

MASTER AGREEMENT

between

CHARLOTTE ASSOCIATION OF SCHOOL ADMINISTRATORS

and

CHARLOTTE BOARD OF EDUCATION

Charlotte, Michigan

July 1, 2005– June 30, 2007

23030

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CASA

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BOARD RECOGNITION

The Board of Education of Charlotte Public Schools recognizes the Charlotte Association of School Administrators as the exclusive bargaining representative for the purpose of collective bargaining with respect to rates of pay, hours of employment and conditions of employment for all Building Principals, Director of Community Education, Athletic Director, Director of Special Education and other administrative positions excluding Superintendent, Associate Superintendents, teaching employees and all non-instructional personnel.

ADMINISTRATIVE REVIEW COMMITTEE

I. PURPOSE

The purpose of the Administrative Review Committee is to assist a requesting administrator to address performance-related problems that could jeopardize his/her employment status. The primary objective of the Administrative Review Committee is to attempt resolution of performance-related problems through the assistance, knowledge and encouragement of administrative colleagues. The Administrative Review Committee will not make a formal recommendation to the Board of Education or Superintendent regarding the employment status of a particular administrator. However, the fact of Administrative Review Committee involvement as well as the extent of assistance offered and/or accessed may properly be used in any proceeding respecting the employment status or rights of an administrator.

II. COMMITTEE ORGANIZATION

The Administrative Review Committee shall be composed of three members: One member appointed by consensus of the administrative group covered by this Agreement (with this appointment to be made at the beginning of each school year in August or September); one member selected by the Superintendent; and one member selected by the particular administrator requesting committee involvement and/or assistance. The administrators and Board agree that it is mutually beneficial to have continuing dialogue over matters of common concern and interest. To facilitate this process, the administrators shall annually designate three administrators who are signatories to this Agreement to serve as a standing Administrative Review Committee for the foregoing purposes. The Superintendent and up to two other members designated by the Board of Education or Superintendent shall be the District's representatives on this committee. The school district agrees to notify the administrative members of this committee of any substantial changes in administrative position responsibilities or working conditions affecting the employment of administrators covered by this Agreement. Either the District or administrators may request meetings during the term of this Agreement to discuss matters of common interest and/or concern. These meetings shall not constitute negotiations or reopening of this Agreement but are rather intended to provide an opportunity for administrative consultation and dialogue with the Superintendent and Board of Education.

III. FUNCTION OF THE COMMITTEE

The Administrative Review Committee will function at the request of the administrator asking for assistance and will remain active until either the matter necessitating Committee involvement has been successfully resolved or until such time as either the requesting administrator or a majority of the Committee determines that further Committee involvement is not warranted. The administrator may request that the Committee report its efforts and recommendations to the total administrative group and, in that event, will absolve and release the Committee members individually of any liability in connection with such disclosure.

Neither the existence of the Administrative Review Committee nor any of its activities shall be regarded as qualifying or otherwise limiting the authority of the Superintendent and Board of Education to address administrator performance through evaluation, disciplinary, and/or non-renewal procedures. Similarly, assistance offered to an administrator by the Administrative Review Committee shall not limit or otherwise restrict the ability of the Superintendent or his/her designee to develop and implement plans of assistance designed to remediate or improve job performance.

ANNUAL ADMINISTRATIVE WORK SCHEDULE

The specific scheduling of work days within a work year for an individual administrator shall be determined by the Superintendent.

In addition to the right to reduce staff reserved in this Agreement, the District retains the right to reduce or increase the number of work days associated with a particular administrative position. In that event, the compensation of the Administrator shall be increased or decreased on a pro-rata basis (by the Administrator's daily rate, computed according to the Administrative Salary Schedule) to reflect the adjustment.

- A. MID-WINTER BREAK: Administrators shall have mid-winter break off to reflect the same days as in the current teacher agreement.
- B. ADDITIONAL TIME OFF:
 - 1. Administrators contracted for 48 weeks shall be allowed to take up to 5 additional vacation days during the following intervals:
 - a. Spring Break
 - b. Christmas Break

Accordingly, the aggregate number of vacation days for a 48-week administrator shall be 25 workdays, the scheduling of which shall be subject to advance written approval by the Superintendent. Unused vacation time shall expire sixty (60) days after June 30 of each year.

Forty-eight (48) week administrators hired after July 1, 1996 shall be eligible for a maximum of twenty (20) vacation days.

- 2. All Administrators covered by this Agreement (Levels 1 through 4) shall be entitled to the following paid holidays provided that the administrator would have otherwise been scheduled to work on the particular holiday in question:
 - a. New Year's Day
 - b. Day before New Year's Day
 - c. Good Friday (if school is not in session)
 - d. Memorial Day
 - e. Fourth of July
 - f. Labor Day

- g. Thanksgiving
- h. Day after Thanksgiving
- i. Day before Christmas and Christmas Day

LEAVES OF ABSENCE

- A. **INDEMNIFICATION LEAVE:** Three (3) days per contract year with pay will be allowed for indemnification leave. Indemnification leave, in all cases except emergency, requires at least two (2) days advance notice to the Superintendent.
- B. **FUNERAL LEAVE:** A maximum of five (5) days with pay will be allowed for a death in the immediate family. Immediate family is defined as father, mother, father-in-law, mother-in-law, spouse, children, brother, sister, grandmother, grandfather, brother-in-law, sister-in-law, grandchild and others living within the household of the administrator.

Time necessary for attendance at the funeral service of a person whose relationship to the administrator warrants such attendance may be granted if approved by the Superintendent. See Exhibit D for reporting procedures.

