

Adopted: May 21, 2001

Proposed amendments on March 12, 2003

808 SITE BASED MANAGEMENT

I. PURPOSE

Site councils are decision making groups which gather and study data relative to student learning, consider and recommend strategies for learning improvement, and evaluate progress. Site councils work to ensure that all stakeholders have access to both the input gathering and decision making processes. The Site council will develop long range plans that are expected to result in improvement of student learning.

School improvement plans shall be consistent with the district's mission, strategic goals, long range plans, financial constraints, and shall contribute to achieving district goals. School improvement plans must be developed through a process that includes staff input and dissemination, participation by district administration, and approval by the site council.

II. PROVISIONS

Legal and District Parameters

All areas of decision making must reflect the district's legal obligations including the negotiated contracts, policies, adopted budget, rules and regulations and other federal and state laws. The district parameters include its mission, strategic goals, long range plans, policies and procedures, and annual goals.

Site council composition shall be congruent with Minnesota Statute 123B.04 (shown in part below). This composition should be referenced in a site council's by-laws.

The Components of Shared Decision-Making As Defined in MS 123B.04.

1. The Site Team

MS 123B.04 defines the composition of the site decision-making team and requires that it:

- Shall include the school principal or other person having general control and supervision of the school
- May include, [1] the school principal, [2] teachers in the school or their designee, [3] other employees in the school, [4] parents of pupils in the school, [5] representatives of pupils in the school, or [6] other members in the community
- The site decision-making team must reflect the diversity of the education site
- No more than one-half of the members shall be employees of the district

Site Councils

Each site will establish bylaws by which it operates, subject to school board approval, including the decision making process (consensus, simple majority, ... etc.).

All meetings of the site councils are open to the community and will be held at times convenient for council members.

Once established, the site councils shall operate within the district's policies, the requirements of contracts to which the district is a party, and all other legal and financial constraints.

Each site council will consult the research related to any proposal that comes before them. Each decision will need to be weighed according to its impact on the school as a whole.

District Office

District office personnel, non-school site administrative and support staff:

- Serve as a resource and assist schools as they pursue approved site goals.
- Preview alignment of school improvement plans with district mission and goals, and student learning priorities.
- Provide data to buildings that will assist them in making decisions.
- Facilitate dialogue regarding financial, regulatory, and legal constraints.
- Facilitate decision making that affects more than one school or district-wide operations.
- Provide central services, including transportation, food services, maintenance, operations and purchasing.

Decision Making Parameters and Process

The decision making parameters listed on page four are intended to show where work and resources can be mutually beneficial. It is recognized that there may be some overlap in these two sets of decision making practices or times when the parameters of a given situation do not fit neatly into these categories of authority and responsibility. Conflicts or clarifications in this area will be settled by the superintendent.

Regarding the decision making process, site councils will need to develop a plan for how decisions will be made. This plan will need to include, but not be limited to, whether decisions will be made through consensus, simple majority or principal veto. Furthermore, site councils will need to prepare guidelines upon which they make decisions. These guidelines will need to include, but not be limited to, the following questions that will be asked of those initiating a proposal. Does this idea have a basis in research? How will this proposal affect the operations of the building; physically and emotionally? How will this proposal be evaluated as to its effectiveness?

PLANNING

District Office

- Organize district-wide strategic planning efforts which involve a broad spectrum of the school community.
- Oversee that the district's mission, strategic goals and long range plans, provide the overall direction for the entire school district.

School Site

- Organizes site level strategic planning and develops a school improvement plan with leadership by the site council. The school improvement plan will include task, timeline, person responsible, resources needed, and how the project will be evaluated. If the site council desires to include items in the school improvement plan that are outside of their decision making authority, they can speak with the responsible party or group to see if they can include the topic in their plan.
- Ensures that goals for school improvement are reflective of both the district's goals and the unique needs of the school site.

CURRICULUM

District Office

- District level staff along with the Curriculum Advisory Committee (CAC) provide leadership for the development of basic curricular guidelines, instructional materials, and standards for student performance and assessment.
- Develops screening and selection of appropriate, quality instructional materials, in accordance with board policy and state laws governing their selection.
- Creates curriculum and instructional materials and guidelines that clarify legally mandated requirements.
- Facilitates a district budget allocation for the adoption of instructional materials.

