes the District's policies and procedures with regards to The Establishment of the SLC Subcommittees; SLC Personnel Subcommittee Guidelines/Procedures; and District Training and Interview Process.

A. THE ESTABLISHMENT OF THE SLC SUBCOMMITTEES

In line with the District's Human Resource Services policies and procedures the SLC may establish personnel subcommittees to assist the District with the hiring of administrators to render services in the capacity of Department Chairpersons, Vice Principals, and/or Principals. Membership on the personnel subcommittees shall be open to members of the school community not serving on the SLC.

B. PERSONNEL SUBCOMMITTEE GUIDELINES/ PROCEDURES

1. After the SLC is informed by the District of a principal, vice principal or department chairperson vacancy in the school, the SLC shall form a personnel subcommittee to participate in the principal, vice principal or department chairperson selection (interview) process.
2. The SLC shall formerly announce in written form (letter or flyer) to the school community requesting volunteers from each of the following constituencies: **certificated staff; Newark Teachers Union representative; non-certificated support staff; and parent/guardians not employed at the school** who wish to serve as members of the SLC Personnel Subcommittee to participate in the principal, vice principal or department chairperson selection process. The announcement shall state the training and tentative dates and times that will be required if individuals are selected to serve on the SLC Personnel Subcommittee. Any interested volunteer wishing to serve on the SLC Personnel Subcommittee shall inform the SLC in writing by a given date set by the SLC.
3. The SLC shall review and select the most qualified representatives from each constituency to serve as members of the SLC Personnel Subcommittee. **The SLC Personnel Subcommittee membership shall NOT exceed seven (7) members.**
4. The SLC Personnel Subcommittee interview panel shall consist of at least one (1) representative from each of the following constituencies:
 - certificated staff;
 - Newark Teachers Union (representative required);
 - non-certificated support staff;
 - parent/guardian (not employed at the school); and
 - Human Resource Partner (or designee) (shall facilitate and oversee the interview process).

In the circumstance wherein the District is interviewing candidates for a principal position, the SLC Personnel Subcommittee shall include the respective Regional Superintendent as a member of the interview panel.

In the circumstance wherein the District is interviewing candidates for a vice principal position, the SLC Personnel Subcommittee shall include the respective school Principal as a member of the interview panel.

In the circumstance wherein the District is interviewing candidates for a department chairperson position, the SLC Personnel Subcommittee shall include the respective school Principal as a member of the interview panel.

5. The SLC shall complete the SLC Subcommittee Member Information Form each school year to certify the names of each member selected (**not to exceed seven (7)**) to serve on the SLC Personnel Subcommittee. Selected members' names on the SLC Personnel Subcommittee shall be sent to the appropriate Regional Superintendent, and Executive Director of Human Resource Services each school year.

C. PERSONNEL SUBCOMMITTEE DISTRICT TRAINING AND INTERVIEW PROCESS

1. After the SLC has voted to participate in the principal, vice principal or department chairperson selection process, the selected personnel subcommittee members (**not to exceed seven (7)**) shall attend District training provided by the District's Office of Human Resource Services (HRS). Upon completion of training by HRS, certificates of completion will be issued to each member in attendance. Registration for District personnel training is required prior to participating in the interview process in accordance with the District's policies and procedures.
2. In all cases, the HR Partner (or designee) shall receive and distribute at least five (5) screened and qualified résumés/candidates to the Regional Superintendent(s) (or designee) and/or Principal(s) for review and consideration.
3. Once the SLC has completed all school district training to participate in the principal selection process, the SLC (Personnel Subcommittee) shall recommend three (3) candidates for principal to the Chief School Administrator or his/her designee. The SLC Personnel Subcommittee must be of the opinion that all recommended candidates are able to render services to the District in the capacity of the respective position if one of the candidates should decline the offer of employment.
4. The District/Regional staff shall have oversight of establishing the interview selection process, interview questions, dates, times and locations of interviews scheduled. The District/Regional Superintendent shall notify each member of the SLC Personnel Subcommittee when interviews are scheduled. In the case of interview for principals and vice principals, the District/Regional staff shall also notify the Office of Human Resource Services of the scheduled dates and times of the interviews no later than three (3) working days prior to the first interview.

