

**SCHOOL-BASED MANAGEMENT AND SHARED DECISION MAKING**

**General Purposes**

1. The Governing Board desires to improve student learning by providing school site staff and parent/guardian groups opportunities to collaboratively develop, plan and implement school improvement and school restructuring projects through school-based management and shared decision making (SBM/SDM).
2. The goal of SBM/SDM and related school improvement and school restructuring efforts shall be to improve teaching, increase academic achievement, and foster positive behavioral development of all CUSD students.
3. All SBM/SDM school improvement and school restructuring projects shall be consistent with the District's mission, goals, strategic plan and adopted curricula.
4. Through the SBM/SDM process, school communities may collaboratively develop plans which involve one or more of the following areas:
  - a. Enhanced instructional designs;
  - b. Effective student behavior or school safety programs;
  - c. Specialized, thematic or integrated curricula;
  - d. Expanded student services;
  - e. Innovative student grouping designs;
  - f. Enhanced parent/guardian involvement programs; and/or
  - g. Innovative approaches to allocation of time, personnel and other resources.
5. Under the direction of the Board and Superintendent, and in accordance with this policy, each school site which is seeking approval to make significant modifications to instructional or operational practices must have broad-based, school-community support for its school improvement or school restructuring plans. All such plans must identify instructional priorities, include specific goals and objectives, and describe methods for annually assessing improved student learning and evaluating project effectiveness.
6. In most cases, school improvement and school restructuring projects will be cost-neutral and will utilize the school sites' normal operating budgets and School-Based Coordinated Budgets. Schools may also seek grants or other out-of-district fiscal support for special projects needs.

**SCHOOL-BASED MANAGEMENT AND SHARED DECISION MAKING (continued)**

7. The Board desires to support school-community decision-making responsibilities with appropriate inservice training. The Superintendent or designee shall assist School Site Councils (SSC), school leadership teams, and ad hoc school planning groups in establishing planning processes, increasing consensus-building/ conflict resolution skills, planning innovative use of resources and staff, and/or developing new programs based on student needs, school-community interests, and special talents and resources at individual schools.
8. School-Based Coordinated Plans, which are annually updated by SSCs and adopted by the Board in accordance with Board Policy 6138, shall incorporate all school improvement and/or school restructuring plans. School sites may submit amendments to their School-Based Coordinated Plans for Board consideration and approval throughout the year.
9. Many School-Based Coordinated Plans and other initiatives for school improvement will be within the school site's normal span of authority. Such School-Based Coordinated Plans will be submitted for Board approval in accordance with Board Policy 6138. Simple school program improvements which are not part of School-Based Coordinated Plans and which are within the school site's normal span of authority need not be submitted for Board approval.
10. It is recognized that SBM/SDM and related school improvement and restructuring may involve innovative approaches to meeting the District's goals and fulfilling its mission. Plans for such proposed school improvement or restructuring projects may conflict with: an article(s) or section(s) of the California Education Code, CUSD Board policies or procedures; and/or a current collective bargaining agreement(s). In the event such a conflict may exist, the proposed plan will be reviewed by the District Restructuring Council (DRC).

**District Restructuring Council (DRC)**

**Purpose:**

The District Restructuring Council (DRC), which shall be representative of major school district stakeholders, shall serve as a collaborative group charged with the responsibility of reviewing all SBM/SDM proposals for school site improvement or restructuring plans which require waivers of Education Code, waivers of CUSD Board policies or administrative regulations, and/or "exceptions without prejudice" to any articles or sections of current collective bargaining agreements.

