

# SITE GOVERNANCE ADMINISTRATIVE REGULATIONS

## I. Introduction

These Site Governance Administrative Regulations (SGAR) provide our schools with the flexibility and authority to determine how to achieve the District's and sites' core priorities. The SGAR establish common standards and practices for which all schools, District staff, the Superintendent, and the Board of Education are accountable. These regulations are guided by the District's School Quality Standards:

1. Quality learning experiences for all students
2. Safe, supportive and healthy learning environments
3. Learning communities focused on continuous improvement
4. Meaningful student, family and community engagement/partnerships
5. Effective school leadership and resource management
6. High quality central office that is in service of quality schools

The SGAR have a companion document that explains in more detail the establishment, roles and responsibilities of SSCs as well as the framework of resources necessary to develop and sustain their effective operation. This document is referenced throughout the SGAR as the [School Site Council Procedures and Resource Guide \(Guide\)](#).

## II. Establishment and Operation of a Site Governance Team

### A. Establishment of School Site Councils

Every Oakland public school shall establish a School Site Council (SSC) and the governance team for the school shall be the School Site Council. [See Guide, Section V.](#)

The central purpose of site governance is to provide leadership and decision making to support student achievement, with the ultimate goal of students successfully engaging in college, career and community. The SSC's goal is continuous improvement that will close achievement gaps and accelerate student achievement at the school site. [See Guide, Section III.](#)

All SSC decisions and actions must comply with all applicable Federal laws, California Education Code provisions, and other applicable state laws. They must also comply with all Board policies, and regulations, and provisions of any collective bargaining agreement between OUSD and its various bargaining units. [See Guide, Section IV.](#)

Each SSC is required to adopt written bylaws in accordance with the California Education Code, OUSD policies, and these regulations. [See Guide, Sections V.B and VIII.A.](#)

### B. Composition of School Site Councils

Each site is required to elect and regularly convene an SCC that meets the size, composition and parity requirements set forth in the Guide. [See Guide, Section VI.](#)

### **C. Roles and Responsibilities of School Site Councils**

The primary responsibilities of the SSC is to work with and advise the principal on the site plan for improving student outcomes. Specifically, the SSC is authorized to approve the site plan and the categorical fund budget – including Local Control Funding Formula funds - for the site. [See Guide, Section IX.](#)

The SSC supports the principal in aligning resources - people, programs, money, and time - to support continuous improvement. The SSC uses existing tools and processes to support continuous improvement, such as the site’s Balanced Scorecard and the School Quality Standards and School Quality Review (SQR) process. [See Guide, Sections II & III.](#)

The SSC engages the entire school community - employees, parents, students, community members, and advisory bodies - in the process of developing a plan to improve student academic achievement, attendance, and wellness based on a specific understanding of the needs and conditions of their students. [See Guide, Sections II, VII & IX.D.](#)

### **D. Roles and Responsibilities of the Principal and School Network Superintendents**

The Principal shall be responsible for ensuring the formation and operations of the school’s SSC consistent with District policies and regulations, and for building capacity for shared leadership and decision-making. The principal shall also provide data and information to the SSC that is necessary for it to carry out its duties, and implement and administer school-level activities detailed in the approved CSSSP and categorical budget. [See Guide, Section X.](#)

School Network Superintendents will support principal learning, understanding, and implementation of the SGAR through active engagement and discussion with the principals. [See Guide, Section XI.](#)

### **E. Roles and Responsibilities of the Superintendent and Central Office**

The Superintendent and Central Office staff shall be responsible for providing resources, staffing, tools and supports to principals and School Site Councils necessary for the effective operations of the SSCs. [See Guide, Section XII.](#)

### **F. Roles and Responsibilities of the Board**

The Board shall allocate adequate funding to support the sites and Central Office in implementing the SGAR. The Board shall also review and approve school CSSSPs, review school site budgets, and evaluate the performance of the Superintendent and Central Office in the implementation of the SGAR. [See Guide, XIII.](#)

### **G. Dispute Resolution**

If disputes emerge at the school site level or between school sites and the Central Office regarding the development and implementation of CSSSPs and school site budgets, SSCs and the Central Office shall follow protocols to guide dispute resolution in tandem with the District’s Uniform Complaint Procedure. [See Guide, Section XIV.](#)

## **H. Training, Capacity Building and Technical Assistance**

To support the process of continuous improvement and to achieve equitable outcomes across all schools and students, the Central Office shall allocate resources and staffing to ensure ongoing training, capacity building and technical assistance are obtained by SSC members and principals. This work shall be based on a structure that builds expertise over the course of each school year and is aligned with current district standards for supporting, tracking and assessing student achievement. [See Guide, Section XV.](#)

## **I. Accountability**

All SSCs shall be subject to an annual evaluation of their performance through a combination of self-assessments and an external assessment through the School Quality Review (SQR) Process. The Central Office shall also annually conduct a review of the data and information submitted by sites to the Central Office, and issue a report to the Board and Superintendent detailing its assessment of the performance of the SSCs and its recommendations for improving the operations and performance of SSCs. The Central Office will also provide SSCs with an assessment tool to evaluate the District's provision of support to SSCs and to identify SSCs' needs. [See Guide, Section XVI.](#)

## **J. Timeline for Implementation**

The SGAR and Guide call for a three-year implementation period, focusing initially on ensuring that all District SSCs meet the basic decision making standards detailed in the State Education Code and District policies. [See Guide, Section IX. A & B.](#) A detailed implementation timeline is included as part of the SGAR (see p. 4).

