

**BEND – LA PINE SCHOOL DISTRICT NO 1  
ADMINISTRATIVE REGULATIONS  
CODE: IFCA/CFA-AR  
DATED:  
REVISED:  
REVIEW DATE:  
REVIEWED BY:**

**DECISION MAKING FRAMEWORK/SCHOOL SITE COUNCILS**

The Board recognizes the value of collaborative planning and decision making by the staff of the district and endorses the Oregon Education Act for the 21<sup>st</sup> Century, Educational improvement and Reform. Site-based and team decision making is a collaborative process used to define goals, identify problems, formulate plans, shape directions, monitor implementation and conduct programs evaluation. It is founded in the belief that those individuals responsible for implementing a program should be actively involved in the formulation of the program. In particular, school site committees create an avenue for input from licensed and non-licensed staff, parents and community members at large with first hand knowledge of local of local school issues.

The delegation of decision-making to site councils and other teams increases the need for timely and accurate communications to all impacted and interested parties within the school district community. Each decision making group shall establish and implement a comprehensive communications plan.

The goal of the district's decision making framework is to enhance student learning by strengthening the professional work environment of staff. Decision making teams shall meet the curricular and instructional needs of students by developing school and support service department plans compatible with the district's vision and mission.

The decision-making authority, roles and responsibilities defined in this policy necessitate a commitment to training for all those involved with this process. Site team decision making is a continuously evolving process and the responsibilities, authority, roles, process and course of direction in this policy will be modified from time to time in order to acknowledge changes in law, administrative rule and the needs of students, staff, parents and the community.

The Board retains the overall responsibility for setting the vision and policy of the district. The overall management of the district and its operations is the responsibility of the superintendent.

**A. Decision-making teams**

District decision-making teams will minimally include the following:

1. Each district school shall have a site council. Site council membership shall be as set forth in Oregon law. Each site council shall develop structure and operational procedures of the council, including rotation of members' terms, process of selecting members, methods for decision making and recording and communicating council decisions.
2. Each support service department shall have a decision-making team. The department teams are made up of the department administrator or supervisor and (if practical) representatives from each occupation within the department; or, if a small department, all staff. Department teams may

appoint representative(s) of the community at large, especially those in similar business functions. Department staff shall be selected by election of peers in the department.

3. The superintendent may utilize decision-making teams to process district wide issues. Teams commonly used shall include:
  - a. Horizontal teams, including all school administrators, by school level elementary, middle and high school.
  - b. Vertical teams including, all school administrators in teams by regions, Mountain View, Bend and La Pine. Support service department administrators and supervisors shall be assigned to the teams.
  - c. The total management team, including all administrators and supervisors in the district.
  - d. The strategy team, including central office staff members, teacher and non-licensed representative(s) selected by the superintendent, a representative from the Board and representatives from horizontal and vertical teams.

## B. Responsibilities

Decision-making teams and individuals are assigned to the following tasks:

1. Implementation of site-based and team decision making:
  - a. The Board shall delegate decision-making authority, assign responsibility and set operational parameters through policy. The Board supports the allocation of resources for implementation of site-based and team decision making through the budget development process.
  - b. The superintendent defines decision-making teams to process district wide issues.
  - c. School administrators, department administrators and supervisors and central office staff direct site-based decision making process at their schools and departments and model collaborative behavior for decision making.
  - d. School administrators and department administrators and supervisors work collaboratively with site councils and department teams to implement team decisions collaboratively.
2. Mission, Goals and Policy:
  - a. The Board shall establish the vision and mission of the school district and set district policy.
  - b. The central office together with the Board, shall develop district goals, draft policies and implement procedures to carry out district policy.
  - c. Each site council, working with school staff, shall set the school mission, goals and objectives, consistent with the district's vision, mission, goals and objectives.
  - d. Each department team shall define and implement the department mission and goals addressing improvement in effectiveness and efficiency of services performed by the department, consistent with district's vision, mission, goals and objectives.
  - e. Site administrators and supervisors shall provide leadership to implement their site's mission and goals.
3. Implementation of ORS Chapter 329: Oregon Education Act for 21<sup>st</sup> Century; Educational Improvement and Reform.

