

## SAN DIEGO CITY SCHOOLS

### Shared Decisionmaking Procedures

#### I. Goal

The goal of shared decisionmaking is to improve the achievement of all students through quality teaching and learning experiences.

#### II. Definition

Shared decisionmaking is an inclusion process in which stakeholders, as defined in this document, work cooperatively to make decisions that positively affect student achievement.

#### III. Outcomes

All stakeholders are valued and feel that their involvement/input has helped to improve student achievement, social development of students, civic responsibility, the working life of employees, and the quality of life for children, parents and community.

#### IV. Requirements

1. **Membership: Composition of Team:** The composition of the Governance Team shall represent the various stakeholder groups (teachers, parents, administrators, classified and students.) Sites shall make a concerted effort to achieve diversity among their membership. These teams must be composed as follows:

50% SDTA Unit Members (including site representative)  
35% Parents/community (including at least 3 parents)  
15% Others (including CSEA representative and student at secondary levels)  
And the Principal

2. **Election of Representatives:** Representatives of constituency groups shall be elected democratically by their constituency.

3. **Written Governance Document:** Some schools create their shared decisionmaking document through the use of a design team. Others create their governance team first, and then the governance team designs the governance document. The governance structure/operational process must be in writing.
4. **Role of Governance Team Members:** The role of governance team members is to support the goals of the school and school district by:
  - Supporting the shared decisionmaking process
  - Seeking input and sharing outcomes with constituency groups
  - Attending meetings regularly
  - Becoming familiar with the governance document
  - Sharing information, expertise, and documents necessary to make informed decisions
  - Ensuring that decisions made do not violate contracts, law, district policy and procedure
5. **Ratification of Governance Documents:** The governance document must be submitted to each constituency group (certificated, including site administrators and certificated support staff, classified, parents, and students if appropriate) in a secret ballot ratification vote. Ratification requires a two thirds vote of those voting within each constituent group.
6. **Review and Amendment of Governance Documents:** Governance documents shall be reviewed once every two to four years. Each site shall determine a process and a timeline for the review of the document and the submission of amendments. Amendments resulting from such review shall be ratified in accordance with the preceding paragraph.
- 7.a **Decisionmaking:** It is expected that a Governance Team should be operated by consensus, where lack of agreement is viewed as a signal that the best option has not yet been developed and put forward. Consensus, however, need not mean unanimity, nor should all decisions require endless discussion. Consensus means that all parties can agree with the decision. Whether discussion on a given issue continues should depend on a) the importance of the issue relative to others on the agenda, given available time, b) whether those with differing views feel satisfied that others have understood their views, whether or not they have reached agreement, and c) how strongly people feel about the issue. After thorough discussion and serious efforts to understand the reasoning behind opposing views, the Governance Team will initiate the agreed upon decisionmaking process.

7.b **Decisionmaking Process:** Each Site Governance Document shall include a process to be used by the Governance Team in reaching decisions at the site. The process for reaching decisions shall include the following steps:

- Step 1: Decide by consensus.
- Step 2: If consensus cannot be reached, they will use their previously determined democratic decisionmaking process.
- Step 3: If a principal dissents from a majority decision of the Governance Team, the issue will be sent to the Shared Decisionmaking Dispute Resolution Committee (members of the CAC plus five parents appointed by the district and the association). Decisions by this body to uphold or deny the principal's dissent, shall be made by majority vote. Issues should be resolved expeditiously.
- Step 4: *If a principal disagrees with a decision of the Shared Decisionmaking Dispute Resolution Committee ("SDDRC") he/she may request review of that decision by the Board of Education ("Board"). The Board, on its own, may review any decision of the SDDRC or of a Governance Team. The Board's decision following any such review shall be final.*

8. **Scope of Authority:** Scheduling/Assignments, Staffing and Budget

While it is recognized that the principal has the right to schedule/assign, staff, and budget the school, Principals and Governance Teams should operate in accordance with the following specifications in the three areas of scheduling/assignments, staffing, and budget:

