



Date: August 25, 2026
To: Harlem Board of Education
Dr. Terrell Yarbrough, Superintendent
Josh Aurand, Assistant Superintendent for Business and Operations
From: Dr. Shelley Wagner, Assistant Superintendent for Human Resources
Jacob Hubert, Director of Secondary Education
Re: Memorandum of Understanding - Middle School Staffing and Student Support Structure

Due to lower enrollment and section numbers at the middle school, we need to make some adjustments to our instructional structure to support compliance with special education requirements.

The attached Memorandum of Understanding (MOU) outlines a structure that allows us to address class composition and special education compliance while maintaining our current staffing levels. Just as importantly, this approach allows us to use our existing staff to provide additional instructional support for students where it is most needed.

Rather than reducing staffing due to lower section numbers, available staff capacity will be used strategically to support students and teachers throughout the school day. The specific structure and process are outlined in the attached Memorandum of Understanding.

Our goal is to remain compliant while making the best use of our existing staff and providing additional support for students.

Please review the attached MOU for additional details.