Questions for the representative positions of principal, vice principal and/or department chairperson shall be furnished by the Office of Human Resource Services no later than one hour prior to the first scheduled interview.

5. All interviews shall not exceed forty-five (45) minutes.
6. After each interview, the SLC Personnel Subcommittee shall tally the scores of candidates interviewed and submit to HRS personnel onsite immediately prior to the interview of the next candidate.

7. In the case wherein the SLC Personnel Subcommittee is interviewing candidates for a principal position, upon the completion of the rating of candidates, the respective Regional Superintendent shall draft a letter of recommendation to the Superintendent with a copy to the Executive Director of HRS. The Superintendent will then interview the candidates for hire as part of selection process.

In the case wherein the SLC Personnel Subcommittee is interviewing candidates for a position of vice principal, the respective Principal shall draft a letter of recommendation for hire to the Executive Director of Human Resource Services and respective Regional Superintendent.

In the case wherein the SLC Personnel Subcommittee is interviewing candidates for a position of department chairperson, the respective Principal shall draft a letter of recommendation for hire to the Executive Director of Human Resource Services and respective Regional Superintendent.

8. The Executive Director of HRS shall arrange for the respective candidate to receive an Offer of Employment Letter. In the case wherein the candidate accepts the offer of employment, the District shall arrange for placement of the successful employee in the appropriate school location on an expedited basis. In such cases wherein the offer of employment has been declined, the Executive Director, shall forward an Offer of Employment Letter to the second candidate.
9. Any difficulties or disputes that threaten the SLC Personnel Subcommittee's responsibilities shall be mediated by the Regional Superintendent and/or his/her designee. The Regional Superintendent and/or his/her designee shall assist in resolving such disputes by providing mediation, additional training, or technical support.

The SLC Personnel Subcommittee and District/Regional representative(s) shall adhere to the established process and shall not deviate from the SLC process and guidelines.

SLC SUB/SCHOOL COMMITTEES CHART

The SLC shall establish sub/school committees and working groups as needed. Membership on sub/school committees and working groups shall be open to members of the school community not serving on the SLC.

Sub-Committee	Goals/Objectives	Roles/ Responsibilities	Documentation
<p>*Curriculum Instruction/ Assessment</p> <p><i>*Plans collaboration/ articulation meetings</i></p>	<p>To identify the use of curriculum and supplemental programs that will enhance teaching and learning.</p>	<ul style="list-style-type: none"> • Develops, monitors all district/state reports on instructional priorities; • Implements & monitors programs and curriculum to improve student achievement; • Monitors mastery of CCCS; • Continuously analyzes student performance assessment data. 	<p>Each sub-committee maintains agendas, attendance and minutes for all subcommittee meetings. Copies of the agendas and minutes shall be linked to the SLC E-board on the school web page and posted on a school bulletin board for easy accessibility to all constituencies.</p>
<p>*Professional Development</p> <ul style="list-style-type: none"> • <i>*Principal or Designee</i> • <i>*3 Elected Teachers (i.e. PD Chair, LAL/ Math/ Science Coach)</i> <p><i>*Required Members- Plans collaboration/ articulation meetings</i></p>	<p>To develop PD school based plans that will increase the implementation and continuous focus on improving student achievement.</p>	<ul style="list-style-type: none"> • Develops, monitors and implements PD plans to address priority areas of need. 	<p>Each sub-committee maintains agendas, attendance and minutes for all subcommittee meetings. Copies of the agendas and minutes shall be linked to the SLC E-board on the school web page and posted on a school bulletin board for easy accessibility to all constituencies.</p>
<p>*Technology</p> <p><i>*Plans collaboration/ articulation meetings</i></p>	<p>To develop the school technology and district plans to integrate technology into the various subject areas via CCCS.</p>	<ul style="list-style-type: none"> • Supports & integrates technology across the curriculum. 	<p>Each sub-committee maintains agendas, attendance and minutes for all subcommittee meetings. Copies of the agendas and minutes shall be linked to the SLC E-board on the school web page and posted on a school bulletin board for easy accessibility to all constituencies.</p>

SLC SUB/SCHOOL COMMITTEES CHART

The SLC shall establish sub/school committees and working groups as needed. Membership on sub/school committees and working groups shall be open to members of the school community not serving on the SLC.

