

**Organizational Design**

We are a network of schools with a single mission and vision. In order to best achieve our big shared goals, we organize ourselves around the concept of *“Empowered Campus Leaders in One Team and Family”*. Empowered campus leaders make decisions within a framework of non-negotiable Hiawatha Academies principles and practices, but our organizational structure is not primarily a centralized, top-down structure.

We define the set of things that must be true at all Hiawatha Academies schools, and then we empower Campus Leaders, and their teams, to make decisions about how to best fulfill our mission within the context of those network-wide practices.

**Tight-Loose Framework**

Hiawatha Academies has a “Tight-Loose Framework” to help clarify how our campuses interact with our Network Senior Leadership Team and Network Support Team.

To define some terms: that which is held “tight” at Hiawatha is the set of things that we want to be true at every single one of our schools. When we want consistency and tightness across schools, the Senior Leadership Team will serve as the decision-making body and the Network Support Team will play a leading role in supporting the “tightness”. That which is let “loose” is the set of things that are completely fine to have different by campus, and thus is up to Campus Leader discretion.

In all things—both Tight and Loose—there are likely interactions that take place between Campus Leaders and members of the Network Support Team. Because of this, we need to clarify norms of collaboration and mutual accountability, and establish clear ownership over initiatives, to ensure our shared success. Establishing clear ownership and two-way support and partnership go hand-in-hand. As brief examples: things that are tight, the SLT and NST will still want Campus Leader input on. Things that are loose, SLT and NST will still want to seek ways to be supportive of Campus action.

What follows below is a framework for what falls in the respective Tight and Loose categories.

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|  | **Tight – Senior Leadership Team Makes Decision/Sets Policy** | **Loose – Campus Leadership Team Makes Decision** |
| **Academic—Goals** | Sets annual and long-term academic goals | Sets campus priorities to drive towards annual and long-term academic goals |
| Designs common assessments and sets assessment calendar | Ensures regular use of interim assessmentsAdministers all assessments |
| Coordinates, sets guidelines for, and processes and distributes views of results from network-wide assessment cycles (e.g., IAs, MAP) | Selects format/frequency of regular assessments to drive instruction (ex. # of exit tickets, expectations of weekly/bi-weekly quizzes, unit tests) |
| Sets academic standards for all schools according to state and national norms | Designs and manages grading practices and gradebook system |
| **Academic—Approach** | Ensures that all Hiawatha schools maintain a balance between direct teaching and inquiry-based learning | Chooses curricular inputs and makes decisions about ratio between direct teaching and inquiry-based learning to achieve balance  |
| Ensures that all Hiawatha schools have a joyful, loving feel to student culture, with a balance of rigor and joy. | Makes decisions about particular plans to achieve network-wide school culture goals |
| Ensures that all schools have a significant focus on non-cognitive skill development, including J-Term | Designs and sets campus approach to non-cognitive skill development and J-Term program implementation |
| Ensures that all Hiawatha schools will have a well-rounded approach to curriculum (including elective or special subjects) | Selects curriculum materials, decides on specific course offerings, and decides on approach to classroom technology implementation |
| Approves attendance policies of each campus and ensures adherence to stated policies | Sets campus based practices to ensure strong attendance and makes decisions within the attendance policy |
| Ensures that all campuses utilize a Hiawatha student uniform and adhere to stated policies | Sets campus based student dress code |
| **Academic—Support** | Ensures regular use of informal observation and leader/teacher feedback loop to drive instructional quality | Sets professional development priorities and leads individualized coaching of teachers |
| Approves the grade level promotion, retention, and graduation policies of each campus and ensures adherence to stated policies | Sets campus based grade level promotion, retention, and graduation policies and makes decisions within the policy  |
| Ensures that all Hiawatha schools will effectively intervene to meet the individual needs of all scholars | Chooses specific academic intervention programs, staffing models, and implementation strategies |
| Ensures that schools comply with all Special Education and ELL laws and requirements | Makes program and staffing decisions to meet the needs of all learners in accordance with laws and best practices |

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|  | **Tight – Senior Leadership Team Makes Decision/Sets Policy** | **Loose – Campus Leadership Team Makes Decision** |
| **Budget/****Finance** | Sets enrollment targets and facility construction strategy | Decides on allocation of students by grade/class |
| Negotiates multi-campus contracts, advises campuses on historical spending norms, and advises budget constraints | Sets staffing and programmatic strategy |
| Manages and facilitates the budgeting process across the network | Sets and submits budget line item expenses for review and approval  |
| Sets the bottom line contribution (surplus) required by each school each year. Approves all budgets for board approval | Manages the budget to stay in line with approved bottom line |
| Writes applications for QCOMP and other State & Federal Grants | Ensures programmatic compliance with QCOMP, and any other state and federal grant programs |

