

School District

Decision Making Process

I. Purpose

The purpose of this policy is to define the process for making decisions that impact district programs, services, policies and procedures.

II. Decision Making Process

Edina Public Schools is committed to enhancing educational decisions through the use of a defined decision-making process that seeks district partnerships and collaboration. This process seeks to involve those persons who are responsible for the implementation of or are affected by the decisions in the decision-making process while clearly defining the roles and responsibilities of those involved in the process.

For the purposes of this policy, persons will be known as stakeholders. Stakeholders include parents/guardians, students, teachers, administration, support staff, school board members and community members. Any stakeholder may identify a challenge (concern, issue or matter) and direct the challenge to the appropriate level. The appropriate decision-making level is the setting at which the decision has direct impact or a resulting action. The appropriate decision-making level is defined as follows:

- School site: Teacher, Coach, Principal, Program Coordinator or Program Director
- Districtwide challenges: District Administration, Superintendent, School Board

Edina Public Schools is committed to using a defined decision-making process as a means for:

- Accomplishing the district's mission
- Improving communication and involvement
- Increasing cooperation and collaboration
- Improving involvement and participation of stakeholders
- Expanding district empowerment
- Enhancing the organizational planning efforts

III. Authority and Responsibility of School District

Minnesota statutes place responsibility for the operation of the local school system with the school board and, by designation, the superintendent of schools is the chief executive officer. The school board will retain this ultimate responsibility over matters governed by law, contract and policy. Edina Public Schools will define the roles of governance, management and consultation in order to best align the decisions of the district for student learning and development (see Appendix 1).

IV. Decision Making Definitions

- A. **Defined Decision Making:** The cooperative process in which stakeholders of the school community are involved in making decisions to improve the quality of student learning with defined roles and responsibilities.
- B. **Data Based Decisions:** Decisions that are based on a collection of data with the findings defining the benefits and challenges, the relationship to mission and belief, and the decision-making impact.
- C. **School Board:** Elected seven-member board of education with districtwide governing responsibilities.
- D. **District Administration:** Superintendent, district administrators, district directors and/or personnel with districtwide management responsibilities.
- E. **District Level Committees:** Committees, task forces, teams and councils with representatives or input from various stakeholder groups that may assist to address decisions from a districtwide perspective.
- F. **Site Administration:** Site-level administrators and/or personnel with building-site management responsibilities.
- G. **School Site Leadership Team:** School site-level leadership team with representations from the various stakeholder groups.
- H. **Site-Level Committees:** School site-level committees assigned to address only site-level responsibilities and challenges. Committees may also be given the status of team, task force, study group or cohort.
- I. **Stakeholders:** Persons who are directly involved in the decision-making process. Stakeholders include parents, students, teachers, administration, support staff, school board members and community members. The stakeholders are to have an opportunity to provide input, perspectives and insights into decisions occurring in Edina Public Schools.

- J. Design Teams: A diverse set of stakeholders that may include persons outlined in “I” above. Design teams will work with the design team facilitator(s) to review pertinent information and develop recommended services, products & programs.

V. District Decision Making

A. Decision Making Matrix (Appendix II)

Edina Public Schools will use a decision-making matrix that defines the responsibilities and actions of the various district bodies in specific districtwide topics. The defined actions are:

1. Study: Collect data and examine
2. Review: Consult data and explore benefits and challenges
3. Develop: Create options and recommendations from available data
4. Adopt/Approve: Formal act of acceptance and permit to action
5. Supervise: Oversee, direct and finalize
6. Implement: Apply into action and accomplish
7. Assess: Evaluate action and recommend future refinements and/or direction

Given decisions may be appealed within the district's established policies and procedural requirements, as referenced in applicable policies.

B. Decision Making (Appendix III)

Edina Public Schools has a defined process to guide decision making. The framework utilized with the problem-solving process provides clarification of authority, manages participants' time and roles, and ensures the decision will be data driven. The district decision making process will be monitored by the superintendent/designee.

C. Problem-Solving Process (Appendix IV)

Edina Public Schools has a defined process to problem-solve challenges within the district. The framework identifies the parameters' limitations and desired broad results. The district problem-solving process will be completed as necessary by district leadership.

D. Decision Making Training

Edina Public Schools will provide ongoing support and training to district leaders to ensure that implementation of the processes is successful. Any district staff and/or community member may participate when the training is offered.

VI. School Site Leadership

A. Purpose

Each school site will establish a leadership model to enhance the educational decisions of the site's programs and services. The model will ensure representation from the various stakeholders, as appropriate. The assigned building administrator will coordinate the leadership model and be a participating member.