- C. **SICK LEAVE:** At the beginning of each contract year, each Administrator shall be credited with ten (10) paid days of leave for his/her own illness or disability.
 - 1. Such sick leave shall accumulate up to a maximum of one hundred twenty (120) days.
 - 2. A part-time employee shall receive a pro-rated portion of sick leave at the beginning of his contract.
 - 3. Sick leave days may be utilized for the following reasons:
 - a. Personal illness or injury.
 - b. Illness in the immediate family (as defined under funeral leave above).
 - c. Health appointments.
 - 4. **WORK RELATED ILLNESS/INJURY:** An administrator who is absent because of an injury, disability or illness under the Workers' Disability Compensation Act shall make a written election of one of the following options at the time he/she becomes eligible for workers' compensation benefits:
 - a. The administrator may elect to receive workers' compensation benefits only.
 - b. The administrator may elect to receive the difference between his/her regular compensation and the amount received as workers' compensation benefits. This salary differential shall be computed on a percentage basis, and this percentage or fraction of sick leave shall be deducted from the administrator's sick leave accumulation. (For example: if workers' compensation pays 60% of full pay, sick leave will pay 40% and sick leave accumulation of the administrator shall be charged .4 of a day for each day so used.) Administrators shall only be eligible to access this alternative if they have sufficient sick leave accumulation.

- D. **MEDICAL CARE LEAVE:** Administrators may take two (2) days with pay per year to make arrangements for medical or nursing care for a member of their immediate family (immediate family is defined under funeral leave). See Exhibit D for reporting procedures.
- E. **PERSONAL ILLNESS OR DISABILITY (INCLUDING MATERNITY) LEAVES:** A one (1) year maximum personal illness or disability leave shall be granted without pay upon written application to the Superintendent for Administrators having one or more years of service to the district. In considering leave or leave renewal requests pursuant to this section the District shall consider the impact of the administrator's absence, the potential for reallocation of job responsibilities during the period of absence, and the prognosis for the administrator's return to service at the expiration of the leave interval. Administrators having less than one (1) year of administrative service in the District at the time of the leave request and who are granted leave by the Board may be allowed a maximum leave of ninety (90) days for the above purposes.
- F. **CHILD CARE LEAVE:** A one (1) year maximum childcare leave may be granted without pay upon written application to the Superintendent. Such leave, if approved, is available immediately at the conclusion of sick or disability leave connected with childbirth or adoption or, if no sick/disability leave has been utilized for this purpose, immediately after the birth or adoption of the child who is the object of leave. To be eligible, the Administrator shall have been employed for three (3) years.
- G. **FAMILY AND MEDICAL LEAVE:** Leaves granted under Sections E and F of this Article to eligible administrators shall be regarded as taken under the Family and Medical Leave Act of 1993 and shall be counted toward allotment of such leave to an administrator.

To the extent required by the Family and Medical Leave Act (P.L. 103-3), an eligible administrator shall be granted leave and the other rights specified by the law. When leave is taken by an eligible administrator under the Family and Medical Leave Act, the District shall likewise enjoy and reserve all rights afforded to it by the law, whether or not the same are specifically enumerated in this Agreement. The parties intend that the provisions of the Family and Medical Leave Act, including District and eligible administrator rights and responsibilities shall be supplementary to this Agreement and shall prevail over the terms of this Agreement to the extent of any conflict or inconsistency.

- H. **STUDY LEAVE:** A one (1) year maximum study may be granted without pay upon written application to the Superintendent. To be eligible, the administrator shall have been employed for three (3) years.
- I. **SABBATICAL LEAVE:** Administrators who have been employed for seven (7) years in the Charlotte Public Schools may be granted a sabbatical leave for one (1) year. During said sabbatical leave, the administrator shall be considered to be in the employ of the Board and shall be paid one-half (1/2) his/her full annual salary and any insurance provided by the Board in this Agreement. Procedures and conditions for this leave shall be determined on a case-by-case basis.
- J. **COMPENSATORY TIME:** Up to three (3) additional days of time off per contract year may be granted to administrators upon written request and approval by the Superintendent. Consideration for compensatory time will be given for extenuating circumstances such as negotiations or equally demanding time commitments.

- K. **ADMINISTRATIVE CONFERENCE ATTENDANCE:** Each Administrator may attend one (1) state conference annually and/or one (1) national conference every three (3) years as authorized by the Superintendent. Scheduling of such conferences is subject to the approval of the Superintendent. The Board shall reimburse the Administrator for all expenses, within Board policy, incurred at said conference. This does not preclude Administrator attendance and reimbursement for additional training mutually agreed to by the Superintendent or designee.

EVALUATION PROCEDURES FOR CHARLOTTE SCHOOL ADMINISTRATORS

- A. **OVERVIEW OF PROGRAM:** The evaluation procedure involves three components that follow the traditional forms and process, as well as an option for a piloted evaluation process for the 2003-04 school year. The traditional form/ process is as delineated below:

1. The Administrator completes the **GOAL ATTAINMENT ANALYSIS-FORM I, (Exhibit A)**. Completion of this form gives the administrator an opportunity to express his/her thoughts on his/her attainment of the goals for the year recently completed. An opportunity is also given for specific comments regarding goal development for the following year. This form shall be included in the Administrator's personnel file at the option of either the Superintendent or the Administrator.
2. The Superintendent completes the **ADMINISTRATOR PERFORMANCE ANALYSIS-FORM II, (Exhibit B)**. This form gives the Superintendent an opportunity to express thoughts on general areas of performance such as attitude, cooperation, appearance, etc. It also sets the stage for initial discussion and determination, with the Administrator, of the development of goals for the following year. This form shall be included in the Administrator's personnel file at the option of either the Superintendent or the Administrator.
3. Completion of the **FORMAL ADMINISTRATIVE AND INSTRUCTIONAL REVIEW FORM, (Exhibit C)**, by both the Superintendent and Administrator. This is the official evaluation form and will become a part of the Administrator's personnel file along with the goals that are developed.

