



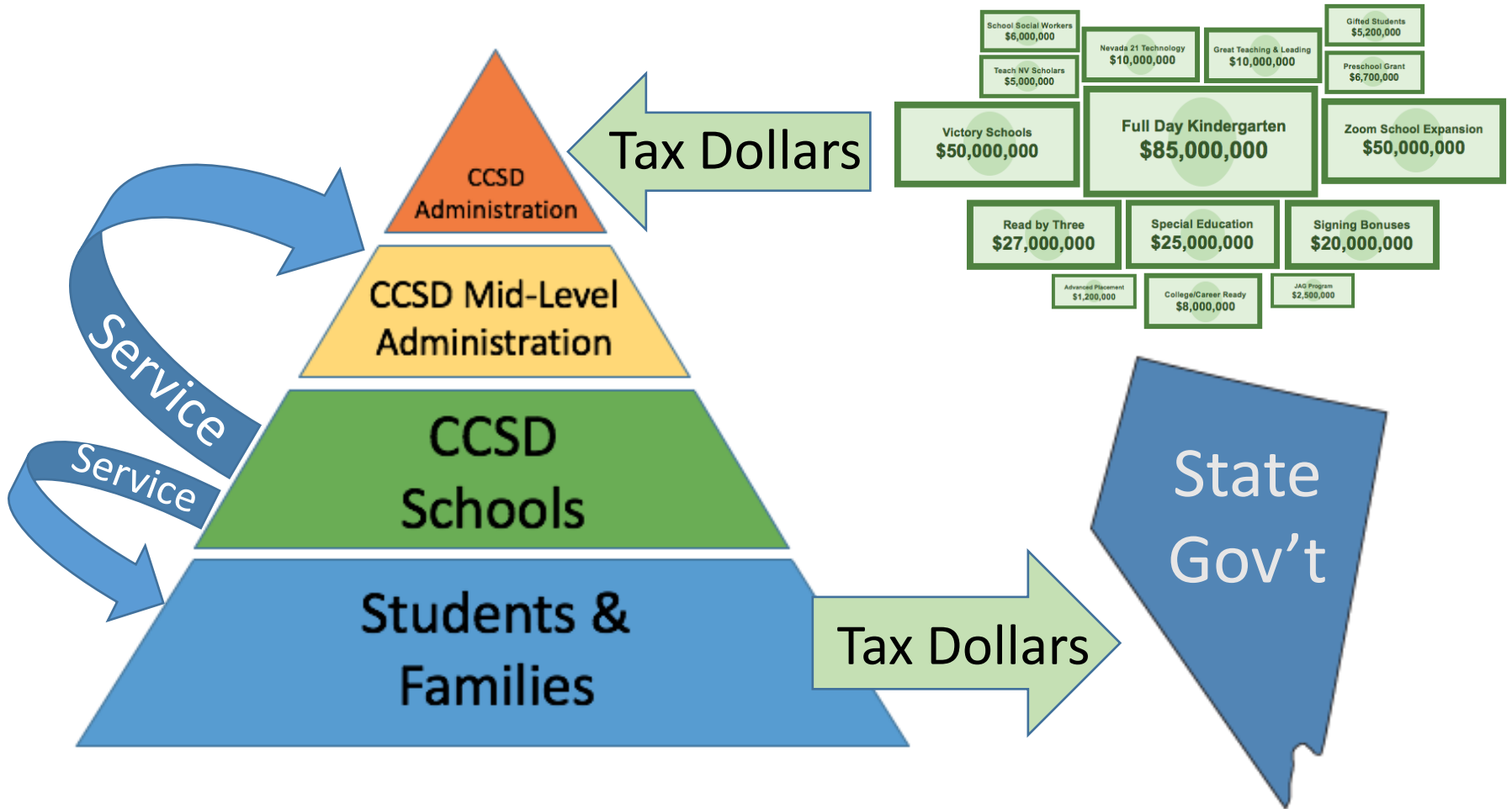
Clark County Education Association

Presentation to the Nevada Legislative Committee to Develop a Plan to Reorganize the Clark County School District