B. Leadership Components

Each school leadership model will ensure that the following leadership components are implemented at the site:

1. Annual continuous school improvement goals aligned to district goals
2. Process for assessing improvement goals
3. Scheduled staff training and development aligned to school goals
4. Network of communication and information sharing to staff and school community
5. Process for site decision making
6. Opportunities for stakeholder involvement in the school improvement process, including:
 - a. Staff
 - b. Parents/Guardians
 - c. Students

C. School Improvement Goals

Each building site leadership model will ensure that the site develops and approves school improvement goals. The goals will be:

1. Strategic and specific
2. Measurable
3. Attainable
4. Results-based
5. Time-bound

The framework for the goals can be found in Policy 106, School District Goals and School Improvement Goals.

D. Site Decision Making

Each building site leadership model will develop a process for making decisions impacting the site's programs and services. The process will be shared with each site's staff and community. The site decisions will not be in conflict with

Edina Public Schools' mission, values, beliefs, strategic parameters or policies. Also, the decisions will not be in conflict with state or federal law.

When appropriate, site leadership models will develop procedures and guidelines that will assist in the operations and decisions of a building site. The procedures and guidelines will remain in place at the site from year to year. Periodically, site models will receive and update the developed procedures and guidelines as required.

VII. Parent Leadership Council

Each school site will have a representative who will serve on a district parent leadership council. The purpose of the district parent leadership council will be to receive updates on the various activities occurring at each school site and to provide input and direction on district wide initiatives and/or goals. The superintendent or designee will assist in the facilitation of the district parent leadership council meetings. The council will operate from established bylaws.

Cross References:

Policy 106 (School District Goals and School Improvement Goals)

Policy 908 (Parent Involvement)