The self-appraisal component of this form is meant to enhance dialogue with the Superintendent in the development of future goals and an accurate assessment of administrator performance. The final rating dealing with effectiveness rests with the form completed by the Superintendent. The appraisal form is the official summative evaluation instrument that becomes a part of the Administrator's personnel file. The annual goals are meant to supplement the appraisal form and provide administrators with an opportunity for growth and improvement.

B. ANNUAL APPRAISAL TIMELINES:

1. The evaluation forms will be sent to each administrator by no later than December 15 annually. All administrative evaluations will be completed prior to March 1, with a copy of the final evaluation report to each administrator by that date.

One week prior to the established conference date, the administrator will complete and submit the self-appraisal forms to the office of the Superintendent.

2. For a first year administrator or an administrator performing in less than a satisfactory manner, the Superintendent may elect to conduct continuing evaluations and follow-up sessions. The formal evaluation process for this administrator will be completed by April 30 with written notification of resolution.

C. **PILOTED EVALUATION PROCESS (Based on the Interstate School Leaders Licensure Consortium: ISLLC Standards)**

1. An Administrator may request in writing to participate in the piloted evaluation process for the 2005-2006 school year - Exhibit D), as mutually agreed upon with the superintendent. Such requests for consideration for the piloted evaluation should be made as soon as possible after ratification of the contract by both the Board of Education and the Administrative Association.

ADMINISTRATIVE COMPENSATION

A. ANNUAL BASE SALARY FIGURES - Effective July 1 of each year:

2005 - 2006			
LEVEL	RESPONS. FACTOR	WORK DAYS	ANNUAL SALARY
Level 1:			
High School Principal	1.09	240	\$88,825
Level 2:			
Middle School Principal	1.08	240	\$88,010
Level 3:			
Assistant HS Principal	1.05	215	\$78,112
Parkview Principal	1.05	210	\$74,869
Galewood Principal	1.05	210	\$74,869
Weymouth Principal	1.05	210	\$74,869
Washington Principal	1.05	210	\$74,869
Special Education Director	1.06	220	\$79,182
Media Tech Director	1.05	230	\$82,000
Athletic Director	1.05	220	\$78,435
Level 4:			
Asst. Middle School Principal	1.03	205	\$71,695
Asst. Middle School Principal	1.03	205	\$71,695

B. **LONGEVITY PROVISIONS:** After five (5) years of professional service with the District, the administrator shall receive a longevity payment that shall be a factor of 2 percent of the scheduled base salary. After ten (10) years of service with the District, this factor shall be increased to 4 percent. Longevity will be implemented at the start of each contract year, July 1.

C. **RESPONSIBILITY FACTOR:** The administrative salary schedule shall contain responsibility factors based upon the relative level of responsibility. The Superintendent reserves the right to adjust responsibility factors in response to either alterations in the administrative structure of the District or in the responsibilities associated with a particular administrative position.

FRINGE BENEFITS

The Board of Education, for a twelve-month period beginning July 1 during each year of this Agreement, shall make premium contributions, subject to the provisions below, on behalf of employees (and their eligible dependents) for one of the following option packages. The employee shall elect one of the following option packages during the open enrollment and that election shall be irrevocable until the next succeeding open enrollment period, unless compelling family circumstances necessitate change, as approved by the applicable policyholder, underwriter and/or insurance carrier.

A. Option Package 1

1. Upon submission of written application and acceptance by the policyholder and/or carrier, the Board shall make monthly premium payments for health, dental, vision, life, and long term disability insurance as described below. The Board's premium contribution obligation for health insurance shall be as specified in paragraph C below.
2. This option package shall include the following:
 - a. **SET SEG Blue Choice Plan 4 (plan in effect 12/01/05) or comparable coverage \$10/\$40 Prescription Drug Card**
 - b. **SET SEG Dental Plan (80/80/80: \$1,500) or equivalent**
 - c. Term Life Insurance in the amount of \$80,000 with AD&D
 - d. MESSA VSP-3 Vision Plan or equivalent
 - e. Long Term Disability: 66 2/3%, \$4,000 maximum, 90 calendar days-modified fill, pre-existing condition, freeze on offsets, alcoholism/drug addiction and mental/nervous-same as any other illness. The employee and the District are restricted and bound by the certification requirements of the LTD carrier.

B. Option Package 2

1. Upon submission of written application and acceptance by the policyholder and/or carrier, the Board shall make monthly premium contributions for dental, vision, life, and long term disability insurance as well as increased wages as described below.
2. Option Package 2 shall include the following:
 - a. **SET SEG Dental Plan (80/80/80: \$1,500) or equivalent**
 - b. MESSA VSP-3 Vision Plan or equivalent
 - c. Term Life Insurance in the amount of \$80,000 with AD&D
 - d. Long Term Disability (same as Option 1)

- e. **A cash payment in the amount of \$225 per month to be paid in accordance with the district's Section 125 Flexible Benefits Plan. This amount shall be increased to \$275 per month if 3 to 4 members enroll and remain in Plan B, and \$300 per month if 5 or more members enroll and remain in Plan B.**

Equivalent specifications for Dental, Term Life, Vision, and Long Term Disability Insurance will be utilized if it is necessary to change the carrier during the duration of this agreement. The change of carriers is subject to mutual agreement by the Board and a sub-committee of the Charlotte Association of School Administrators.