January 8, 2016

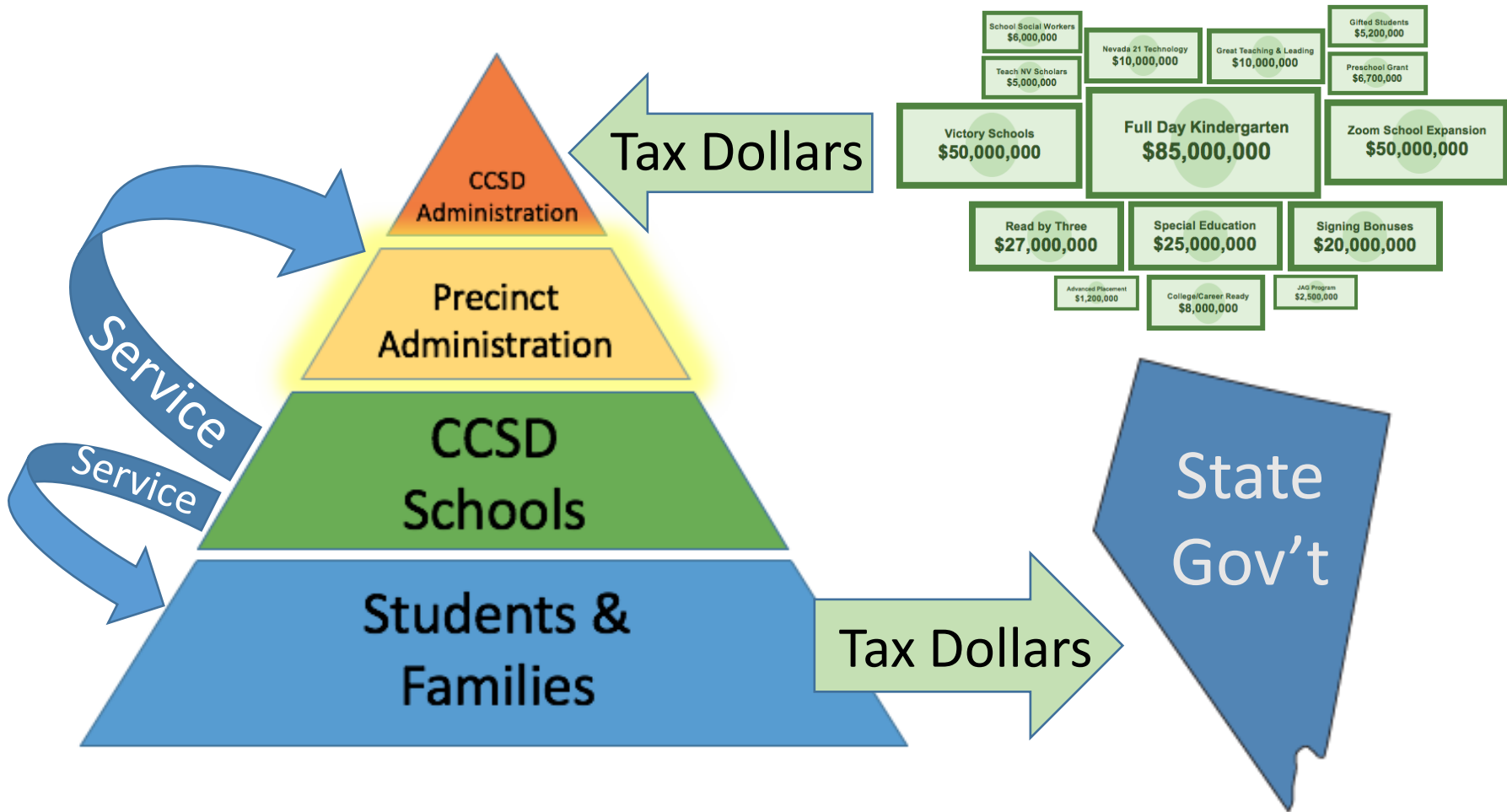
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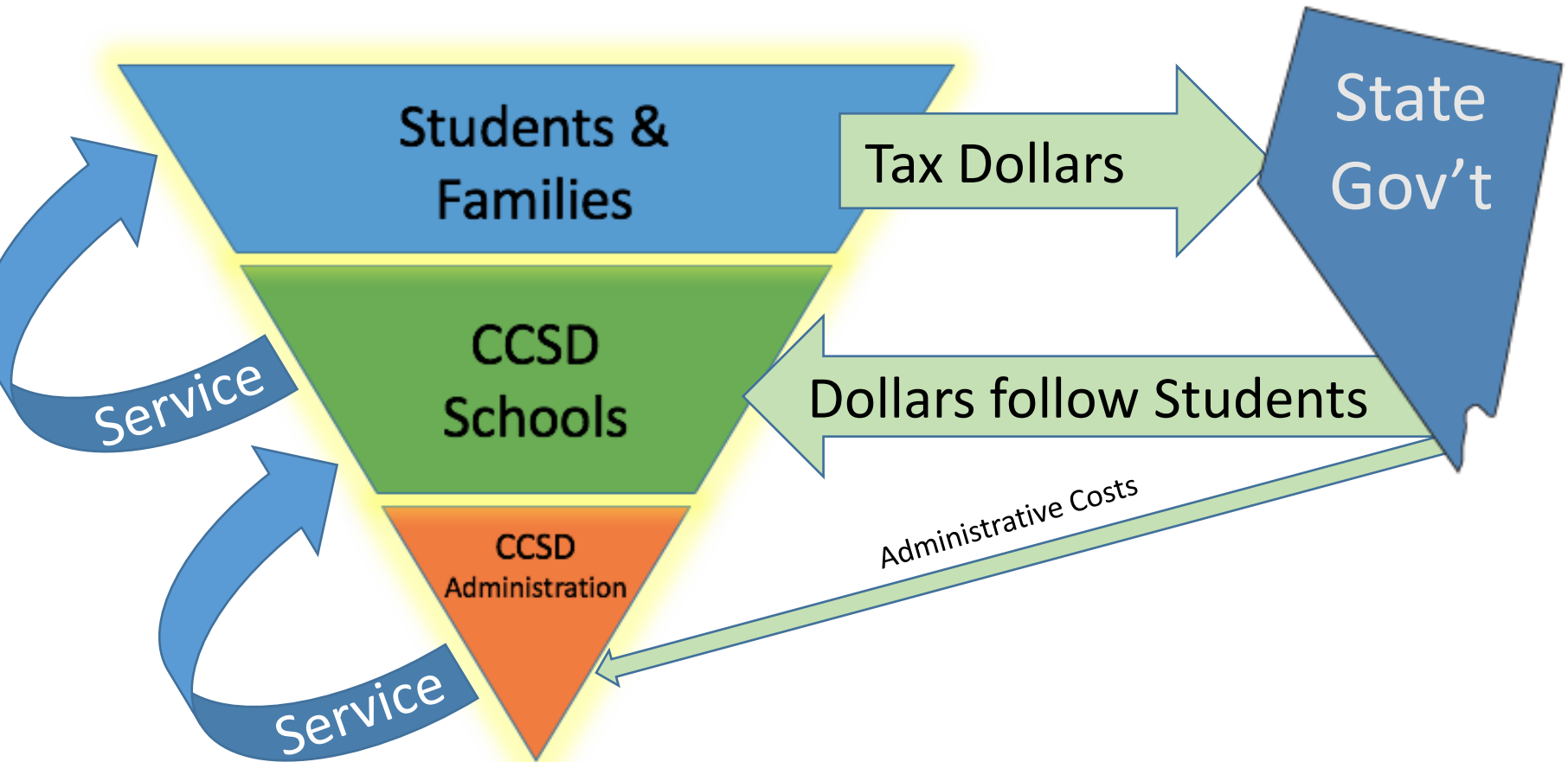
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In order to improve the quality of education delivered through the Clark County School District, Nevada should move toward a **decentralized school-based model** of budgeting and decision making.