1. The DRC shall review each such school improvement or school restructuring proposal/plan to determine whether it meets the following criteria:

**SCHOOL-BASED MANAGEMENT AND SHARED DECISION MAKING (continued)**

- a. The plan demonstrates a significant potential for successfully improving the teaching and learning process, increasing student achievement, and/or enhancing student social/emotional growth;
  - b. The plan is consistent with the District's major goals and mission and is designed to foster student success in the District's adopted curricula;
  - c. There is evidence among all affected parties of consensus for supporting the plan's implementation;
  - d. The plan includes provisions for annually assessing the degree to which the plan meets its stated goals and objectives, as well as major District goals and curricular objectives; and
  - e. An exception to Education Code, Board policy requirement, and/or a collective bargaining agreement is needed for successful implementation of the plan.
2. The DRC shall act by consensus to either:
- a. Certify that the proposed plan meets the criteria outlined in section 11.A.1 of this policy and send the proposal on for consideration by the Board and as needed, the appropriate collective bargaining unit.  
  
Proposals requiring a waiver of CUSD Board policy will require the approval of the Board. Exceptions to District operating procedures will require the approval of the Superintendent. Proposals requiring "exceptions without prejudice" of a collective bargaining unit agreement will require the approval of the appropriate bargaining unit and the Board. Proposals requiring a waiver from the California Board of Education will require an approved Request for Waiver from the CUSD Board and written concurrence of the Capistrano Unified Education Association.
  - b. Return the proposal to the School Site Council with suggestions for revision; or
  - c. Reject the proposal, identifying major reasons for such rejection.

**Membership:**

1. The Superintendent shall annually appoint all members of the District Restructuring Council, except the Trustee member who shall be chosen by the School Board, and those representing collective bargaining units who shall be appointed by the appropriate bargaining unit. The DRC shall be composed of an Executive Board, an Elementary School Subcommittee, a Middle School Subcommittee and a High School Subcommittee.

**SCHOOL-BASED MANAGEMENT AND SHARED DECISION MAKING (continued)**

2. The membership of the Executive Board of the DRC shall include:
  - a. Superintendent or designee
  - b. Trustee
  - c. High School Student
  - d. Parent Council President or designee
  - e. Business Community Representative
  - f. \*CUEA President or designee
  - g. \*Two Grade Level Teacher Representatives
  - h. CSEA President or designee
  - i. CUMA President or designee
  
3. Each DRC Subcommittee shall be comprised of one of each of the following members:
  - a. District Administrator
  - b. School Principal
  - c. Parent/Guardian
  - d. \*Teacher (also serving on Executive Board)
  - e. School Site Classified Employee (appointed by CSEA)

The middle and high school subcommittees shall also include one student representative.

\*NOTE: The CUEA President/designee and two other teacher grade level representatives shall serve on both the Executive Board and a Subcommittee. The high school student shall serve on both the Executive Board and the High School Subcommittee.

**SCHOOL-BASED MANAGEMENT AND SHARED DECISION MAKING (continued)**

4. A DRC Facilitator, who shall serve as a nonvoting member of the DRC, shall be chosen by the Superintendent and shall be responsible for: publishing the annual DRC Meeting Calendar; preparing and distributing agendas, minutes and proposal materials; assisting the Executive Committee in reaching consensus on proposals before it; and moving proposals through the SBM/SDM process.
5. District administrators, including representatives of such support services as Maintenance and Operations, Transportation, Food Services, Human Resources, Business and Finance, Risk Management, and Facilities, as well as legal counsel shall serve as needed to advise school community planning groups, DRC Subcommittees and the DRC Executive Board.

**Meetings:**

1. The DRC Facilitator shall publish an annual calendar of monthly meetings. All proposals to the DRC must be submitted at least two weeks prior to the date of the meeting in which it is to be reviewed.
2. As soon as the DRC Facilitator receives a proposal, the appropriate Subcommittee and any needed advisors will be notified of the meeting date when the proposal will be reviewed.
3. The DRC Facilitator shall distribute an agenda, proposals and supporting materials to DRC members at least one week before the proposals will be reviewed.
4. In the event no proposals are submitted during any month, the next DRC meeting will be cancelled.