Policy

Adopted: 7/18/11

Minnesota

Revised: 12/12/22

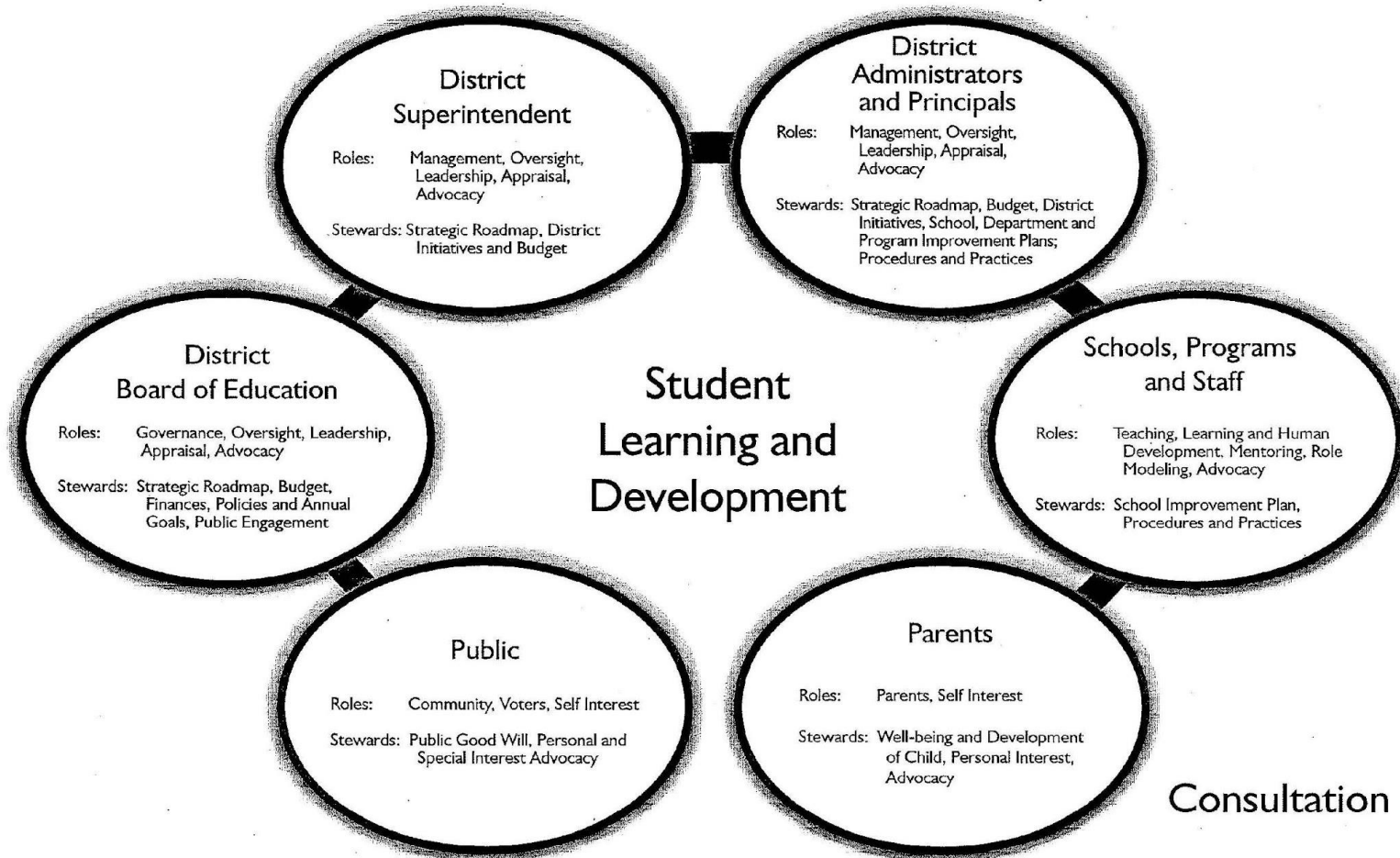
INDEPENDENT SCHOOL DISTRICT 273

Edina,



Management

Governance



Consultation

Appendix II

EDINA PUBLIC SCHOOLS DECISION MAKING MATRIX

Decision Making Topics	School Board	District Administration	District Level Committees	Site Administration	Site Leadership Team	Site Level Committees
VISION AND GOALS						
District Action Plan and Strategic Plan	Adopt and Assess	Develop and Implement	Identified Task Forces Study, Develop and Implement		Review	
School/Program Improvement Process and Accountability	Review	Supervise, Approve and Assess		Develop and Supervise	Develop, Adopt and Implement	Identified Task Forces Implement
Edina Alt Comp Plan	Approve Jointly with EM/E Leadership	Implement and Supervise	Edina Alt Comp Committee Study, Develop, Implement and Assess	Implement and Supervise		
District Policies	Develop, Adopt and Assess	Study, Develop and Implement	Policy Committee Study and Develop	Implement	Study and Implement (as needed)	
District Procedures	Review as Defined by Policy	Develop, Approve, Implement and Assess		Implement		
Joint Powers Agreements	Review and Adopt	Develop and Implement	Task Force Study as Needed			

Decision Making Topics	School Board	District Administration	District Level Committees	Site Administration	Site Leadership Team	Site Level Committees
TEACHING & LEARNING						
Curriculum Revisions	Review and Adopt	Develop, Implement and Supervise	Curriculum Committee Study and Consult to Teaching & Learning to Develop and Assess	Review, Implement and Supervise		Dept/Team Study and Recommend
Graduation, Course and Grade Level Requirements	Review and Adopt	Develop, Supervise and Assess	Curriculum Committee Study and Consult to Teaching & Learning to Develop	Review, Implement and Supervise	Review and Implement	Dept/Team Study and Recommend
Staff Development Program and Goals	Review and Approve as Defined by Policy	Adopt, Supervise and Assess	Staff Development Committee Study and Review to Teaching & Learning to Develop	Supervise	Review and Implement	
Program/Curriculum Additions	Review and Adopt	Develop, Supervise and Assess	Curriculum Committee Study and Review to Teaching & Learning to Develop	Review, Implement and Supervise	Review and Implement	Dept/Team Study and Implement (as needed)
Noncompensation General Fund Allocations	Adopt through Budget	Develop and Supervise		Develop and Supervise	Develop and Implement	
Capital Fund Expenditures	Adopt through Budget	Study, Develop, Implement and Assess	Curriculum Committee Review and Develop	Develop and Supervise	Develop and Implement	

Decision Making Topics	School Board	District Administration	District Level Committees	Site Administration	Site Leadership Team	Site Level Committees
Curriculum Cycle	Adopt Plan	Develop, Implement and Supervise	Curriculum Committee Study and Review	Implement and Supervise		Dept/Team Study and Implement (as needed)
State and Local Testing	Review	Develop, Implement, Supervise and Assess	Assessment Committee Study and Review to Teaching & Learning to Develop	Supervise, Implement, Review and Assess		
School Calendar	Review and Adopt	Develop	Advisory Task Force Study and Review to Human Resources to Develop and Assess			
BUDGET AND FINANCE						
Timeline and Assumptions	Adopt	Develop, Implement and Assess	Finance & Facility Committee Study and Develop			
Five-Year Capital Plan	Adopt	Develop, Implement and Assess	Finance & Facility Committee Study and Develop	Review and Recommend	Study and Develop	
Long-Range Projections	Review and Adopt	Study, Develop and Implement		Review		
Annual Levy	Adopt	Recommend, Implement and Assess	Finance & Facility Committee Study and Develop			