- C. The Board agrees to make the premium contributions specified in this Article for the duration of this Agreement. Disputes over policy coverage between the insurance carrier, policyholder and/or underwriter and employees or their dependents or beneficiaries shall be a matter solely between the employee and the insurance company. Effective July 1 of each of the years listed below; the Board's maximum premium contribution shall be as follows:

Option Package 1:

	2005-2006.....	2006-2007
Single	\$551	\$594
Two-Party	\$725	\$710
Full Family	\$840	\$809

Premium amounts required to maintain coverage which exceed Board funded collective bargaining insurance premium contributions will be paid by the Administrator through payroll deduction. The Administrator agrees to provide written authorization for such deductions.

The above plan specifications shall not include coverage for abortion services which the Board is prohibited from funding under Section 166d of the State School Aid Act. Alternatively, the bargaining unit members taking health coverage may elect, as a group, to defray the cost of these services through payroll deduction from their compensation.

- D. The terms of any insurance contract or policy issued by any insurance underwriter, carrier, policyholder or third-party administrator shall be controlling as to all matters concerning benefits, eligibility, coverage, termination of coverage and other related matters. The Administrator is responsible for assuring completion of all forms and documents required for participation in the above-described insurance programs. The School District, by payment of its share of the insurance premiums indicated above, shall be relieved from any and all liability with respect to insurance benefits programs.
- E. Changes in family status shall be reported by the administrator to the personnel office within thirty (30) days of such change. The Administrator is responsible for any overpayment of premium made by the District on his/her behalf for failure to comply with this paragraph.
- F. Upon termination of employment (also including leaves of absence and layoff), the Administrator is entitled to have issued to him/her, without further evidence of insurability, a policy of life insurance in any one of the forms customarily issued by the insurance company, except term insurance, (to the extent required under the Michigan Instructional Code) in an amount equal to the protection the Administrator

enjoyed under the group insurance policy plan in effect under this Agreement. In order to exercise this right, it is necessary that the Administrator make application directly to the insurance underwriter within thirty-one (31) days of his/her date of separation. If the Administrator is interested in exercising this right of conversion, he/she should obtain the mailing address of the insurance carrier from the personnel office.

- G. The administrator is entitled to reimbursement of \$150 annually for invoices relating to the cost of a physical examination if not covered under the health insurance plan. Copies of invoices and reimbursement form must be submitted to the business office for processing.
- H. Membership dues may be paid to organizations approved by the Superintendent which are related to the administrator's job responsibilities.
- I. **Credit Hour Reimbursement:** Administrators shall be reimbursed a maximum of 6 semester hours annually (July 1-June 30) for successful completion of courses beyond a Bachelor's degree, leading to or beyond a Master's Degree which are related to the Administrator's position responsibilities. To be eligible for reimbursement, the course work must be designed to maintain or improve skills required of the Administrator in his/her current employment relationship or to satisfy the requirements of the School District for retention of the administrator's established employment relationship, status, or rate of compensation. Requests for reimbursement are to be submitted with the transcript by October 15. Coursework must be approved in advance by the Superintendent.
- J. Administrators shall be reimbursed by the District for fees imposed by the Michigan Department of Education for issuance or renewal of an administrator certificate. Reimbursement shall only apply to issuance of the certificate which is required for the current performance or retention of an administrative position to which the administrator is assigned by the School District. Fees for any additional administrator certification as well as teacher certification will be the sole responsibility of the individual administrator. Reimbursement shall be limited to the fees for in-state applicants set forth in Section 1538 of the School Code of 1976 or its successor provision.
- K. **Part-time Employees:** When an administrator is employed both as a teacher and administrator, that individual shall not be eligible to receive a duplication of fringe benefits under the teacher collective bargaining agreement as well as under the terms of this contract. In this circumstance, the individual shall elect insurance coverage's available under the teacher collective bargaining agreement as primary and shall not be eligible for any fringe benefits under this Agreement where the same type of benefit (e.g. dental) is provided in both master contracts. This shall not prevent an administrator from receiving pro-rated fringe benefits (under the following formula) with regard to those benefits having no counterpart in the teacher collective bargaining agreement. Fringe benefits for part-time administrators shall be pro-rated against the number of hours and work year of a full-time administrator employed on a 48 work week basis.
- L. **Severance Provision:** Administrators who have at least 10 years of service with Charlotte Public Schools, 5 years of which are as an administrator, and terminate employment with the District shall receive a severance benefit equal to 100% of their current, unused sick leave balance at the rate of \$70 per day. The maximum payment under this provision shall be for ninety-five (95) sick leave days. This provision shall not apply to administrators whose employment is terminated in accordance Contract Guidelines, Section H, paragraph 2.

CONTRACT GUIDELINES

- A. The parties to this Agreement recognize and agree that continuing tenure in any administrative position or non-classroom assignment shall not be acquired and is specifically denied.
- B. The terms of this Agreement shall supersede any expressly conflicting or contrary terms governing the same subject matter contained in any individual contract of employment between the School District and an Administrator covered by this Agreement. The terms of this Agreement shall prevail over the terms of any individual contract of employment to the extent of any express inconsistency or conflict.
- C. The administrator must hold all certificates and credentials required by law, (including applicable provisions of the Revised School Code of 1976) the State School Aid Act, Michigan Department of Education Regulations and by the District to serve in the position assigned. Further, the administrator must possess proper credentials required for the School District to maintain accreditation at the educational level supervised by the administrator. If at any time an administrator fails to hold appropriate certificates and credentials, (as defined above) for the position assigned, the administrator's employment shall be immediately terminated and the District shall have no liability for any further payments or obligations under any contract of employment with said administrator.
- D. The length (term of years) of an administrator's individual contract at the time of initial hire shall not exceed two (2) years. Alternatively, the District may INITIALLY issue annual (one year) contracts for any combination of years, to and including completion of the administrator's third full year of employment with the District.