**School Site Council**

The composition of School Site Councils (SSCs) shall meet the requirements of Education Code 62002.5 as follows:

1. In elementary schools, half of the members include the principal, classroom teachers, and other school personnel; half are parents/guardians or other community members. Classroom teachers are a majority of the first group.
2. In secondary schools, half of the members include the principal, classroom teachers, and other school personnel; half are students, parents/guardians or other community members. Classroom teachers are a majority of the first group; students make up half of the second group.

## **SCHOOL-BASED MANAGEMENT AND SHARED DECISION MAKING (continued)**

### **Shared Decision Making**

All decisions by school-site planning groups, School Site Councils, and the DRC Executive Board and Subcommittees shall be reached by consensus. Consensus will be defined to have been reached when:

1. All group members have been given the opportunity to participate in contributing to or reviewing the proposal in final form.
2. Differences of opinion, which shall be viewed as contributing to the process, have been aired.
3. All members of the affected groups and the decision-making body have had a chance to state their opinions about the issue.
4. All members of the working group or decision-making body have agreed to go along with the decision.

For school improvement or restructuring plans, this state is usually reached when each member of the group or decision-making body agrees to support at least a one year pilot effort of the proposal.

### **School-Based Proposal Development**

1. Proposals for school improvement or school restructuring may be initiated by any school-based group including, but not limited to, a combination of one or more of the following: an entire school staff, a grade-level team, an interdisciplinary school team, a school department, a school leadership team, a parent/guardian group, a student council or other student group, or the School Site Council.
2. School community members who will be significantly affected by the school improvement or restructuring plan must participate with the site administrator in a shared decision-making process to gain support of the proposed plan. Major restructuring projects shall involve the entire school community.
3. When consensus and support for a school improvement or restructuring project has been developed, the proposed plan shall be forwarded to the School Site Council (SSC) for final review. The SSC will verify that there has been appropriate opportunity for the school-community to be informed of the plan and participate, as appropriate, in its development.

**SCHOOL-BASED MANAGEMENT AND SHARED DECISION MAKING (continued)**

4. Upon adoption by the SSC, project plans which do not require waiver of California law, waiver of CUSD Board policy or operating procedure, or exception of current collective bargaining agreements shall be forwarded to the CUSD Board for consideration for adoption as an amendment to the School-Based Coordinated Plan.

**Proposal Approval, Evaluation and Renewal**

1. All decisions of the DRC will be based on the potential the proposal holds for improved student learning, the workability of the proposal, a demonstration of consensus by affected parties, and the presence of a meaningful program evaluation process.
2. When the DRC forwards proposals to the Board and collective bargaining unit, consideration for Board approval shall not be agendized until after the executive board of the bargaining unit has had an opportunity to meet to consider the proposal.
3. All waivers and "exceptions without prejudice" will be granted for one year. At the close of each project year, the School Site Council shall submit a project evaluation to the DRC, and, as appropriate, a request for approval to continue with the project.
4. The DRC will review project evaluations and forward them with comments to the Board and, as appropriate,  
  
bargaining units. All request for continuing projects will require the approval of the Board and appropriate bargaining units. Continuing waivers of Education Code will require approval of the California Board of Education.

**Training in School-Based Management and Shared Decision Making**

1. It is recognized that SBM/SDM is an innovative process and all school communities, regardless of whether or not they are not submitting proposals to the DRC, will need training in consensus building and shared decision making.
2. A District team of trainers in consensus building and shared decision making shall provide overview training to the members of CUSD School Site Councils and interested members of the school community.
3. Schools which are embarking on substantial restructuring or school improvement projects shall request extensive training from the District team.

**SCHOOL-BASED MANAGEMENT AND SHARED DECISION MAKING** (continued)

4. The District team shall consist of administrators, teachers, and, as appropriate, classified employees who themselves have training or expertise in consensus building and shared decision making. Schools may schedule such training on student-free days.