Sub-Committee	Goals/Objectives	Roles/ Responsibilities	Documentation
Parents/Family Support	To provide effective out-reach to improve participation by parents, guardians and the community.	<ul style="list-style-type: none"> • Supports the training of parents and caregivers with the hope of creating more informed and involved parents. • Plans and organizes workshops for parents (health, educational, personal, etc.). 	Each sub-committee maintains agendas, attendance and minutes for all subcommittee meetings. Copies of the agendas and minutes shall be linked to the SLC E-board on the school web page and posted on a school bulletin board for easy accessibility to all constituencies.
Safety/Discipline/ School Climate	To provide safety/discipline plans for building and community. To provide for a cohesive/positive staff/student learning environment.	<ul style="list-style-type: none"> • Develops/implements safety/discipline plans and contingency plans. Plans activities that support a friendly and positive staff/student learning environment. 	Each sub-committee maintains agendas, attendance and minutes for all subcommittee meetings. Copies of the agendas and minutes shall be linked to the SLC E-board on the school web page and posted on a school bulletin board for easy accessibility to all constituencies.
Incentives/ Accountability	To provide events to celebrate the achievement and success of students, parents and staff.	<ul style="list-style-type: none"> • Plans and organizes incentives, ceremonies, recognition of student achievement, etc. 	Each sub-committee maintains agendas, attendance and minutes for all subcommittee meetings. Copies of the agendas and minutes shall be linked to the SLC E-board on the school web page and posted on a school bulletin board for easy accessibility to all constituencies.

SLC SUB/SCHOOL COMMITTEES CHART

The SLC shall establish sub/school committees and working groups as needed. Membership on sub/school committees and working groups shall be open to members of the school community not serving on the SLC.

Sub-Committee	Goals/Objectives	Roles/ Responsibilities	Documentation
<p>Personnel</p> <p>Members shall consist of:</p> <ul style="list-style-type: none"> • *Certificated Staff • *SLC Chairperson/ Co-chairperson • *NTU Representative • Non-certified staff • *Parent/Guardian not employed at the school • *Office of HRS representative • *Regional Office representative • high school student (optional) <p>*Required members</p>	<p>To select a Principal, Vice Principal or Department Chairperson. The SLC participates in the interviews and selections of these candidates after vacancies have been determined by the district/HRS department.</p>	<ul style="list-style-type: none"> • Personnel members must be trained by the Office of Human Resource Services (HRS) prior to participating in the interview and selection of these candidates. • The district/ REGIONS/HRS staff shall have oversight of establishing the interview selection process, interview questions, dates, times and locations of interviews scheduled. The district/REGIONS/ HRS shall notify each SLC/Personnel Subcommittee when interviews are scheduled. • The SLC Personnel Subcommittee shall recommend three candidates for each position. 	<p>Each sub-committee maintains agendas, attendance and minutes for all subcommittee meetings. Copies of the agendas and minutes shall be linked to the SLC E-board on the school web page and posted on a school bulletin board for easy accessibility to all constituencies.</p>

SLC SUB/SCHOOL COMMITTEES CHART

The SLC shall establish sub/school committees and working groups as needed. Membership on sub/school committees and working groups shall be open to members of the school community not serving on the SLC.

Sub-Committee	Goals/Objectives	Roles/ Responsibilities	Documentation
Budget	To review the school-based budget prepared by the district to ensure the needs of students, faculty and school. The budget incorporates Achievement Benchmarks, Title I Unified Plans, School- Based Action Plans, CAPA Prioritizing Goals, school visits and walk-throughs, as well as the District Strategic Plan. The purpose is to ensure schools and the district work as a unified, simplified, coordinated, PK-12 spectrum for all students to master the NJCCCS, and meet federal, state, district guidelines.	<ul style="list-style-type: none"> • Reviews the budget for accuracy and proposes modifications consistent with the district's budgeting procedures and criteria to provide evidence that the changes are required to improve student achievement. • The review should also include documentation that existing programs, positions, and services are required to maintain and improve student performance levels. • Presents school budget to the school community. 	Each sub-committee maintains agendas, attendance and minutes for all subcommittee meetings. Copies of the agendas and minutes shall be linked to the SLC E-board on the school web page and posted on a school bulletin board for easy accessibility to all constituencies.
Small-Learning Communities	To establish small learning communities/academies required by regulations for middle/secondary students grades 6-12.	<ul style="list-style-type: none"> • Improve instruction, CCCS, HS graduation, college academic planning via Naviance, career themes, rigorous instruction. Conduct monthly meetings with assigned student/family. Also, meet individually once per marking period. 	Each sub-committee maintains agendas, attendance and minutes for all subcommittee meetings. Copies of the agendas and minutes shall be linked to the SLC E-board on the school web page and posted on a school bulletin board for easy accessibility to all constituencies.