Not later than the conclusion of the administrator's third full year of employment with the District, consideration shall be given to issuance of a two (2) year continuing contract. If the administrator's performance, as determined by the Superintendent, meets or exceeds desired performance objectives (as evidenced by preponderantly "good" or "excellent" evaluation ratings and no deficient or unacceptable ratings) a two (2) year continuing contract will normally be offered to the administrator. If such an offer is not forthcoming from the District, the administrator will be advised by the Superintendent of the reason(s) underlying that decision.

An administrator who is issued a two year continuing contract who does not subsequently maintain or attain desired performance objectives, as determined by the Superintendent, and/or who receives deficient or unacceptable evaluation ratings, may be returned to annual (one year) contract status by the withholding of further extension of his/her previously issued two year individual continuing contract.

Nothing in this section shall constitute a limitation on the right of the District to dismiss an administrator during the term of any individual contract, to undertake non-renewal of an administrator's contract at its expiration, to effectuate a reduction of administrative staff as is contemplated in this Agreement or as is otherwise authorized by law, or to subsequently determine to reissue a continuing two (2) year contract to the administrator. Individual contracts shall be issued in the format depicted on Exhibit E of this Agreement.

- E. The Administrator is subject to assignment and transfer at the discretion of the Superintendent. In that event, the Administrator's compensation and working conditions shall be consistent with the assignment to which transfer is made.

- F. The Administrator shall perform his/her duties competently and agrees to follow all rules, regulations and directives of the Board and the Superintendent.
- G. The Board shall be entitled to terminate an Administrator and his/her individual contract in the event of the Administrator's inability to perform the essential functions of his/her position responsibilities with or without reasonable accommodation, for a period exceeding the maximum leave interval specified in this Agreement (Leaves of Absence, ¶E), due to mental or physical disability.

Further, the Board shall be entitled to terminate the Administrator's employment at any time during the term of this contract for acts of moral turpitude, misconduct, dishonesty, fraud, insubordination, incompetence or if the Administrator breaches the terms and conditions of this Agreement or his/her individual contract of employment.

In the event that the Board undertakes to dismiss the Administrator during the term of his/her individual contract, he/she shall be entitled to written notice of charges and an opportunity for a hearing before the Board. In the event of termination of employment during the term of his/her individual contract, that contract shall automatically terminate and the Board shall have no further obligation thereunder or under this Agreement as regards the subject administrator. An administrator's individual contract and administrative appointment may be non-renewed at its conclusion at the discretion of the Board, according to the procedural requirements of the School Code.

H. REDUCTION OF ADMINISTRATIVE STAFF

1. The District and administrators recognize that financial circumstances, enrollment conditions and/or administrative reorganization within the District could require a curtailment of program, including the reduction and elimination of administrative positions. The parties acknowledge that such determinations are within the exclusive discretion of the Board and that the Board may, in the exercise of that discretion, separate individual administrators prior to the termination date of their individual administrative contracts.
2. In the event that the Board determines to reduce administrative staff, an initial assessment will be made by the Board to determine the administrative functions to be maintained to meet the management and instructional needs of the District. As a result of that assessment, the Board will then identify any administrative position(s) which will be impacted by the reduction.
3. The Board shall then notify those administrators currently assigned to the positions affected by the reduction thirty (30) calendar days prior to the effective date of layoff.
4. In the event of separation from employment during the term of this Agreement or pursuant to any individual contract of employment between an administrator and the District, all contractual obligations shall automatically terminate as of the day of the date of layoff and the District shall have no further obligation pursuant to the terms of this Agreement or under any individual contract of employment.
5. The administrator shall be eligible for recall from layoff for a period of three (3) calendar years from the date of layoff or the length of his/her administrative service with the Board until the time of layoff, whichever interval is shorter. Administrators are eligible for recall to any vacant

administrative position for which they possess the requisite administrative certification and qualifications, as determined by the District.

The District shall give written notice of recall by certified mail to the administrator's last-known address. It shall be the responsibility of the administrator to keep the District informed of his/her current residential address for purposes of receiving recall notices. Should the administrator fail to report to work at the time specified in a recall notice, he/she shall forfeit all further rights to employment with the District and shall be regarded as a voluntary quit.

6. When an administrator voluntarily accepts an open classroom teaching position in Charlotte Public Schools to prevent another administrator from being laid-off, for a period of five (5) calendar years he/she shall be allowed the option of applying and being considered for an open administrative position for which he/she is certified and qualified to hold.

**LETTER OF AGREEMENT
BETWEEN
CHARLOTTE ASSOCIATION OF SCHOOL ADMINISTRATORS
AND
CHARLOTTE BOARD OF EDUCATION**

Charlotte Association of School Administrators, who attend specifically designated district training or planning sessions and are not already scheduled to work, shall receive one exchange vacation day for each full day worked. The vacation days should be taken during days that students are not in attendance. Prior approval of the Superintendent is required.

This Letter of Agreement is entered into this ___th day of November, 2005 by the undersigned parties. This Letter of Agreement shall expire on June 30, 2007 unless extended in writing by the parties.