School Site

- Determines the organizational delivery options and classroom instructional practices which best meet the needs of the students and follow the curriculum guidelines.
- Participates with Staff Development Team and the Curriculum Director to determine in-service needs relating to adopted curriculum.
- Develops the guidelines and specific options for supplementary instructional materials and identifying best practices for instructional delivery at the school site.
- Monitors student and building performance on academic assessment and other evaluation instruments.

STAFF DEVELOPMENT

District Office

- Identifies mandated staff development required for employees.
- Identifies job-specific staff development need (i.e.: Bloodborne Pathogens).
- Develops and recommends staff development programs.
- Facilitates staff development planning for leadership initiatives.
- Evaluates with the site, the effectiveness of existing district staff development programs.

School Site

- Establishes and implements a school climate to support improvement/change/restructuring.
- Provides needed staff development activities to implement school improvement plan.
- Develops and manages budgets for staff development activities.
- Plans, monitors and evaluates implementation of the school improvement plan.
- Administers surveys and compiles data to measure progress toward district and school goals.

PERSONNEL

District Office

- Provides a certificated and non-certified staffing allocation, based on enrollment and/or program needs.
- Works with educational programs, principals, and program administrators to identify staffing needs, recommend staffing levels, prepare job descriptions, establish selection criteria, advertise open positions, screen applications.
- Assists in the areas of reference checking, interview questions, and other personnel functions to ensure that all district policy and legal requirements are met.

School Site

- Studies the needs of the school program and recommends staff assignments to meet those needs within the allocation and specifications of the negotiated contract, state and federal laws, and financial constraints.
- Identifies and communicates the instructional needs and characteristics of needed positions.
- Selects members to serve on interview teams for the selection of new staff members.
- Implements and upholds the terms and conditions of collective bargaining agreements.

BUDGET

District Office

- Prepares district-wide estimates of revenue and expenditures and facilitates preparation of the annual budget.
- Monitors the control of expenditures within the district budget.
- Provides final budgetary recommendations to the superintendent before submitting to the school board.
- Facilitates hearings and other meetings prior to legal adoption of the budget by the school board.

School Site

- Receives an annual budget allocation for supplies and materials.
- Determines priorities within budget allocations to best meet the instructional needs of the program at the school and its school improvement plan.
- Monitors and controls expenditures within budget throughout the year.

Accountability

An annual report will be prepared by each school in the district. Specifically, it will outline how the school progressed toward meeting the goals of its school improvement plan.

The annual report will be presented to the district administration and the school board in a board workshop.

Communication

An important part of the success of site based leadership is the effective communication of the success of our schools. Each school site will identify and implement communications activities that will keep the general community informed of the site's efforts to improve learning. Site council members will ensure two-way communication with their constituencies. Traditionally site councils are designed so that each member represents a constituency that they report to for feedback and discussion of proposals.

School Improvement Plans

These plans as described in Appendix A, will be a site's guide to its school improvement process. Each plan will be completed by October 15 for implementation during that year. Assistance in developing these plans can be obtained from district office staff.

Each plan will be reviewed for district wide continuity by the Superintendent and approved by October 30th. The results of the School Improvement Plan will be presented to the district administration and school board at a board workshop conducted by September 30th of the following year.

Delano Public Schools School Improvement Process

Why have a School Improvement Process?

- Focuses our improvement efforts so that we successfully address each issue. In the absence of such a process, improvement efforts can become convoluted and unwieldy.
- Ensures that we accurately and consistently plan, manage and assess our improvement efforts. It provides data upon which to make decisions about these efforts.
- Provides a clear process for implementation of improvement efforts.
- Typically formalizes into a process what we are already doing on the school level.
- Identifies what we are doing well and seeks to strengthen these areas.