ADDENDUM

School-Based Intervention and Referral Services (I&RS) Teams

(The information below has been provided to inform parents and community representatives that Intervention and Referral Services Teams are also open to School Leadership Team members. In additions, interested persons may meet with the principal to discuss establishing a sub/school committee to address the issues that are important to this service.)

Pursuant to N.J.A.C.6A:16-8.1 district boards of education shall establish and implement a coordinated system in each school building for the planning and delivery of intervention and referral services that are designed to assist students who are experiencing learning, behavior or health difficulties and to assist staff who have difficulties in addressing students' learning, behavior or health needs.

All school staff, parents and community must receive in-service orientation about the I&RS process and the roles and responsibilities of the committee/team members.

A request for assistance, for a specific student, must be made to the I&RS coordinator or the building administration identifying the student in need of assistance. Any staff member, parent or student can also make a request for assistance.

Parents of the students recommended for interventions can assist the team by providing valuable information concerning their children and what intervention(s) may be most effective. Community agencies may be able to assist in the development of interventions, as well as, being designated as a provider.

School based administrator(s) shall be contacted regarding SLC members' and community representatives' (other than official agency partners) participation in the I&RS process. As with all committees, teams, processes and activities that are school-based, the principal is responsible for the organization of the teams and possible sub/school committees.

Schools have the flexibility to develop their I&RS Teams in the manner that best addresses the specific needs of the school and community. A SLC representative can be an active member in the intervention process. The final determination would be the school-based administration regarding the committee/team make-up.

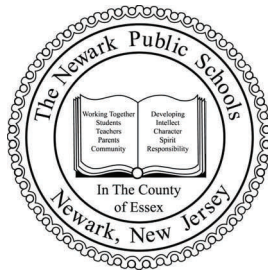
The I&RS process is an intervention discipline to assist students who experience difficulties in learning, behavior or health. Additionally, the I&RS Team provides assistance to instructional staff who are experiencing difficulty addressing the needs of students having issues.

The school is obligated to include any and all outside agencies that can assist with supporting the intervention plan developed for the student. In many cases partnerships with outside agencies are essential to the success of the student's intervention plan.

Forms for School Leadership Councils

The Newark Public Schools *School Leadership Councils*

Action Plan



ELECTION PROCESS

- *Step 1 - Planning the Process*
- *Step 2 - Preparing the Materials*
- *Step 3 - Conducting the Election*
- *Step 4 - Community Selection*
- *Step 5 - Certification of Results*

MONTHLY FORMS

- *Form A- Calendar of Meetings*
- *Form B- Fall/Mid-Year SLC Documentation Data Portfolio Checklist*
- *Form C- Spring/End-of-Year SLC Documentation Data Portfolio Checklist*

STEP 1 - PLANNING THE PROCESS

We have:

- Established a representative subcommittee (to plan our annual elections), including the NTU rep or alternate if elections are for teachers or school support staff; and PTA/O/Home School president or alternate if the election is for parents.**
Note: *Elections should be held as early as May and no later than September 30th.*
- Planned for enough time for prior notice to all constituencies regarding dates, times and places of the elections. (Use and distribute sample “Declaration of Interest” letters, announcement letters and SLC guidelines).
- Established election dates, times and locations for the election of each constituency **as early as May and no later than SEPTEMBER 30TH**. **The signatures of each teacher, non-certificated school support staff, parent and student are required at each election.**
- Considered our parents’ ability to get to the elections as we were planning dates and times (Open House or PTA meetings suggested.)
- Prepared a school permit, if needed, for time beyond 3:05 pm.
- Considered our itinerant teachers as we planned for the time of elections.
- Provided all of our constituencies with information on the roles and responsibilities of SLC members. (Distributed and posted a copy of the ***SLC Guidelines & Roles and Responsibilities*** to all interested candidates prior to the election.)
- Provided for broad dissemination about the election process, including the number of vacancies for each constituency and the length of term for each vacancy

STEP 2 - PREPARING THE MATERIALS

We have:

- Validated all candidates;
- Prepared an official candidates' slate for each constituent group;
Established election dates, times and locations for each constituent group;

Prepared and distributed the official candidates list to all;

- Teachers,
- Parents,
- School Support Staff,
- Students, if applicable; and

- Prepared ballots for each constituency.