ADMINISTRATORS

By *Karen A. Brooks*
Special Education Director

By *Tim Vagts*
Weymouth Principal

By *Lee White*
High School Principal

By *Ron Beegle*
Athletic Director

By *Jinder Varney*
High School Assistant Principal

By *Sharon Kubesa*
Media Technology Director

By *[Signature]*
Middle School Principal

By *[Signature]*
Middle School Assistant Principal

By *[Signature]*
Middle School Assistant Principal

By *Kimberly Caudell*
Parkview Principal

By *[Signature]*
Washington Principal

By *Jessica Edwards*
Galewood Principal

CHARLOTTE BOARD OF EDUCATION

By *[Signature]*
Its President

By *[Signature]*
Its Secretary

By *[Signature]*
Member

By *[Signature]*
Member

LETTER OF AGREEMENT
 BETWEEN
 CHARLOTTE ASSOCIATION OF SCHOOL ADMINISTRATORS
 AND
 CHARLOTTE BOARD OF EDUCATION

In the event that the fall 2005 (blended) audited student membership count (for State Aid purposes) exceeds 3357, 5.3% of the foundation allowance yielded by those enrollments over 3358 to and including blended pupil 3362 will be added to the 2005-2006 salary schedule, after subtracting MPERS and employer FICA costs. Blended pupils 3366 through 3370, 3376 through 3380, and 3386 through 3390 will be included within the above formula, according to the same conditions. The net amount yielded will be converted to a % factor to be applied to the 2005-2006 salary schedule, unless the Board and the Association mutually determine to make other allocation of funds with the bargaining unit. Administrators shall be eligible for a similar student membership adjustment factor in the event teachers become eligible for one during the 2006-2007 agreement year.

This Letter of Agreement is entered into this ___ day of November, 2005 by the undersigned parties. This Letter of Agreement shall expire on June 30, 2007 unless extended in writing by the parties.

ADMINISTRATORS

By *Karen Brooks*
 Special Education Director

By *Tim Vagts*
 Weymouth Principal

By *Kurt L*
 High School Principal

By *Ken Beagle*
 Athletic Director

By *Janice Varney*
 High School Assistant Principal

By *Shawn Kubica*
 Media Technology Director

By *[Signature]*
 Middle School Principal

By *Louise Wells*
 Middle School Assistant Principal

By *Carol McCul*
 Middle School Assistant Principal

By *Kimberly Caudell*
 Parkview Principal

By *[Signature]*
 Washington Principal

By *Herese A. Edwards*
 Galewood Principal

CHARLOTTE BOARD OF EDUCATION

By *Ann Schaffner*
 Its President

By *Jerry Johnson*
 Its Secretary

By *[Signature]*
 Member

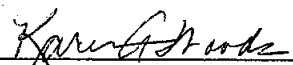
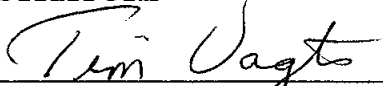
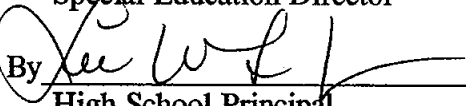

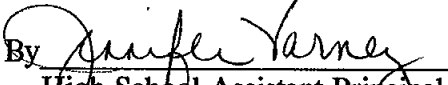
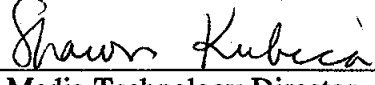

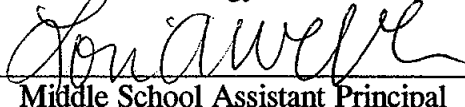

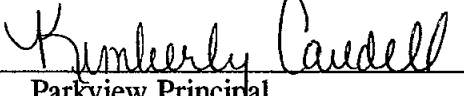
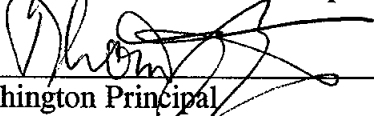
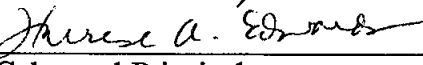
By *[Signature]*
 Member

LETTER OF AGREEMENT
BETWEEN
CHARLOTTE ASSOCIATION OF SCHOOL ADMINISTRATORS
AND
CHARLOTTE BOARD OF EDUCATION

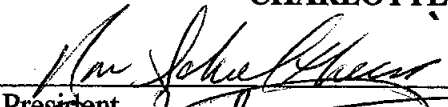
Board funding of Option packages 1 and 2 in total shall not exceed \$98,351 annually for the duration of this agreement based upon 12 administrative positions. This funding level shall be proportionately increased or decreased if administrative personnel is increased or decreased. Amounts in excess of the total annual board funding of Option packages 1 or 2 shall be withheld through payroll deduction in accordance with the maximum board premium contributions shown under Fringe Benefits Option 1 of the agreement. Enrollment status in packages 1 or 2 as agreed on November 7, 2005 have been used to determine maximum board premium contributions effective 12/1/2005 through 06/30/2007. Modifications from the 11/7/2005 enrollment status could result in modification of the board premium contribution amounts. If additional premium savings results from movement from full family to two-party or single status as of 7/1/2006, savings will be used to increase full family board contributions in coordination with Option 2 elections, while continuing to achieve the total of board funding for Options 1 and 2.

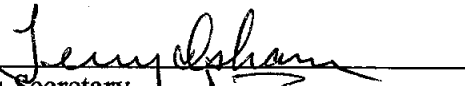
This Letter of Agreement is entered into this ___ day of November, 2005 by the undersigned parties. This Letter of Agreement shall expire on June 30, 2007 unless extended in writing by the parties.

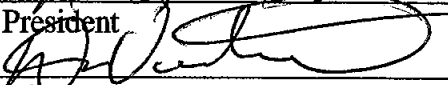
ADMINISTRATORS

By <u></u> Special Education Director	By <u></u> Weymouth Principal
By <u></u> High School Principal	By <u></u> Athletic Director
By <u></u> High School Assistant Principal	By <u></u> Media Technology Director
By <u></u> Middle School Principal	By <u></u> Middle School Assistant Principal
By <u></u> Middle School Assistant Principal	By <u></u> Parkview Principal
By <u></u> Washington Principal	
By <u></u> Galewood Principal	

CHARLOTTE BOARD OF EDUCATION

By 
Its President

By 
Its Secretary

By 
Member

By 
Member

This Agreement is entered into this ___th day of November, 2005, by the undersigned parties. This Agreement shall expire on June 30, 2007, unless extended in writing by the parties.