Components included in School Improvement Plans (other items may be added by site councils)

- ✓ Task – Describes the improvement effort (i.e. “Student Transition Plan”).
- ✓ Timeline – When effort is to be completed.
- ✓ Resources – Items/individuals needed to complete the improvement effort.
- ✓ Responsible – Who or what group is responsible for leading/managing the improvement effort.
- ✓ Evaluation – How the effort will be assessed, what quantitative and qualitative methods will be used. A district Assessment Team will be available to assist site councils in the development of an evaluation plan. This team can be accessed through the Superintendent or the Curriculum Director.

What is a School Improvement Plan?

It is a process that allows us to keep track of those improvement efforts that we undertake each year in our schools. Each building’s School Improvement Plan will be developed and managed by the site council with input from the staff (and other sources outlined later). At the end of the year, each site council would report the result of its efforts to the Board in a workshop. This reporting procedure is meant to be a time for the site council to reflect on the results of its efforts and discuss what changes or adjustments it would make in the future.

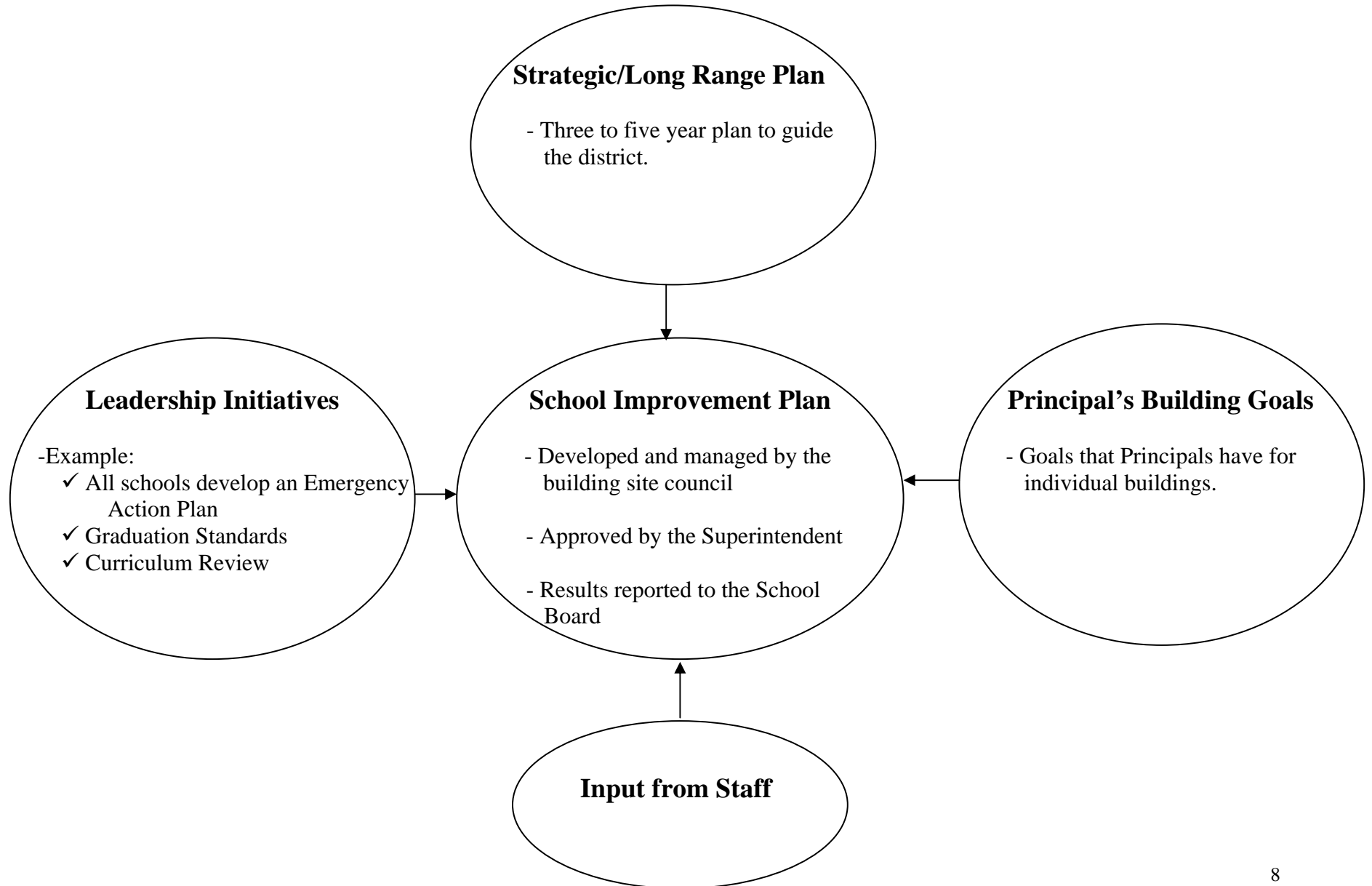
Items included in the plan come from five primary sources. The Leadership Initiatives (TBD), the Strategic Plan (TBD), the Principal’s Building Goals, the building staff and the site council. Below is an outline of who may contribute in each of the primary areas.