STEP 3 - CONDUCTING THE ELECTION

We have:

- Clearly indicated to all constituencies that ballots may only be cast on the established election day
- Prepared a ballot box. The ballot box should be monitored by a current member of the SLC and/or representative from the constituent group
- Prepared a checklist-off* list for all voters
**School Organization Lists for school staff, sign-in sheets for parents with name of student (s), grade(s), and homeroom teacher(s)
(Use sample Sign-In Form for all voters.)*
- Prepared for the voting to be supervised at all times
- Provided for the ballot box to be secured until the votes are counted (within 24 hours if possible)
- Publicly count the votes with the principal, NTU, PTO/PTA representative and/or subcommittee representatives present
- Certified the top candidates. Enter each newly elected name, position, constituency, date elected and term of office in the new SLC Web database: <http://nps-sptweb1-srv:401/slc/>
- Certified alternates per district by-laws. (*Alternates are candidates who ran for election but did not receive the majority of the votes.*)

STEP 4 - COMMUNITY SELECTION

We have:

- Solicited community members via a broad-based effort before the principal selected community members and approved by the SLC
- Identified alternates for community slots

STEP 5 - CERTIFICATION OF RESULTS

- The Principal and the SLC Chairperson shall certify the existing and newly elected SLC members serving on the SLC yearly by entering the names and all requested information in the district's Web SLC database by connecting to this link: <http://nps-sptweb1-srv:401/slc/>

(Please note restricted access is limited to all principals and Regional Superintendents to view and enter SLC data into the database.)

- Principals shall sign and fax a copy to the Office of Academic Services (733-6968) and the Regional Superintendent

FORM B - Submit Mid-Year Report

School Leadership Council (SLC) Fall - Documentation for 201__ School Year Data Portfolio Checklist

SCHOOL: _____

REGION: _____

<i>Educational Direction</i>	Sept	Oct	Nov	Dec	Jan	<i>Evidence/Outcomes</i>
<i>Date of Agenda</i>						Link to school Web SLC site
% of SLC Attendance						SLC database: nps-sptweb1-srv:401/slc/
# SLC Parents in attendance						
Minutes						Link to school Web SLC site
SLC/Sub-Committees Agendas/Minutes/Sign-In						Link to school Web SLC site
<i>Team Operations</i>						
District By-Laws						www.slc.newark.site.eboard.com
SLC Budget Allocated						SLC allocation encumbered by Feb.
*Personnel Vote (Sub-Committee training required via HRS)						Link to school Web SLC site www.slc.newark.site.eboard.com
<i>Communicate</i>						
Fall Newsletter						Link to school Web SLC site
Fall Open Forum Meeting						Link to school Web SLC site
SLC—School Web Site						Link to school Web SLC site
SLC– Bulletin Board						
<i>Professional Development Plan</i>						Submit Jan.—Staff Development Office

<i>SLC Indicators of Success</i>	<i>Evidence/Outcomes</i>		
*The constituency percentage is in compliance with guidelines & by-laws(49% compliance).	Guidelines/By-Laws www.slc.newark.site.eboard.com		
* Supporting the growth of the teachers by providing professional development opportunities per state guidelines.	Professional Development Plan www.nj.gov/education/profdev/pd/teacher		
*The SLC implements the SLC guidelines and by-laws successfully.	www.slc.newark.site.eboard.com		
<i>SLC Roster/Elections</i>	<i>YES</i>	<i>NO</i>	<i>Evidence/Outcomes</i>
Are all constituencies elected?			SLC database: nps-sptweb1-srv:401/slc/
Are all members trained?			SLC database: nps-sptweb1-srv:401/slc/
Do terms of office and roster agree with by-laws?			SLC database: nps-sptweb1-srv:401/slc/
Is the SLC roster certified by the principal?			SLC database: nps-sptweb1-srv:401/slc/

Fax this form to 973-733-6968 and the Regional Superintendent by February.