Decision Making Topics	School Board	District Administration	District Level Committees	Site Administration	Site Leadership Team	Site Level Committees
Annual Budget (including BRRRG)	Review and Adopt	Develop, Implement and Assess	Task Force Study (as needed) Finance & Facility Committee Study and Develop	Supervise and Implement	Study and Review	
Budget Itemization	Adopt through Budget	Develop, Supervise, Implement and Assess	Finance & Facility Committee Review	Supervise		
Prices and Fees	Adopt	Review, Develop and Assess	Finance & Facility Committee Study and Develop	Supervise and Implement		
Solicitation Approval of Bids/Quotes	Adopt	Review, Develop and Implement				
Levy Referendum	Review, Develop, Adopt and Assess	Develop and Implement	Task Force Study and Develop (as needed) Finance & Facility Committee Study and Develop		Study (as Needed)	
School Board Election Process	Adopt	Develop and Implement				
Nonsalary General Fund Allocations	Adopt through Budget	Develop and Implement		Supervise and Implement		

Decision Making Topics	School Board	District Administration	District Level Committees	Site Administration	Site Leadership Team	Site Level Committees
ADMINISTRATIVE SERVICES						
Welcome Center		Develop, Adopt and Implement		Supervise and Implement		
Resident and Nonresident Enrollment	Adopt through Policy	Develop, Implement and Assess		Supervise and Implement		
School Start and End Time	Adopt	Develop, Implement and Assess	Advisory Task Force Study, Review and Develop	Supervise and Implement		
Daily School Schedule		Adopt		Develop, Implement and Assess	Study and Review	
TECHNOLOGY						
Long-Range Technology Plan	Approve	Review, Develop, Implement and Assess	Tech Advisory Committee Study and Review to Teaching & Learning to Develop			
Technology Hardware and Software Management	Adopt through Budget	Review, Develop, Implement and Assess	Tech Advisory Committee Study and Review to Teaching & Learning to Develop	Supervise and Implement		Study and Recommend

Decision Making Topics	School Board	District Administration	District Level Committees	Site Administration	Site Leadership Team	Site Level Committees
SUPPORT SERVICES						
Center-Based	Review as Defined by Policy	Develop, Adopt, Supervise and Assess	Support Service Committee Study and Review	Supervise	Review and Implement	
Programs/Services	Review as Defined by Policy	Develop, Adopt, Supervise and Assess	Support Service Committee Study and Review	Supervise	Review and Implement	Dept/Team Study and Implement (as needed)
COMMUNICATIONS						
Media Relations and Releases	Review as Defined by Policy	Develop, Supervise and Implement				
Crisis Response	Adopt through Policy	Develop, Supervise, Implement and Assess	Emergency Command Team Review and Develop to Administration to Implement	Implement and Supervise		
District Communications	Review as Defined by Policy	Develop, Implement and Assess				

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HUMAN RESOURCES						
Administrative Hiring and Termination	Approve as Defined by Policy	Review, Develop and Supervise	HR Committee Study and Review (as needed)			
Teacher Hiring and Termination	Approve as Defined by Policy	Develop and Implement	HR Committee Study and Review (as needed)	Review and Supervise	Study and Review (Hire Only)	
Support Staff Hiring and Termination	Approve	Review, Develop and Implement	HR Committee Review	Review and Supervise	Study and Review (Hire Only)	Committee Study (as needed) (Hire Only)
Work Agreements	Approve	Study, Review, Develop and Implement	HR Committee Review and Develop	Supervise and Implement		
Administrative Supervision	Supervise and Implement (for Superintendent)	Supervise and Implement		Supervise and Implement (as Needed)		
Teacher Supervision		Supervise and Implement		Supervise and Implement		
Support Staff Supervision		Supervise and Implement (as Needed)		Supervise and Implement	Supervise and Implement	
Contracted Services/ Agreements	Adopt	Study, Review Develop, Implement and Assess	Task Force Study and Review			

Decision Making Topics	School Board	District Administration	District Level Committees	Site Administration	Site Leadership Team	Site Level Committees
BUILDING/GROUNDS						
Capital Fund Expenditures	Adopt	Study, Review, Develop and Assess	Finance & Facility Committee Study, Review and Develop	Supervise and Implement		
Health and Safety Codes/Laws	Approve through Policy	Supervise and Implement	Health & Safety Committee Study and Review	Supervise		
Maintenance Cycle		Study, Develop, Implement and Assess		Supervise and Implement		
Long-Range Facility Plan	Adopt	Study, Develop, Implement and Assess	Task Force Study, Review and Develop (as needed)			
COMMUNITY ED SERVICES						
Advisory Council	Approve through Policy		Study (as needed)			
Budget	Adopt	Supervise and Implement	Advisory Council Study, Review and Develop			
Staff	Approve	Review, Develop, Implement and Assess	Advisory Council Study and Review (as needed)			