- *Leadership Initiatives* - Items outlined in the “Leadership Initiatives” will be a required part of each building’s School Improvement Plan. Sources for these initiatives will be the Staff Development Team as it relates to staff development, the board and the superintendent

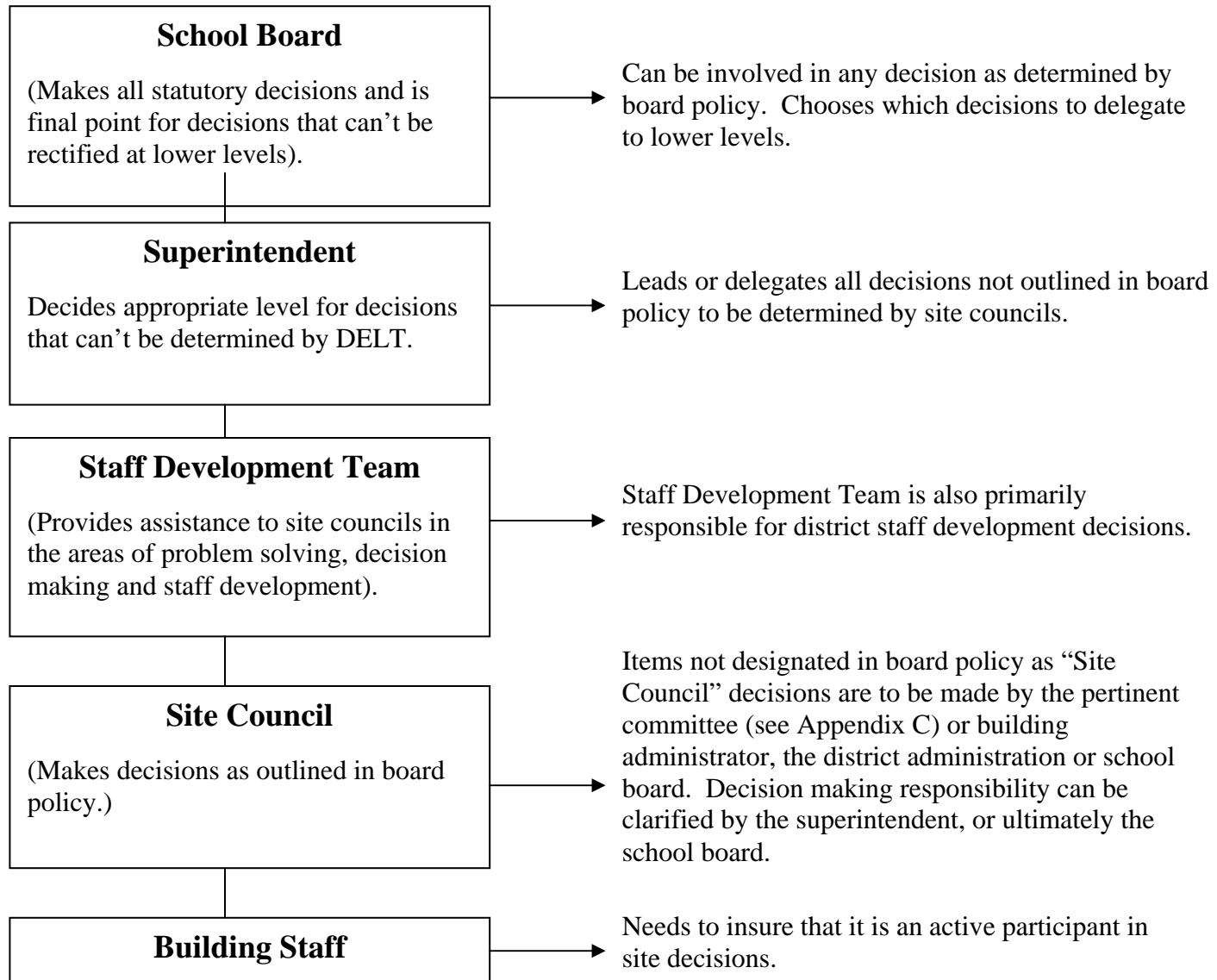
- *Strategic Plan*- The district will develop a strategic (3-5 year) plan for its operations. This plan, once finished, will most likely include initiatives that would have a bearing on building School Improvement Plans.
- *Principal's Building Goals*- As building leaders, principals will have items that they want to include in the School Improvement Plan. These items will be presented to the site council as they put together their School Improvement Plan.
- *Staff Input*- Each building will most likely approach how to include staff input in the plan differently. This will be a chance to make sure that there is consensus regarding the building's plan and an effort to insure that everyone is included in the process.