- a. The Board establishes school district requirements for minimum completion of the Certificate of Initial Mastery (CIM) and Certificate of Advanced Mastery (CAM), and other graduation requirements.
  - b. The central office serves as a resource to all administrators, supervisors and decision-making groups, and monitors and maintains compliance with state, administrative rules and Board policy.
  - c. A collaborative team, with appropriate site council representatives, shall work with representatives of the central office, in the development of implementation of CIM program and CAM strands.
  - d. The site councils' primary responsibilities are, the development of plans to improve the professional growth of the school's staff, the improvement of the school's instructional program, the development and coordination of plans for the implementation of programs under this chapter at the school, and the administration of grants-in-aid for the professional development of teachers and classified district employees. Site councils shall coordinate implementation of the Oregon Education Act at the schools. Each site council shall meet the needs of all students in the school in the implementation and evaluation of curriculum, including students with disabilities, students qualified for Section 504 and students qualified for talented and gifted programs. Evaluation of the instructional program shall be tied to each school's improvement plan.
  - e. A collaborative team shall establish the selection process for textbooks and instructional materials. The team shall be organized by the central office and include central office, site administrators and teaching staff selected by subject area and grade level.
4. Profiles:
- a. Each site council shall establish a school profile for use as an information base for school goals and evaluation of the instructional program. Each site council, with leadership from the school principal, shall develop the School Improvement Plan.
  - b. Each support service department team shall establish a support service site profile and improvement plan.
5. Professional Growth and Career Opportunity Training:
- a. Each school administrator and department administrator and supervisor shall maintain a professional growth plan for each staff member at their site and cause annual evaluation of progress toward professional growth goals.
  - b. Each site council shall develop and implement a plan to improve the professional growth and career opportunities of the school's staff. Site councils shall be responsible for administering grants for professional development.
  - c. Each department team shall plan professional and career opportunities training for the department staff.
6. Management of Operations:
- a. The superintendent shall provide overall management of the school district and its operations.
  - b. School administrators and department administrators and supervisors shall manage the day-to-day operations of the sites.
7. Program Evaluation:

- a. Each site council shall evaluate the instructional program for all students at the school. (This responsibility may be delegated to a staff team).
- b. Each department team shall implement a system to evaluate the department's services.

8. Hire and Evaluate Staff:

- a. The Board shall select, hire and evaluate the superintendent. The Board shall employ and release school district staff. The Board shall conduct collective bargaining with employee unions.
- b. The superintendent shall select, assign and/or reassign school principals and department administrators and supervisors. The superintendent may include representation from a school's site council in screening applicants when a principal position is open and, is not intended to be filled as a component of an administrative reorganization plan. The superintendent shall take action on recommendation from school principals and department administrators and supervisors on employment of assistant administrators and supervisors. However, the superintendent may unilaterally select, assign and/or reassign assistant principals and assistant department administrators and supervisors in a reorganized plan.
- c. The central office shall provide centralized personnel services of recruitment, screening applicants and recommending school district staff for employment and release from employment. The central office shall administer the district staff evaluation program and implement the Board's collectively bargained agreements.
- d. Except as set forth in 8.b. above, school administrators and department administrators and supervisors shall lead the process of selecting assistant administrators or supervisors for the school or department.
  - 1) Principals and department administrators and supervisors shall involve the site council or support service department team in candidate screening and the interview process.
  - 2) Principals and department administrators and supervisors shall recommend the finalist candidate(s) for assistant administrators and supervisors to the superintendent.
- e. Each principal shall select, assign and evaluate his/her school staff. The selection process shall include team screening and interview.
- f. Each department administrator and supervisor shall select, assign and evaluate his/her department staff. The selection process shall include team screening and interview.
- g. The La Pine Local School Committee may recommend rejection for the ensuing year of any teacher assigned to a La Pine school by the Board, within the process set forth in Oregon law.

9. Budgeting and Budget Management:

- a. The Budget Officer shall determine the total budget amounts to be allocated to each cost center annually, considering input of the total management team of the school district. The budget Officer shall cause costs related to administrators and supervisors, utilities, debt service and other like expenses to be budgeted centrally.
- b. Each principal shall develop the proposed budget for his/her school, excluding those costs that do not fluctuate with school enrollment (e.g. administrative assignments and utilities). Decisions, which may affect other sites, must have written support from the affected site(s); decisions which may affect the delivery of district programs must have written support of the superintendent. Principals shall review their school budgets with their site councils.
- c. Each department administrator and supervisor shall develop the proposed budget for his/her department, excluding costs of administrator and supervisor assignments and utilities.