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|  | **Tight – Senior Leadership Team Makes Decision/Sets Policy** | **Loose – Campus Leadership Team Makes Decision** |
| **Internal****Operations** | Sets Board policies and ensures compliance with all Board policies, & state and federal rules  | Acts in accordance with all Hiawatha Board policies, & all state and federal rules |
| Sets organizational Core Values | Decides on how to incorporate Core Values into day to day culture and operations |
| Sets annual school calendars | Sets daily and weekly program schedules |
| Sets enrollment policies | Implements enrollment policies  |
| Sets and approves policies/contracts for shared network wide vendors (transportation, IT, etc.) | Selects and manages campus based vendors |
| Sets and revises student and family handbook | Submits Individualized family handbook sections for review and approval |
| Ensures that every team’s leadership structure will be designed to protect time of instructional leaders so that PALs and APs are primarily focus on instruction and the academic program | Makes decisions about specific roles and responsibilities to ensure that PALs and APs are primarily focus on instruction and the academic program |
| Negotiates multi-campus data platform contracts (e.g. Infinite Campus), sets data management norms for network-managed systems, advises campuses on best practices and procedures for data management  | Delegates campus-level roles and responsibilities to manage data and information |
| Approves adoption of tech platforms that cross campuses, and approves level of network provided support for tech platforms in consultation with campuses. | Selects and approves adoption of campus only platforms that do not require network administrative support. |
| Makes facilities acquisition, financing, and long-term leasing/ownership decisions | Manages facilities maintenance and repairs |

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|  | **Tight – Senior Leadership Team Makes Decision/Sets Policy** | **Loose – Campus Leadership Team Makes Decision** |
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| **Human Resources** | Sets salary bands, performance based compensation structures, and makes all benefits package decisions | Makes salary decisions (in consultation with SLT and in line with overall bottom line requirements) |
| Approves all salary decisions and compensation updates prior to them going out | Makes all salary decisions and leads all compensation update conversations |
| Makes decisions about performance pay policies | Makes decisions about all teacher stipends |
| Supports employees with all stages of the payroll and benefits cycles | Ensures that staff rosters and payroll changes are well communicated to Network HR |
| Plans and implements Network wide PD Days,  | Makes recommendations for Network PD Day content |
| Plans and leads all network sponsored programmatic leadership development—Leader PD, Bee Team, ILD, etc. | Plans and leads all campus teacher and operations professional development |
| Defines equity vision and ensures that diversity, inclusion, and cultural competence is included in professional development across all campuses | Plans and leads campus PD related to diversity, inclusion, and cultural competence |
| Makes hiring decisions for NST, Principals, and DOs and approves all other campus staffing model/hiring decisions | Makes AP hiring decision and all other campus staffing model/hiring decisions |
| Sets all performance management and evaluation methods, processes and distributes views of centrally-collected performance evaluation information | Implements performance management tools with direct reports |
| Sets HR policies and ensures compliance across the network | Implements HR policies and practices |
| Sets and revises staff handbook, ensures compliance, and provides advice and council to campuses on implementation | Implements staff handbook policies and practices and submits recommendations for updates and revisions |

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|  | **Tight – Senior Leadership Team Makes Decision/Sets Policy** | **Loose – Campus Leadership Team Makes Decision** |
| **External Affairs—Advancement** | Sets and hits fundraising goals for entire network annual need | Develops fundraising projects for supplementing programs not on the budget  |
| Leads all network-wide fundraising | Leads all campus initiative fundraising |
| Owns organization-wide approach to external education issues, policies, and advocacy | Advise NST on visit logistics to minimize programmatic disruption while still engaging potential partners |
| Builds strategic partnerships to advance the mission of Hiawatha Academies at the network level | Builds strategic partnerships to advance the program of the individual campus |
| **External Affairs—Staff Recruitment** | Sets centralized processes for staff recruitment strategy, talent screening, and exit interviews | Makes all campus hiring decisions (non-leader) and make all job offers |
| Builds and filters the pipeline for all incoming talent | Joins DTR at phone interview and in-person interview phase for campus hires |
| **External Affairs—Community Engagement and Student Recruitment** | Ensures that all campuses will make every reasonable effort to communicate with families in their language of choice | Designs and manages staffing/resources to provide effective language supports  |
| Designs and Leads Parent Academy | Leads all other campus parent engagement programs |
| Facilitates the development of Campus Parent-Teacher Teams | Leads and manages campus Parent-Teacher Teams |
| Sets enrollment policies | Owns all regular communication between home and school to support the enrollment process. Implement student recruitment to ensure strong enrollment and waitlists |
| Sets and leads student recruitment strategy | Leads all new parent nights and student in-take processes |
| **External Affairs—Marketing Communications** | Creates and revises Hiawatha’s brand manual and makes decisions that affect Hiawatha-wide branding | Coordinates and implements direct communication with families and students |
| Manages and develops content for Hiawatha’s website, social media platforms, and generic print materials.  | Manages and develops content for campus specific communications within the brand manual framework |
| Sets guidelines and requirements for uniforms, mascots, and school branding | Makes decisions within guidelines about school uniforms, mascots, cheers, songs, etc. |