ADMINISTRATORS

By *Karen A. Brooks*
Special Education Director

By *Tom Vagts*
Weymouth Principal

By *Joe W. L.*
High School Principal

By *Ken Beegle*
Athletic Director

By *Janice Varney*
High School Assistant Principal

By *Sharon Kubica*
Media Technology Director

By *[Signature]*
Middle School Principal

By *[Signature]*
Middle School Assistant Principal

By *Archie McArthur*
Middle School Assistant Principal

By *Kimberly Caudell*
Parkview Principal

By *[Signature]*
Washington Principal

By *[Signature]*
Galewood Principal

CHARLOTTE BOARD OF EDUCATION

By *Ann Schellheim*
Its President

By *Jerry Asham*
Its Secretary

By *[Signature]*
Member

By *[Signature]*
Member

ADMINISTRATOR _____

GOAL ATTAINMENT ANALYSIS - FORM I
(To be completed by the Administrator)

PART A

Describe below the degree to which your established goals were reached during the year under review. Also describe any obstacles you encountered which made it difficult to attain these goals.

GOAL DEVELOPMENT FOR FOLLOWING YEAR

PART B

Describe three to five goals you would like to work on in the following year.

ADMINISTRATOR _____

ADMINISTRATOR PERFORMANCE ANALYSIS FORM II
(To be completed by the evaluator)

Evaluation of prior year's goals and development activities: _____

SKILLS AND ABILITIES

How has administrator performed job tasks? _____

Attitude: _____

Cooperation: _____

Assignment/Completion: _____

Results: _____

Evaluator's Performance Analysis – Page 2

Appearance: _____

What are the administrators weak points? _____

What can be done to improve them? _____

What job skills has the administrator developed or improved upon since the last performance analysis?

What are the administrator's outstanding abilities/strengths? _____

DEVELOPMENT ACTIVITES/GOALS FOR THE FOLLOWING YEAR?

1. _____
2. _____
3. _____
4. _____
5. _____

SUPERINTENDENT'S COMMENTS: _____

ADMINISTRATOR'S COMMENTS: _____

DISPOSITION: _____

OTHER: _____

Superintendent

Date

Administrator

Date

NAME _____

DATE: _____

FORMAL ADMINISTRATIVE AND INSTRUCTIONAL REVIEW (FAIR)

**CHARLOTTE PUBLIC SCHOOLS
ANNUAL SELF-APPRAISAL/APPRaisal**

DEFINITION OF RATINGS:

- A - EXCELLENT
- B - GOOD
- C - ADEQUATE
- D - UNACCEPTABLE

Indicators of Effectiveness

Ratings

		Excellent	Good	Adequate	Unacceptable
		A	B	C	D
1.	Knowledge Possesses information and knowledge needed to function as an educational leader (particularly in curriculum and instruction)				
2.	Planning Degree to which careful planning is accomplished previous to taking action				
3.	Follow-Through Evidence that planning and actions are carried out to a successful conclusion				
4.	Organization Extent to which own work is well organized as well as that of those supervised				

5. **Initiative** Evidence of ability to originate and develop constructive ideas and actions

6. **Decision-Making** Degree to which decisions are sound, timely and effectively carried out

7. **Communications** Extent to which superiors, subordinates and staff are kept well informed

8. **Ability to Evaluate** Evidence of ability to effectively appraise subordinates and division accomplishments

9. **Ability to Motivate** Evidence of ability to inspire, challenge, and involve those whose performance is directed or supervised

10. **Ability to Develop** Extent of ability to promote development and growth of those directed or supervised

Excellent	Good	Adequate	Inacceptable
A	B	C	D

17. **Analyzing** Extent to which alternatives are identified and considered before making decisions
-
-
-
18. **Risk-Behavior** Extent to which proactive behavior is demonstrated to accomplish results
-
-
-
19. **Time-Management** Evidence of ability to effectively utilize time to achieve needed results and responsibilities
-
-
-
20. **Building Trust** Extent to which managerial strategy is directed at the improvement of instructional opportunity for children
-
-
-
21. **Relationship With Students** Ability to effectively relate to students
-
-
-

Excellent A	Good B	Adequate C	Unacceptable D

PLEASE NOTE:

Areas of the Self-Appraisal/Appraisal that reflect unacceptable ratings require additional written comments

Standards for School Leaders

(EXHIBIT D)

Standard 1: Systemic Leadership

An educational leader possessed the knowledge and skills to foster vision and purpose, to achieve common goals, to frame problems, to utilize information, to exercise leadership processes, and to promote teamwork to achieve the vision.

<p><u>Knowledge:</u> The educational leader has knowledge and understanding of:</p> <ol style="list-style-type: none"> a. Purposes of education b. Strategic planning and vision building c. Learning communities d. Organizational change and negotiating e. Consensus building and motivation f. Leadership and motivation g. Problem framing and problem resolution h. Data collection, analysis, and interpretation i. Social and political influences affecting schools 	<p><u>Performance:</u> The educational leader prepares for and acts to:</p> <ol style="list-style-type: none"> a. Create a shared vision of learning that promotes high levels of success for all students. b. Develop a school community focusing on teaching and learning. c. Facilitate collegiality and teamwork by creating conditions that motivate staff, students, and families to achieve the shared vision. d. Utilize the change process to improve the organization e. Frame, analyze, and resolve issues using problem-solving techniques and decision-making skills f. Gather, analyze, and utilize data for strategic planning and decision-making using appropriate technologies g. Communicate the vision and core beliefs of the school to the school community h. Recognize potential opportunities and barriers to achieving the school community's vision, and initiate strategies to address them i. Monitor and revise the vision and mission regularly with the school community
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Areas of strength within this Standard:

Evidence:

Possible Areas of Growth Within this Standard:

Standard 3: Community and Political Leadership

An education leader possesses the knowledge and skills to act in accordance with legal provisions and statutory requirements, influence public policy, to apply regulatory standards, to understand schools as political systems, to inform and involve parents and community groups, and to develop public relations and media relations programs.

