

## **308 - 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**

Alexandria Public School District – No. 206 is committed to enhancing educational decisions through the use of a shared decision making process. 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. For the purposes of this policy, persons shall be known as stakeholders. The stakeholders include parents, 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:

- Building site or program challenges: Teacher, Coach, Principal, Director
- Districtwide challenges: District Administration, Assistant Superintendent, Superintendent, School Board

The District is committed to using a shared decision making process as a means for:

- Improving communication and involvement
- Increasing cohesion, cooperation and collegiality
- 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 in the hands of 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.

The District school board and superintendent affirms their intent to implement a shared decision making process. This process is declared in the District Decision Making Matrix. The matrix defines the stakeholders and parameters of the decision making process.

### **IV. DECISION MAKING DEFINITIONS, PARAMETERS AND PROCESS**

#### **A. Definitions**

1. Shared Decision Making Process: The collaborative process in which stakeholders of the school community are involved in making decisions to improve the quality of student learning.
2. Evidence Based Decisions: Decisions that are based on a collection of evidence with the findings defining the benefits and challenges, the relationship to mission and belief, and the decision making impact.
3. School Board: Elected seven-member board of education.
4. District Administration: Superintendent, Assistant Superintendent, District Level Administrators, District Level Directors and/or personnel with districtwide management responsibilities.
5. District Level Committees: Committees with representatives from various stakeholder groups that address decisions from a districtwide perspective. These committees will also be assigned the status of task force, study group or cohort.
6. Building Administration: Building level administrators, directors and/or personnel with building site management responsibilities.
7. Building Site Leadership Team: School building site or program level leadership team with representations from the various stakeholder groups.
8. Building Level Committees: Building site level committees assigned to address only building or program level challenges. Committees may also be given the status of task force, study group or cohort.
9. 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 within the District.

B. Parameters – Shared Decision Making Matrix (Appendix A)

Parameters will be used to implement the shared decision making process. The District Shared Decision Making Matrix lists the topics subject to shared decision making and the appropriate use of the decision making process. Stakeholders will be involved in one or more of the following activities in completing the decision making process:

- (a) Study: Gather evidence and examine
- (b) Develop: Seek solutions from available evidence
- (c) Review: Receive evidence and examine
- (d) Adopt/Approve: Formal act of acceptance, consent and action
- (e) Supervise: Oversee, direct and finalize
- (f) Implement: Place into action and accomplish

Given decisions may be appealed within the district’s established legal policy and procedural requirements.

C. Evidence Informed/Learner Driven (Appendix B)

The District is committed to making decisions based on evidence. Evidence will be gathered, analyzed and acted upon to insure the best decisions are made to improve the quality of student learning. An organizational method for incorporating evidence gathering analysis and action is defined in the District Evidence Informed/Learner Driven Plan . This process will be implemented and monitored by District administration.

The study level of the decision making process will be determined by the administration based on the impact of decision on program, services and stakeholders. The levels of the decisions will be:

- Complete Study
- Partial Study
- Consultant Study

D. QuickSolve Decision Making (Appendix C)

The District recognizes the benefit of using the QuickSolve process for developing timely action-based recommendations for challenges facing the District. The process uses problem-solving tools and involves representatives from stakeholders involved in the challenge. The process identifies the parameters of the QuickSolve and the decision-maker for the recommended resolutions. QuickSolve resolutions do not require school board action.

E. Leadership Expectations (Appendixes D and E)

District staff will use the leadership expectations identified in “Leading Through Teamwork” and “Holonomous Teamwork” as a guide in completing decision-making tasks.

**V. BUILDING SITE LEADERSHIP TEAMS**

A. Purpose

Each building site will establish a leadership team to enhance the educational decisions of the building’s programs and services. The assigned building administrator will coordinate the leadership team and be a participating member of the team.

B. Team Model

Each building site administrator will determine a recommended leadership team model for school board approval. The model shall be reflective of the building site’s culture and have input from staff, parents, students and administrators. An appeal of a site’s team model by a stakeholder shall be made to the school board. The decision of the school board is final.

Each team model will include:

- Representative membership and/or involvement
- Communication process defined for sharing information
- Decision making process defined
- Organization of Educational Decisions, including:
  - (1) School Improvement Goals
  - (2) Staff Development and Training
  - (3) Site's Management and Organization

C. Leadership Team Member

Each leadership team member must be involved in the functions of the leadership team. A general job responsibility description will serve as a guide for a team member and will be developed by the district administrators. Each site can make modifications in the description as necessary.

D. Site Decision Making

Each building site leadership team will develop a process for making decisions impacting the site's programs and services. The site decisions shall not be in conflict with the District's Mission Statement, Beliefs or Policies. Also, the decisions shall not be in conflict with Minnesota State Statutes.

When appropriate, leadership teams 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 or as needed, site councils will receive and update the developed procedures and guidelines as required.

## **VI. DECISION MAKING PROCESS TRAINING**

The District is committed to insuring that ongoing training and staff development occurs to improve the decision making skills of the district's administration, building leadership team committees and stakeholders.

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