Delano Public Schools

School Improvement Process



Site Based Management Decision Making Structure



Delano Public Schools Committees Involved in the Decision Making Process

1. **Staff Development Team** is charged with offering direction to the district for staff development (including: mentorship, improvement efforts and meeting the district mission). It will serve as a support group for building site councils in the areas of: problem solving, decision making and staff development.

Staff Development Team will develop an academy plan annually to guide its activities in the areas of staff development and school climate.

2. **Building Site Councils** (See Board Policy #808)
3. **Curriculum Advisory Council** – 16 parents review annual curriculum on cycle with teachers and administrators to make recommendations to the school board about adoptions and purchases.
4. **Curriculum Department Committees** under Department Facilitators (16) regular meetings are held to review curriculum including our MISSION, PHILOSOPHY, and GOALS. The Curriculum Departments, working with the Curriculum Advisory Council, will establish essential learnings for each discipline based on current research, standards, and trends.
5. **Technology Committee Process.** The Delano Public Schools, as approved by the Curriculum Advisory Committee at its November 2000 meeting, has a four part technology committee support system.
 - **Technology Planning Steering Committee** (Chairperson: Technology Coordinator). This Committee has representation from all the other stakeholder groups and is responsible for the development of our five-year plan and the implementation of the subsequent action plans. This committee, along with the Technology Coordinator, lead district technology purchasing decisions.
 - **Technology Curriculum Committee** (Chairperson: Curriculum Coordinator) This committee is not on the regular curriculum cycle, but is charged with reviewing, updating and recommending technology curriculum, concepts, hardware and software to the Technology Planning Steering Committee. This committee makes recommendations related to purchases in the areas listed above.

- **Building Technology Committees** (Chairperson: selected from group) This committee reports to the Technology Planning Steering Committee. They make recommendations to the steering committee about technology needs, directions for their building and supervise in house technology activities.
 - **Business Partnership Committee** This committee has representation from local businesses, agencies, administrators, and teachers to set career exploration and school-to-work opportunities for students. District #879 Business Partnership mission is to support the Technical Preparation Strategy Plan by serving as a resource for identifying skills, exploring applications, and enhancing awareness of potential careers in the community and beyond. This committee sponsors a Career Fair in January, the Career Expo in March, and Shadow Day opportunities in April.
6. **Graduation Standard Committee.** This committee analyzes the state mandates for the Graduation Standards, sends people for training on the mandates as needed, and sets guidelines and local requirements in the form of recommendations for implementation of the standards. The School Board accept and make policy. This committee is responsible for writing the Graduation Standard Implementation Policy Manual and annually updating it.
 7. **Student Contact Team** discuss at-risk students developing plans, programs, etc. This group acts as the final screen for special education referrals.
 8. **Grade Level Teams:** (Grades K-8) hold regular team meetings to discuss resource allocation, how subjects will be delivered and recommend student placement for the next year.