

Jeffco Schools
School Accountability Committee (SAC)
Resource Guide

Updated: September 25, 2017



Table of Contents

Introduction to Jeffco School Accountability Committees.....2
 -Membership.....3
 -Roles & Responsibilities.....3

Jeffco Schools SAC Calendar & Meetings.....5
 Overview of Annual Expectations by Quarter
 Meetings
 Agendas and Minutes
 -Sample Quarterly Calendar.....6
 -Sample Monthly Calendar.....7

Unified Improvement Planning.....9
 Supporting the Development of the UIP
 Progress Monitoring of Improvement Strategies

School Finance.....11
 Determining Budget Priorities
 Providing Recommendations for Grant Funds
 Reviewing School Fees

Appendix

A. Jeffco Schools District Policy AE-R-1.....14
B. Sample By-laws
 a. Elementary.....16
 b. Middle and High School.....17
 c. Sample Member Norms.....22
C. Start of Year Checklist.....23
D. Sample Agendas.....24
E. Sample Minutes.....26
F. Miscellaneous Web Resources.....29
G. Sample Progress Monitoring Templates.....30

In order for students to pursue their life goals, by 2020 all Jeffco graduates will be able to successfully apply the following competencies:



JEFFCO 2020 Vision

Content Mastery | Civic & Global Engagement | Communication
Critical Thinking & Creativity | Self-Direction & Personal Responsibility

Welcome to Jeffco School Accountability Committees

Jeffco Schools believes in the value of community involvement in our schools. Active parent engagement helps to ensure the unique needs of the school's community are served through a positive collaboration between the school's leaders, staff, and members of the community. "Family engagement is the weakest area of compliance by states...and teachers and Principals across the country consistently identify family engagement to be one of the most challenging aspects of their work" (p. 7, Kuttner & Mapp, 2013).

This manual is a resource to support the development and maintenance of strong partnerships between Jeffco Schools and the communities they serve, as well as to ensure schools meet the state expectations for a School Accountability Committee (SAC) as defined by Colorado statutes, CDE guidelines, and Jeffco district policy AE-R-1. Schools have many different names for their SAC, including: Partners in Education (PIE), Collaborative Decision Making (CDM), and Accountability Committee (AC). **It's encouraged that all schools transition to the CDE recognized title, School Accountability Committee (SAC).**

Purpose of a School Accountability Committee

The school accountability committee (SAC) serves in an advisory role to the school Principal. The school's Principal is ultimately responsible for ensuring compliance with all federal, state, and district requirements and meeting the academic performance expectations defined by Jeffco Public Schools.

Based on state statute and District policy, at a minimum, the SAC should:

- Make recommendations to the Principal on school priorities for spending school funds prior to adoption of the school budget. This review should ensure that funds and spending priorities align with the school’s improvement plan (UIP) and core values of the school to benefit all students.
 - SACs are also expected to annually review the school fees.
- Provide input annually regarding the school’s Unified Improvement Plan (UIP).
- Meet at least quarterly to review and discuss the implementation of the school improvement plan and student performance related to the school’s improvement activities.
- Provide input and recommendations concerning Principal development plans and the Principal evaluation process on an advisory basis when requested by the district advisory committee (DAC) or district administration.
- Assisting the district in implementing at the school level the district’s parent engagement policy.
- Assist school personnel to increase the level of parent engagement in the school, especially the engagement from diverse populations.

Additionally, for schools with Priority Improvement or Turnaround plan types, the SAC should:

- Hold a SAC meeting inviting families to provide input for the Priority Improvement or Turnaround plan. This input is used by the Principal to make recommendations to the local school board concerning preparation of the school Priority Improvement or Turnaround.
- Invite stakeholders to the Board of Education review of the school’s Priority Improvement or Turnaround plan. Provide a written version to attendees.

Membership

As far as practical, a SAC should ensure the following minimum membership:

- Principal or designee.
- Chair, who by state law must be a parent.
- At least one teacher who provides instruction in the school.
- At least three parents of students enrolled in the school.
- At least one adult member of an organization of parents, teachers, and students recognized by the school (e.g. PTA).
- At least one member of the community.

The Principal, with the support of the committee, needs to ensure the number of parent representatives exceeds the number of representatives from the group with the next highest representation (e.g., faculty members) and is consistent with the student populations that are significantly represented within the school.

Roles & Responsibilities

School Accountability Committees should, at a minimum, elect a Chairperson to consult with the Principal to facilitate and lead the SAC. State law requires the Chairperson or Co-Chair must be a parent. Many Jeffco Schools SACs have additional officers. The following outlines key functions of the Chair, Principal, and provides additional roles for schools who desire to have additional officers. The chart also provides the important responsibilities of teacher, parent, and community members.