Centralized vs. Decentralized

“In a **centralized** organization, all of the "power" or decision-making authority lies with a group or individual **at the top**.

A **decentralized** organization does just the opposite, spreading decision-making authority to managers at various levels... Decentralized organizations, on the other hand, are **generally more adept at making decisions with local context in mind, moving quickly, and engaging customers in a way that is more meaningful.**”

Douglas, Emily “Centralized or Decentralized? That is the Question. *Education Week*: June 7, 2013

Decentralized vs. Deconsolidated

“Deconsolidation [of a large school district] has rarely if ever been attempted.”

Lee, V., & Ready, D. (2007)

Decentralization has been researched and perfected in school districts across the world, and the **Clark County School District** is well positioned to realize quality gains from a decentralized model

Decentralized School Systems: What Other Districts are Doing

1974: Movement toward site-based decision making in the Edmonton Public School District in Alberta, Canada. Today, the district has a “Central Services” department rather than a central administration, and **“schools buy assistance from the office or from outside vendors.”**

From Ibtisam Abu-Duhou, “School-Based Management,” No. 62 in the series *Fundamentals of Educational Planning*, Paris: UNESCO, 1999.

<http://unesdoc.unesco.org/images/0011/001184/118487e.pdf>

"Site-Based Management in Edmonton: An Evolving Idea." Education Week: January 26, 2005. Accessed December 28, 2015.

[http://www.edweek.org/ew/articles/2005/01/26/20edmonton-s1.h24.html?qs=site based budgeting.](http://www.edweek.org/ew/articles/2005/01/26/20edmonton-s1.h24.html?qs=site%20based%20budgeting)

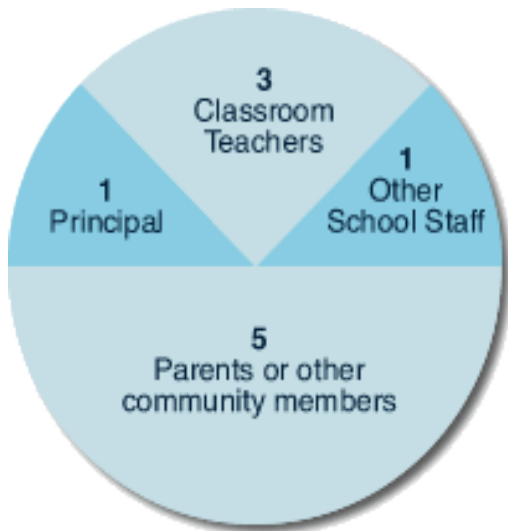
Decentralized School Systems: What Other Districts are Doing

2006: San Francisco Unified School District (SFUSD) makes the largest gains in student performance among California's seven largest districts using its **School Site Councils** to drive policy changes at the individual school level.

Archer, Jeff. "S.F. School Councils Help Chart Improvement Course. Education Week: April 11, 2006. Accessed January 2, 2016. <http://www.edweek.org/ew/articles/2006/04/12/31planning.h25.html?qs=school+site+council> .

Decentralized School Systems: What Other Districts are Doing

California School Site Councils



Elementary Level

In California, School Site Councils have a number of important responsibilities, including:

- Reviewing and analyzing student achievement data
- Gathering community input
- Helping develop the Balanced Scorecard/Single Plan for Student Achievement (BSC/SPSA) and the school site budget
- Monitoring the implementation of the plan and budget.