8. Scope of Authority (continued)

Scope/Tasks	Responsibilities/Roles	
	Governance Team	Principal
Scheduling/ Assignments	<ul style="list-style-type: none"> <li>• In collaboration with Principal, develops direction, parameters and policies for scheduling/assignments that focus on student achievement; involves stakeholders; ensures equity; and uses the decisionmaking process agreed to by the site. **</li> <li>• Reviews assignments, plans and provides input/direction. **</li> </ul>	<ul style="list-style-type: none"> <li>• In collaboration with Governance Team, sets direction, parameters and policies for scheduling/assignments that focus on student achievement; involves stakeholders; ensures equity; and uses the decisionmaking process agreed to by the site.</li> <li>• Has responsibility for site implementation of Ed. Code; contract, policy, and procedural requirements, including scope of Board approved job descriptions.</li> <li>• Provides information to Governance Team.</li> <li>• Based on needs/data, determines schedules/assignments.</li> </ul>
Staffing (teachers & classified positions)	<ul style="list-style-type: none"> <li>• In collaboration with the Principal, develops direction, parameters and policies for staffing that focus on student achievement; involves stakeholders; ensures equity; and uses the decisionmaking process agreed to by the site. **</li> </ul>	<ul style="list-style-type: none"> <li>• In collaboration with Governance Team, sets direction, parameters and policies for staffing that focus on student achievement; involves stakeholders in the interview process; ensures equity; and uses the decisionmaking process agreed by the site.</li> <li>• Has responsibility for site implementation of Ed. Code; contract, policy, and procedural requirements, including scope of Board approved job descriptions.</li> <li>• Provides information on enrollment, staffing needs, etc.</li> </ul>

\*\* Excluding confidential personnel information

8. Scope of Authority (continued)

Scope/Tasks	Responsibilities/Roles	
	Governance Team	Principal
Staffing (teachers & classified positions) continued.	<ul style="list-style-type: none"> <li>Representation and/or provides input:               <ul style="list-style-type: none"> <li>* Posting</li> <li>* Setting Criteria</li> <li>* Interviewing</li> <li>* Selection</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>In collaboration with Governance Team/Staff selects staff.</li> <li>Based on needs/ data, reaches consensus with interview panel and selects staff.</li> <li>May deviate from collaborative staffing process for compelling reasons (e.g., late posting, ethnic/ gender balance, language diversity).</li> </ul>
Budget	<ul style="list-style-type: none"> <li>In collaboration with Principal, develops direction, parameters and policies for the budget that focus on student achievement; involves stakeholders; ensures equity; and uses the decisionmaking process agreed to by the site.</li> <li>Provides input:               <ul style="list-style-type: none"> <li>* Studies student achievement data</li> <li>* Develops criteria</li> </ul> </li> <li>Develops direction:               <ul style="list-style-type: none"> <li>* Principal and governance team representatives determine and approve overall "budget directions."</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>In collaboration with Governance Team, sets direction, parameters and policies for the budget that focus on student achievement; involves stakeholders; ensures equity; and uses the decision-making process agreed to by the site.</li> <li>Has responsibility for site implementation of Ed. Code; contract; policy; and procedural requirements including scope of Board approved job descriptions.</li> <li>Provides information to Governance Team on site budgets.</li> <li>Educates Governance Team about budget (how it works, etc.).</li> <li>Based on needs/ data, collaborates with Governance Team/Staff to set budget priorities based on student achievement data and needs.</li> <li>Makes "day-to-day" decisions in concert with site, "budget directions."</li> <li>May deviate from collaborative budget process for compelling reasons (e.g. . . . )</li> <li>Monitors implementation.</li> </ul>

9. **Dispute Resolution:** (Regarding disputes relating to the interpretation and/or application of the site governance document, and/or the district shared decisionmaking document, NOT for appealing disagreements with decisions made in accordance with site decisionmaking procedures.)

Each governance team shall create and clearly outline in the governance document, a plan for addressing disputes that arise relating to the interpretation/application of the governance document and/or the district shared decisionmaking procedures. Any constituency group or individual stakeholder may raise an issue regarding the interpretation/application of the document or procedures by submitting the dispute in writing to the governance team:

- A primary responsibility of the governance team is to resolve the issue, using its decisionmaking process.
- Failing a resolution by the governance team the constituency group of the individual stakeholder raising the issue may refer the dispute in writing to the Shared Decisionmaking Dispute Resolution Committee for resolution.

10. **Non-Discrimination:** In the implementation of this procedure, no person(s) shall be discriminated against, based upon race, creed, religion, gender, ethnicity, age, marital status, sexual orientation, disability.
11. **Application:** This process shall apply to all programs within school services division and all other divisions as appropriate. This document in no way diminishes the legal authority of the SSC or any other group.