Department administrators and supervisors shall review their department budgets with their department teams.

- d. The Budget Officer shall deliver the proposed budget and the Budget Message to the Budget Committee.
- e. The Budget Committee shall approve the budget.
- f. The Board shall adopt and appropriate the budget and certify taxes for levy.
- g. School administrators and department administrators and supervisors shall manage their cost center budgets after adoption. The central office shall provide guidelines and systems for purchasing, accounts payable, payroll and financial reporting; and, shall maintain a district-wide administrative data processing system for business transactions, accounting and financial reporting to meet requirements established by accounting standards and state law.
- h. The Board shall review and accept the district audit.

10. Alternative Education Programs:

- a. The central office shall establish alternative education procedures, and operate off-campus alternative education program(s).
- b. Each site council shall design and implement on-site alternative education programs, as appropriate. (The site council may delegate this responsibility to a staff team).

11. Student Behavior, Discipline and Attendance:

School administrators shall maintain school level management plans and procedures for student behavior, discipline and attendance and assure those plans are implemented. The principal of each school will review proposed changes to such guidelines with the school site council prior to implementing those changes.

12. Volunteer Programs:

School administrators, or their designees shall maintain guidelines for parent and community volunteer programs, in accordance with applicable School Board policy. The principal of each school will review proposed changes to such guidelines with the school site council prior to implementing those changes.

13. Monitor, Maintain Compliance and Be a Resource:

The central office shall monitor and maintain compliance of all school district programs and activities within applicable federal and state laws and administrative rules, School Board policies and collective bargaining agreements. The central office shall serve as a resource to site administrators and supervisors, site councils and department teams.

14. Safety, Security and Protection of Assets:

- a. Each department team shall implement a plan for department risk management, including safety of staff, security of facility and protection of assets assigned to the department.
- b. Each school administrator shall implement a plan for risk management at the school, including student and staff safety, site security and safe keeping of district assets at the site.
- c. The central office shall develop and implement building, grounds and equipment maintenance programs for appropriate learning environments, safety of students and staff and protection of the public's investment in assets.

15. Fund Raising Activities:

The school administrators shall develop procedures for management of school based fund raising activities and shall work with the nutrition services supervisor on those activities, which involve sale of food products during the school day.

16. Other School Board Responsibility:

- a. The School Board shall adopt the school year calendar(s).
- b. The School Board shall support administrative procedures that fall within district goals and mission.
- c. The School Board shall advocate for the district and its students at the community, regional and state levels.

17. Other Central Office Responsibilities:

Other District wide central office duties are as follows:

- a. To provide guidelines for planning, developing and implementing school, support service department and district construction projects and to coordinate, manage or monitor such projects.
- b. To provide student food services for breakfast and lunch in the schools and regulate potential competing food sales to insure compliance with the National School Meals Program.
- c. To provide an integrated district wide technology support program including product acquisition, staff development and operations and maintenance support for hardware, software, telecommunications, network and security system.
- d. To maintain a district wide administrative data processing system in compliance with all Oregon Department of Education retention and reporting requirements for student and staff records, and for business transactions accounting and financial reporting to meet requirements established by accounting standards and state law.
- e. To provide student transit services for home to school transportation, and as feasible, for co-curricular and extra curricular trips.
- f. To develop guidelines and monitor compliance for talented and gifted, special education, Section 504 of the Rehabilitation Act of 1973, English as a second language, Chapter I and other similar, district wide programs.
- g. To provide printing services and production resources for district publications.
- h. To monitor and insure compliance with all Oregon standards for public schools.

18. Other Collaborative Team Responsibilities:

Other decision-making responsibilities assigned to collaborative teams are as follows:

- a. Parent-teacher conference schedules shall be determined by a team with representatives from the central office (including student transportation and nutrition services) and from site councils.
- b. The length and scheduling of the school day shall be decided by a team with representatives from the central office (including student transportation and nutrition services) and from site councils.