



## **CFD - SITE-BASED MANAGEMENT**

The superintendent affirms the District's commitment to site-based management and collaborative input in decisionmaking, in accordance with this policy, as an important component in implementing the District's mission to "Educate Every Child, Every Day." This commitment is grounded in the belief that individuals responsible for implementing a program or initiative, as well as those affected by the program or initiative, should generally have an opportunity to provide input regarding both the content and delivery of the program or initiative. Stakeholders who may be involved in the collaborative decisionmaking process could include but are not limited to the following: administrators, certified and classified staff, parents, and community members. After a program or initiative has been implemented within the District, it shall be evaluated and refined under the continuous improvement model.

### **SITE-BASED DECISIONMAKING**

All site-based decisions and all actions taken at the site-based level shall comply with applicable federal, state and local laws; District policies, regulations and administrative guidelines; District contracts (including employee agreements); and District budgetary restrictions. Based on the foregoing compliance requirements, site leaders are charged with determining whether collaborative input in connection with particular decisions is necessary or appropriate and, if so, to what extent.

The superintendent is charged with determining which decisions shall be made at the site level and which shall be made at the District level, based on the foregoing compliance requirements and consideration of whether the decision impacts one or more sites, grade levels, or departments, and/or the District or community as a whole. Examples of decisions generally made at the District level are those involving curriculum, budget, hiring of administrative personnel, and the school calendar. Examples of decisions generally made at the site level are those involving the development of school improvement goals, allocation of resources, and hiring of staff.

A District site-based decisionmaking council, appointed by the superintendent, shall formulate recommendations for a matrix delineating which decisions are to be made at the site level and which decisions are to be made at the District level. The council shall also be responsible for periodically reviewing and recommending modifications to the matrix under the continuous improvement model. Additionally, the council will arrange for annual training on site-based management targeted specifically at leaders and stakeholders new to the collaborative decisionmaking process. All council recommendations shall be made to the superintendent and must be aligned with federal, state and local laws; District policies, regulations and administrative guidelines; District contracts (including employee agreements); and District budgetary restrictions.

## PARTICIPANTS/STAKEHOLDERS

Informed decisions are best made when site leaders actively engage those with knowledge, training and/or experience concerning the matter at issue and the input of those who will be affected by the leaders' decisions. Such meaningful and collaborative input will assist site leaders in making the best decisions regarding the building, department, staff and students for whom they are responsible.

As part of their decision making process, site leaders shall obtain input from staff, parents, community members, and (where appropriate) students through a variety of forums, including but not limited to ad hoc committees, advisory councils, standing committees, surveys, and public meetings. Representation will vary according to the issues being considered.

## SITE GOVERNANCE AND ACCOUNTABILITY

The governing structure of each school site shall include the following elements:

1. A vision statement that supports the District's mission statement.
2. A site-based decisionmaking group whose responsibilities shall include but not be limited to the school's accreditation report, goals, educational objectives to be achieved, strategies to be employed, and how the strategies will be evaluated for effectiveness. Membership of this committee along with an accounting/listing of meeting schedule will be reported annually as part of the school improvement plan. The report will include a brief description of the steps and/or process taken to ensure meaningful participation and representation of parents and community members.
3. The development, use, and reevaluation/revision (through the continuous improvement model) of a decisionmaking process based on collaborative input. The site-based decisionmaking process shall include a method for determining the interested stakeholders in different matters arising from time to time that require a decision, as well as a method for obtaining the stakeholders' input to be considered in making the decision. The site-based decisionmaking process shall provide for the utilization of central administration resources and support as deemed necessary or desirable.

Collaborative input in decisionmaking is not intended to supplant the leadership duties and responsibilities of the principal as school site leader, which duties and responsibilities are specified in the principal's job description and in directives that may be given from time to time by the superintendent, assistant superintendents, or their designees.

The principal shall be accountable for both the implementation and results of his or her site-based decisions. This includes the school site's compliance with all applicable federal, state and local laws; District policies, regulations and administrative guidelines; District contracts (including employee agreements); and District budgetary restrictions.

#### VARIANCE PROCESS

If a site wishes to request a variance from District policy, regulations, or administrative guidelines, the principal must present a written request to his or her supervisor. Using his/her discretion, the principal's supervisor will determine if the variance request should be presented to the superintendent's cabinet, which will consider and take action on the request.

#### CONTINUOUS IMPROVEMENT MODEL

Decisions made and implemented within the Poudre School District shall be subject to review and further action under a continuous improvement model. Under the continuous improvement model, the District shall annually assess achievement of its strategic initiatives. In addition, each school and department in the District shall develop or modify (as appropriate) annual plans, review those plans with a designated supervisor during the annual goal-setting process, implement those plans, and evaluate the results. This cycle shall be repeated annually, with the expectation that improvement will be achieved at all sites and in all departments and levels of the District.

Adopted by Board: April 1994

Revised by Board: September 22, 1997

Revised by Superintendent: January 22, 2007

#### CROSS REFS:

CFD-R, Site-Based Management