Principal's Signature: _____ Date: _____
SLC Chairperson's Signature: _____ Date: _____

FORM C - Submit End-of-Year Report

School Leadership Council (SLC) Spring - Documentation for 201__ School Year Data Portfolio Checklist

SCHOOL: _____

REGION: _____

<i>Educational Direction</i>	Feb	Mar	Apr	May	June	<i>Evidence/Outcomes</i>
<i>Date of Agenda</i>						Link to school Web SLC site
% of SLC Attendance						SLC database: nps-sptweb1-srv:401/slc/
# SLC Parents in attendance						
Minutes						Link to school Web SLC site
SLC/Sub-Committees Agendas/Minutes/Sign-In						Link to school Web SLC site
<i>Team Operations</i>						
District By-Laws						www.slc.newark.site.eboard.com
SLC Budget Allocated						SLC allocation encumbered by Feb.
*Personnel Vote (Sub-Committee training required via HRS)						Link to school Web SLC site www.slc.newark.site.eboard.com
<i>Communicate</i>						
Spring Newsletter						Link to school Web SLC site
Spring Open Forum Meeting						Link to school Web SLC site
SLC—School Web Site						Link to school Web SLC site
SLC– Bulletin Board						

<i>SLC Indicators of Success</i>	<i>Evidence/Outcomes</i>		
*The constituency percentage is in compliance with guidelines & by-laws(49% compliance).	Guidelines/By-Laws www.slc.newark.site.eboard.com		
* Supporting the growth of the teachers by providing professional development opportunities per state guidelines.	Professional Development Plan www.nj.gov/education/profdev/pd/teacher		
*The SLC implements the SLC guidelines and by-laws successfully.	www.slc.newark.site.eboard.com		
<i>SLC Roster/Elections</i>	<i>YES</i>	<i>NO</i>	<i>Evidence/Outcomes</i>
Are all constituencies elected?			SLC database: nps-sptweb1-srv:401/slc/
Are all members trained?			SLC database: nps-sptweb1-srv:401/slc/
Do terms of office and roster agree with by-laws?			SLC database: nps-sptweb1-srv:401/slc/
Is the SLC roster certified by the principal?			SLC database: nps-sptweb1-srv:401/slc/

Fax this form to 973-733-6968 and the Regional Superintendent by June.

Principal's Signature: _____ Date: _____

SLC Chairperson's Signature: _____ Date: _____

SCHOOL LEADERSHIP COUNCIL SUB/SCHOOL COMMITTEES' MEMBER INFORMATION FORM

Establishments of School Leadership Councils Sub/School Committees

- *The SLC shall establish Sub/School Committees and working groups as needed. Membership on Sub/School Committees and working groups shall be open to members of the school community not serving on the SLC.*

Check off the Sub/School Committee name below and list the names of all members serving on each committee. Use a separate form for each committee established.

- Academy/Small Learning Community** _____
- Budget** *(to review school-based budget prepared by central office and principal)*
- Curriculum/Instruction/Assessment**
- School-To-Career/Work or College Transition Programs**
- Family Support Team/Parental Support/Health and Social Services**
- *Personnel** *(SLC has decided by majority vote to participate in personnel matters and must complete personnel training by Human Resource Services. (Identify up to 7 names below who require HRS Training.)*
- Professional Development**
- Incentives/Accountability**
- Safety/Climate and Healthy Learning Environment**
- Technology**
- Ad Hoc/Other** _____

SCHOOL: _____

REGION: _____

Sub/School Committee Members Names	Position/Grade Level/Constituency	Date Trained by HRS	Needs Training by HRS
1.			
2.			
3.			
4.			
5.			
6.			
7.			

***Post each Sub/School Committee members list on the school's SLC E-board and web link.
Fax Personnel Sub/School Committee members list to the Regional Superintendent and
Executive Director of HRS (973-733-7753).***

Each school is required to maintain a record of each Sub/School Committee meeting agenda and minutes at each school site for the Regional Superintendent.