Decision Making Topics	School Board	District Administration	District Level Committees	Site Administration	Site Leadership Team	Site Level Committees
Program	Approve through Policy	Adopt, Supervise, Implement and Assess	Advisory Council Review and Develop			
TRANSPORTATION						
Service Agent	Approve	Develop and Implement		Supervise and Implement		
TRANSPORTATION						
Budget	Adopt	Develop, Implement and Assess		Supervise and Implement		
Procedures	Adopt through Policy	Study, Develop, Implement and Assess		Supervise and Implement		

Established: 7/18/11



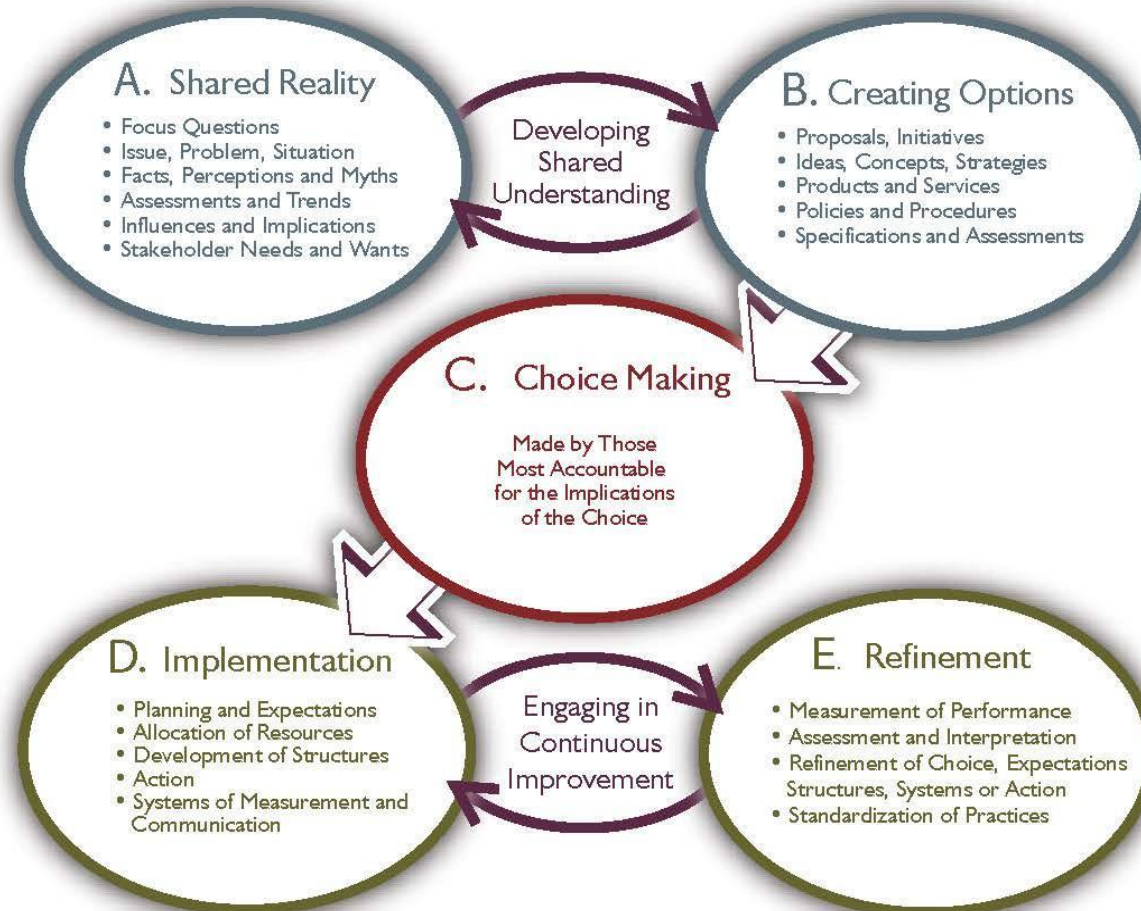
Decision Making

Part of the FrameWorks™ Series

Used For:

- Choice Making
- Managing Participant's Time and Roles
- Clarification of Authority

Management Governance Consultation





Guiding Change

Part of the FrameWorks™ Series

Used For:

- Governance and Operational Leadership
- Establishing Boundaries for Creative Work
- Clarity of Roles, Responsibilities, Boundaries