## **SITE GOVERNANCE ADMINISTRATIVE REGULATIONS IMPLEMENTATION ACTIVITIES AND TIMELINE**

This timeline describes a three-year period for District implementation of the Site Governance Administrative Regulations (SGAR). The three-year period would begin in the 2014-15 academic year and include the following goals and activities:

### **Year 1 (2014-15)**

#### **Goals**

1. **BUILD INFRASTRUCTURE TO SUPPORT IMPLEMENTATION:** The District will compete the development of the infrastructure (i.e. central office support, tools, resources, training and professional development) to support sites in effective implementation of the SGP and SGAR including the Site Governance Guidebook.
2. **INTEGRATE SITE GOVERNANCE WITH DEVELOPMENT OF COMMUNITY SCHOOL STRATEGIC SITE PLAN (CSSSP):** The District will convene periodic site team meetings to build capacity of School Site Councils (SSCs) to understand the development cycle of the CSSSP, focusing in particular on principals and parents.
3. **CONVENE SCHOOL SITE COUNCIL TRAINING SERIES:** The District will convene the first district-wide series of training sessions to lay the foundation for effective site level team development and operations. The series of trainings in Year 1 will develop the practices and tools required to build effective teams and decision making processes.
4. **DEVELOP PLAN FOR ANNUAL SSC SUMMIT:** The District will develop a plan and schedule for the annual SSC Summit to be conducted Year 2 and thereafter. The annual summit will serve as a kick-off event for the series of training sessions offered to SSC members, principals, parents, staff and community members.
5. **CREATE A DEVELOPMENTAL RUBRIC AND ASSESS SSCs:** The District will design a developmental rubric for SSC implementation and begin assessment of all sites' developmental status regarding their achievement of basic standards for SSC development and operation.
6. **ALLOCATE RESOURCES FOR IMPLEMENTATION:** The Superintendent and Board will identify the financial resources needed to implement the SGAR and related activities.
7. **ASSIGN CENTRAL OFFICE STAFF TO SUPPORT SITES:** The Superintendent will designate the cross-departmental CSSSP Executive Committee responsible for assisting sites in implementation activities and determining how staff from various departments will coordinate their activities to provide consistent support and instruction to school sites.
8. **ANNUAL IMPLEMENTATION STATUS REPORTS:** The Cross-Departmental CSSSP Executive Committee shall make annual reports to the Board on the status of the implementation plan and recommendations to the Superintendent regarding modifications to the SGAR.

## Year 2 (2015-16)

### Goals

1. **50% OF SITES COMPLETE IMPLEMENTATION OF BASIC STANDARDS:** By the end of the 2015-16 school year (Year 2), at least half of the sites will complete the implementation of the SGP and SGAR and meet the basic standards.
2. **COMPLETE DEVELOPMENTAL ASSESSMENT OF ALL SITES:** The District will assess the developmental status of all sites regarding their achievement of basic standards for SSC operations and provide sites with feedback on their progress.
3. **FORM WORK GROUP AND CREATE PROCEDURES FOR EXPANDED DECISION MAKING:** The District will convene a work group to develop the criteria, procedures and forms needed for sites to request expanded decision making authority. The District will release and instruct the SSCs on the criteria, procedures and forms for sites to request expanded decision making authority, and will complete the review and act on requests received from sites in time for sites to incorporate any expanded decision making into their planning for the 2016-17 school year.
4. **SELECT AND SUPPORT PILOT SITES TO EMPLOY EXPANDED DECISION MAKING:** The District will identify and provide enhanced support to a set of pilot sites (between 5 and 10 sites including elementary, middle and high schools) that will work with district staff and partners to develop the infrastructure and engage in implementation of the SGP and SGAR, including expanded decision making.
5. **COMPLETE AND DISTRIBUTE SITE GOVERNANCE GUIDELINES MANUAL:** The District will complete and release the Site Governance Guidelines (SGG) containing guidelines, tools, resources and samples of documents for use by sites to implement the SGP and SGAR.

## Year 3 (2016-17)

### Goals

1. **REMAINING 50% OF SITES COMPLETE IMPLEMENTATION OF BASIC STANDARDS:** By the end of year 3, all remaining sites will complete the implementation the SGP and SGAR and meet the basic standards.
2. **PROVIDE INTENSIVE SUPPORT TO SITES UNABLE TO MEET BASIC STANDARDS:** The District will provide intensive support to sites that have not been able to meet basic standards for SSC operations to ensure they take corrective action to meet basic standards.
3. **MONITOR AND SUPPORT SITES GRANTED EXPANDED DECISION MAKING:** The District will monitor and support those sites granted expanded decision making authority and, based on feedback and lessons, make modifications to the expanded decision making criteria, forms and procedures for the following school year.
4. **MODIFY SGAR AND SGG BASED ON PILOT SITE AND OTHER IMPLEMENTATION LESSONS:** The District will make necessary changes to the SGAR and Site Governance Guidelines to reflect feedback and lessons from pilot sites and initial implementation.
5. **REVIEW AND ACT UPON REQUESTS FOR EXPANDED DECISION MAKING:** The District will complete the review and action on requests received from sites in time for sites to incorporate any expanded decision making into their planning for the 2017-18 school year.