Decentralized School Systems: What Other Districts are Doing

2007: New York Public Schools gain unprecedented control over budgetary and instructional decisions that previously resided with the central office.. including **the power to select a school-support organization to meet their needs, rather than taking what the central office delivers.**”

Olsen, Lynn. “More Power to Schools.” Education Week: November 20, 2007. Accessed January 2, 2016.
<http://www.edweek.org/ew/articles/2007/03/19/28williams.h26.html>.

Decentralized School Systems: What Other Districts are Doing

2009: Los Angeles Unified School District (LAUSD) Superintendent Ramon Cortines devolves sizeable budgeting power to individual schools, passing on new Title I funding onto School Site Councils and **“liquidating a centrally run coaching program and federal Title II teacher-quality funding and disbursed those dollars to schools.”**

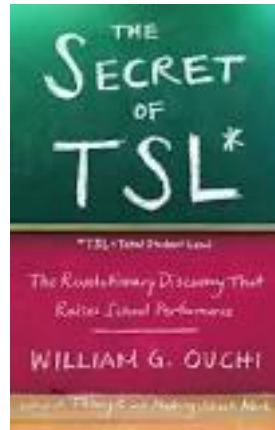
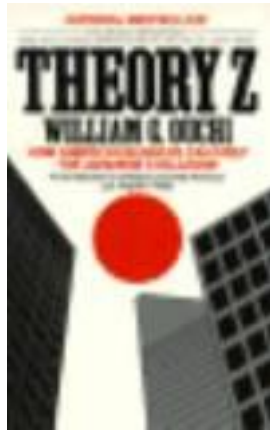
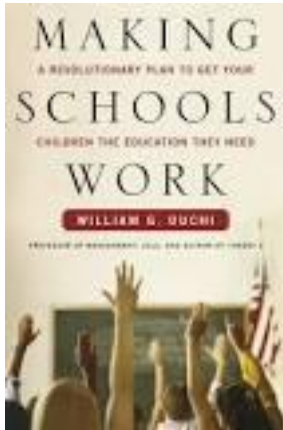
Sawchuck, Stephen. “Amid Fiscal Crisis, L.A. Gives Site Councils Budget Reins.” Education Week: July 14, 2009. Accessed December 28, 2015.

Decentralized School Systems: What Other Districts are Doing

Starting in **2016**, “all principals in Denver will have the option to select and buy their own curriculum, school-based testing programs, professional development plans, and potentially to choose more of the programs and employees in their buildings.”

Zubrzycki, Jaclyn. “Denver school board sets course toward more decentralized district.” Chalkbeat Colorado: May 12, 2015. Accessed January 2, 2016. <http://co.chalkbeat.org/2015/05/12/denver-school-board-sets-course-toward-more-decentralized-district/#.VoiMDYRovVo>.

Successful Decentralized School Models: What Do They Look Like?



Successful Decentralized School Models: What Do They Look Like?

- 1) Schools have authority in budgeting, personnel and instructional planning



Successful Decentralized School Models: What Do They Look Like?

2) Schools have weighted funding that follows the student and budget dollars, not assets.

General
Students



At Risk
Students



ELL
Students



Gifted
Students



Special
Education
Students



Successful Decentralized School Models: What Do They Look Like?

3) Schools have great data on demographics and academic outcomes.



**Nevada Annual Reports
of Accountability**

Successful Decentralized School Models: What Do They Look Like?

- 4) School systems develop leaders that have capacity to support school-level planning and budgeting.
- 5) Schools create more participatory decision making structures at the school level.

Successful Decentralized School Models: What Do They Look Like?

- 6) School systems develop effective accountability measures.
- 7) School systems develop a system-wide culture that supports school decision making and improvement.

In order to improve the quality of education delivered through the Clark County School District, Nevada should move toward a **decentralized school-based model** of budgeting and decision making.