SUB/SCHOOL COMMITTEE MEETING FORM

Agenda, Minutes, Attendance

Name of Sub/School Committee: _____ Date: _____
 School: _____ Region: _____

Members' Attendance

Print Name	Signature	Constituency
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

Agenda Item #1:

Summary of Discussion and Decision/Action Steps:

Agenda Item #2:

Summary of Discussion and Decision/Action Steps:

Agenda Item #3:

Summary of Discussion and Decision/Action Steps:

Agenda Item #4:

Summary of Discussion and Decision/Action Steps:

Tasks to be completed by next meeting:	Person/s Responsible:

Minutes prepared by: _____ **Date Approved:** _____

Next Meeting Date: _____ **Time:** _____

***Post all Sub/School Committee minutes on the school’s SLC web link or e-board.**

Each school is required to maintain a record of each Sub/School Committee meeting agenda and minutes at each school site for the Regional Superintendent.

Glossary

School Leadership Council (SLC) Glossary of Terms

Adjourn - To terminate the meeting.

Agenda - The outline of or list of items to be discussed at a meeting.

By-Laws - Rules adopted by a group for the governing of its members and the regulating of its affairs.

Call to Order - The official signal or announcement by the Chairperson for the start of the meeting.

Certificated - An individual who holds an instructional license.

Chairperson - The Officer who presides over meetings. The Chairperson opens the meetings with a “call to order,” announces the business to be discussed by the group, promotes consensus decision making model, assigns the floor to members to make comments, enforces all rules and maintains order and decorum during meetings.

Co-Chairperson - An individual who shares in the responsibilities of the SLC with the chairperson and/or acts in place of the chairperson at meetings when he or she is absent. If both are absent, the Secretary conducts the meeting.

Consensus - A process by which the committee finds a proposal acceptable enough that all members “can live with a decision.” A consensus is not a unanimous vote, a majority vote nor a vote whereby everyone is totally satisfied.

Content Areas - Language Arts Literacy, Mathematics, Science, Visual and Performing Arts, Comprehensive Health and Physical Education, Technology, 21 Century Life and Careers, World Languages and Social Studies.

Core Curriculum Content Standards (CCCS) - First adopted by the New Jersey Board of Education, in 1996, the standards describe what students should know and be able to do upon completion of a 13-year public education. The standards also provide school districts with clear and specific benchmarks for student achievement in the content areas.

Decorum - The orderliness of a meeting or activity which includes polite behavior, respect for officers and the respect for the rules that govern the group.

E-Board - An online notice board of school events, information and special dates that connects educators, parents and students. The e-Board incorporates classroom information with technology via photos, podcasts, streaming video and other digital content that is accessible to parents, teachers and students within minutes.

English Language Learners - "English Language Learner (ELL) students" means students from pre-kindergarten through grade 12 whose native language is other than English and who have sufficient difficulty speaking, reading, writing or understanding the English language as measured by a state-approved, standardized English Language Proficiency Test, so as to be denied immediate and equitable access to the core content curriculum and to the opportunity to learn successfully in the classrooms where the language of instruction is only English.

Ex-Officio - A person who is a content specialist providing information and expertise as called upon and requested by the SLC.

School Leadership Council (SLC) Glossary of Terms (cont'd)

Grace Period - The period of time allowed by the committee for a member to be late to a meeting or for the submission of documents or minutes to the designated locations. For example, if the committee established a grace period of 15 minutes after the starting time for members to be late, the meetings will not officially start until that exact time. Another example would be the committee's agreement to extend a grace period of "one or two days" (after the 48 hour official deadline) for the submission of the minutes to the website, a school location and to the members.

Guidelines - The standardized principles established to guide policy for a committee.

Meeting - A single, official gathering of the members of an organization in one room with a quorum to transact business.

Minutes - Include the date, time, place of meeting, kind of meeting, name of the group, the confirmation as to whether the previous meeting minutes were approved, information on important dates, elections, reports, additional documents submitted for the committee's review.

Motion - Means to make a proposal during a meeting for the purpose of acting on an item or for the sake of discussion.

No Child Left Behind - NCLB is federal legislation based on the belief that setting high standards and establishing measurable goals can improve individual outcomes in education. The Act requires states to develop assessments in basic skills to be given to all students in certain grades, if those states are to receive federal funding for schools.