<p>Knowledge: The educational leader has knowledge and understanding of:</p> <ul style="list-style-type: none"> a. Federal and state constitutional, statutory and regulatory provisions, and judicial decisions governing education b. Common law and contractual requirements c. Political, social, cultural and economic issues and forces affecting education d. Policy formulation, implementation and evaluation at the federal, state and local levels e. Public school governance and school board functions f. Family and community involvement in appropriate policy development, program planning and assessment procedures g. Conditions and dynamics of the diverse school community h. School communities as political systems i. Public and media relations 	<p>Performance: The educational leader prepares for and acts to:</p> <ul style="list-style-type: none"> a. Apply federal and state constitutional, statutory and regulatory provisions, judicial decisions, common law requirements, and contractual agreements to schools and school personnel b. Propose and influence policies that benefit students and schools c. Interact with the diverse school community to benefit students d. Develop relationships with families to strengthen educational commitment and opportunity e. Identify and influence key opinion leaders and organization to generate support for school goals and programs f. Assure that ethical standards be applied to the development and implementation of policies g. Involve the school community, as appropriate, in planning and assessing school policies and programs h. Articulate the district and school education vision and program initiatives i. Develop partnerships with public and private organizations to improve educational opportunities for all students j. Work with local governing boards k. Implement staff communications and public relations strategies for the benefit of students and schools l. Communicate with parents, the community, and school personnel, utilizing available technologies
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Areas of strength within this Standard:

Evidence:

Possible Areas of Growth Within this Standard:

Standard 5: Interpersonal and Ethical Leadership

An educational leader possesses the knowledge and interpersonal skills to facilitate teamwork and collegiality and the attributes to act ethically and with integrity.

<p>Knowledge: The educational leader has knowledge and understanding of:</p> <ul style="list-style-type: none"> a. Professional codes of ethics b. Ethical frameworks and perspectives c. Communication processes and skills d. Consensus-building and negotiating strategies e. Interpersonal processes f. Conflict management g. Counseling and mentoring h. Values of the diverse school community i. Leadership by example 	<p>Performance: The educational leader prepares for and acts to:</p> <ul style="list-style-type: none"> a. Demonstrate by example a high standard of professional and personal ethics b. Make decisions within an ethical framework c. Develop an organizational ethos to guide school policies and programs, and to encourage a positive school culture d. Create a culture of trust and open communication e. Exhibit sensitivity, respect, tact, and consistency in interpersonal relations f. Use effective written, verbal and non-verbal communication g. Foster continuous professional growth h. Develop leadership opportunities for staff i. Utilize the knowledge, skills, and experiences of the diverse school community j. Resolve conflicts and tensions k. Promote awareness of and sensitivity to ethnicity, gender, culture, and exceptionalities l. Utilize counseling and mentoring techniques m. Examine and consider the prevailing values of the community n. Promote integrity and ethical behavior of other within the school community o. Celebrate student and staff accomplishments
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Areas of strength within this Standard:

Evidence:

Possible Areas of Growth Within this Standard:

Administrative Leadership Plan
Charlotte Public Schools

Administrator: _____ Assignment: _____ Date submitted: _____

Supervisor's Signature: _____ Date approved: _____

Goal Statement: _____

The goal addresses the following Standard (check all that apply)

- _____ Standard 1: Systemic Leadership
- _____ Standard 2: Instructional Leadership
- _____ Standard 3: Community and Political Leadership
- _____ Standard 4: Organizational Leadership
- _____ Standard 5: Interpersonal and Ethical Leadership

Purpose of the Goal (explain)	Activities and/ or Procedures to be implemented	Anticipated Outcomes:

**CHARLOTTE PUBLIC SCHOOLS
INDIVIDUAL EMPLOYMENT AGREEMENT**

It is hereby agreed by and between the Board of Education of the CHARLOTTE PUBLIC SCHOOLS (hereinafter "Board") and _____, herinafter "Administrator") that pursuant to the Section 1229(2) of the Revised School Code of the State of Michigan, the Board in accordance with its action found in the minutes of its meeting held on the _____ day of _____, 20____, has and does hereby employ the said _____ as an Administrator for a _____ year period commencing on July 1, 20____, and ending on June 30, 20____, according to the terms and conditions as described and set forth herein as follows:

1. This individual contract is subject and subordinate to the terms of the 20____ - 20____ collective Master Agreement between the Board and the Administrators employed by the Charlotte Public Schools. In the event of any conflict between the terms of this individual contract and the Board / Administrative Agreement, the Board / Administrative Agreement prevails and controls to the extent of the conflict. The Administrator agrees to be bound by the terms of the Master Board / Administrative Agreement.
2. For the consideration of a salary of _____ (\$_____) for the 20____-20____ contract year, said Administrator agrees to perform the duties of the Administrator under the authority of the Board and to abide by the rules of the Board and perform the duties as Administrator in accordance with the law, applicable Board policies and regulations, and in conformance with the directives of the Superintendent.
3. Administrator agrees that he / she shall not be deemed to be granted continuing tenure in the position assigned of or in any capacity other than that of a classroom teacher, should the probationary period required for tenure as a teacher be fulfilled, by virtue of this contract or any employment assignment (requiring certification) with the School District. Nor shall the decision of the Board not to continue or renew the employment of Administrator for any subsequent period in any capacity, other than as a classroom teacher, as may be required by tenure law, be deemed a breach of this Agreement or a discharge or demotion within the provisions of the Michigan Teachers' Tenure Act.