Quarterly - Four times a year.

Quorum - Includes the minimum number of members who shall be present at the time of a designated meeting to transact business.

Recorder/Secretary - The person in charge of the minutes, correspondence, membership roster, current and accurate copies of all documents (including guidelines and by-laws), file reports and notices for meetings.

Record Keeping - The process of maintaining documents and files related to the business of the committee. Files are to be kept current and accessible for officers, members and the public.

School Leadership Council - The School Leadership Council is a school-based body responsible for advising the school administration on essential instructional, budgeting and personnel issues. The Council works with the principal, in a collaborative and cooperative manner to assess and improve the instructional culture of the school.

Sub/School Committees - A small unit that operates as a component of a larger committee and is charged with responsibilities linked to the larger committee.

Acknowledgement Page

(Participants in the School Leadership Council Documentation Process from October 2009 – January 2010)

Community Representatives

Barbara Allen
Marquis Aquil-Lewis, Advisory Board Member
Kaleena Barryman, Abbott Leadership Institute
Charles A. Bell, Municipal Council Member
Lossie Bostic, Community Activist
Lucille P. Easterling, Technical Training Project
Vivian Fraser, Urban League of Essex County
Wilhelmina Holder, Community Activist
Donna Jackson, Community Activist
Johnnie Lattner, Student Education Organizing Committee
Deloris Moses, Newark Public Library
Darlene Reynolds, West Ward Collective
Ida Spates, Community Activist
Oadline Truitt, Community Activist
Nakia J. White, NPS Advisory Board Member
Richard Whitten, Community Representative

Parents (PTA, PTSO) & SLC Members

Gwendolyn Blake, West Side High School
Lyndon Brown, Thirteenth Avenue School
Annie Mae Brown, Thirteenth Avenue School
Antoinette Bryant, Weequahic High School, SLC
Malcolm Chatham, Fifteenth Avenue School SLC
Denise Crawford, Parent, Science Park High School
Carolyn B. Dixon, Bragaw Avenue School
Sahyibena Fitzgerald, Malcolm X Shabazz High School
Karen Gordon, Central High School
Renda Green, Grandparent
Zaniya Green
LaWanda Hawkins-Woody, Camden Street School,
West Side High School
Nellsen Harper, Camden Street School SLC
Michele Henry, Arts High School
Ashlee Johnson, Weequahic High School Graduate, PTSA
Norrell Johnson
Shirley Johnson, Weequahic High School, PTSA & SLC
Loucious Jones, United Parents Network
Daryn Martin, Ivy Hill School
Veronica Massenburg, Madison Avenue School
Gregory Munford, West Side High School SLC
Carrie Munn, Chancellor Avenue, Weequahic High School
Allen Patterson, Science Park High School
Shellian Peters, Quitman Street School
Anita Rainford, West Side High School
Willie Rowe, Ivy Hill School PTA, Abbott Leadership Institute
Nayda Santiago, Dr. William H. Horton School
Gail Sherman, West Side High School

Acknowledgements (cont'd)

Pamela Simmons, Dr. Martin L. King, Jr. School SLC
Sharon Smith, American History High School
Kari Stacker, Camden Street School SLC
Irma Stamp, Broadway Elementary School
Vate Tchero, West Side High School
Anita Ziyad, Dr. Martin L. King, Jr. School SLC

Staff (Teachers, Administrators)

Annette Alston, Newark Teachers Association
J. Bostic-Calder, The Newark Public Schools Staff
Lynn Howard, Arts High School
Bernadette Kazanjian, First Avenue School
Valerie Merritt, Communications Department
Leah Z. Owens, Teachers as Leaders in Newark
Dr. Beverly Roberts, Ivy Hill School
Rasheedah Syed, Weequahic High School Staff

Students

Donald Jackson, Malcolm X Shabazz High School
Michael Jordan, Arts High School Graduate, PTSO

Contributors to the SLC Documentation Process:

Michelle J. Baldwin, Assistant Public Information Officer,
Communications Department
Angelina Barillari, Supervisor, Office of Academic Services
Homere Breton, Executive Legal Assistant, HRS
Anthony Spadavecchia, Graphic Artist,
Communications Department
Darren Watsky, Supervisor, Office of Academic Services