Role	Responsibilities
------	------------------

<p>Chair</p> <p>Please note: The Chair cannot be an employee of Jeffco Schools, and must be a parent.</p>	<p>Preside over and facilitate all meetings.</p> <p>Set meeting agendas in collaboration with the Principal [and other interested members].</p> <p>Guide the team in reviewing targets, improvement strategies, and other elements of the school improvement plan.</p> <p>Guide the committee in making budgetary recommendations.</p> <p>Develop and implement plans to increase membership.</p> <p>Serve as a communication link between the SAC and the DAC’s Articulation Representative.</p> <p>Help bring parent concerns to SAC meetings.</p> <p>Support the efforts of the Principal to recruit parent & community members for SAC.</p>
<p>Principal</p>	<p>Collaboratively construct the meeting agenda with the SAC Chair.</p> <p>Provide the school performance data and school UIP plan to the SAC for review and input.</p> <p>Provide budgetary information to the SAC for review and input.</p> <p>Secure input from the SAC of school fees for the following school year.</p> <p>Oversee elections for SAC membership (if needed), recruit likely candidates for SAC, and champion the committee’s plan to increase parent involvement.</p> <p>Provide various reports, raw data, and specific information requested by SAC members.</p> <p>Provide timely progress monitoring data to assist the team in reviewing implementation of the school improvement plan.</p> <p>Act as a liaison between SAC, the school community, and Jeffco Schools.</p>
<p>Co-Chair</p>	<p>Fulfill all of the Chair responsibilities in the absence of the Chairperson or the duties as directed by the SAC’s rules of operation for the Co-Chair.</p>
<p>Recorder or Secretary</p>	<p>Record and distribute minutes of SAC meetings in collaboration with the Principal.</p> <p>Compose and distribute meeting agendas by placing the minutes in the school newsletter, school web-site, and/or a location that allows easy reference by any parent or other member of the school community.</p> <p>Communicate notice of upcoming meetings using the school’s communication practices.</p> <p>OPTIONAL: Keep a copy of the SAC bylaws (if adopted) up to date, and place these documents in a location that allows easy reference by any parent or other member of the school community.</p>
<p>Teacher Members</p>	<p>Act as a liaison between SAC and the faculty at large.</p> <p>Bring faculty concerns to SAC meetings.</p> <p>Facilitate communication with parents on SAC matters and to assist in raising parent interest in participating on SAC.</p>
<p>Parent Members</p>	<p>Bring parent concerns to SAC meetings.</p> <p>Provide parents’ perspectives on school issues.</p> <p>Help communicate school concerns to the broader community.</p>
<p>Community Members</p>	<p>Help raise awareness of neighborhood/community issues.</p> <p>Help communicate school concerns to the broader community.</p>

Jeffco Schools SAC Meetings & Calendar

Meetings

To fulfill the SAC responsibilities described in state statutes and Jeffco Schools district policy, SACs will develop a regular meeting schedule. Committees should meet quarterly at a minimum during the school year. Meeting calendars should be determined by the committee within the first two months of the school year and published in the appropriate format (school newsletter, website, marquee, etc.). Please be mindful that the meeting date and time should occur at a time that accommodates the greatest number of interested members.

The following guide and subsequent sample calendars are designed to help SACs plan to complete their annual responsibilities and develop a quarterly or monthly meeting schedule.

August to October	November to January	February to April	May to July
<ul style="list-style-type: none"> -Review school data & provide recommendations for the UIP. - Review the outcomes from the preceding climate and culture action plans. - (Optional) develop revised action plans for the current school year. -Discuss any school safety issues raised by staff, students, parents, and community. 	<ul style="list-style-type: none"> -Determine priorities for school budget and grant funds. -Review & advise school fees. -Review progress on action steps from the UIP. 	<ul style="list-style-type: none"> -Review progress on action steps from the UIP. -Provide input to DAC on district funding priorities and budget. -Advise DAC on Principal evaluation process (if requested). -Review budget. 	<ul style="list-style-type: none"> -Review rules of operation, elect new Chair (and officers if applicable) [This step could occur in the Aug/Sep timeframe]. -Review progress on action steps from the UIP. -Provide suggestions on adjustments to UIP based on lessons learned during the school year. -Review budget.
Additional Considerations for Schools with Priority Improvement and Turnaround Plan Types			
<ul style="list-style-type: none"> - Invite families to attend a SAC meeting to discuss strategies for the school improvement plan. 	<ul style="list-style-type: none"> - Publicize the Board of Education’s review of the school’s Priority Improvement or Turnaround plan. - Invite stakeholders to the Board of Education review of the school’s Priority Improvement or Turnaround plan. Provide written copies. 		

Agendas

Agendas are essential; they recognize the importance of committee members' time and keep committee work on track. A particularly effective practice is to send the agenda to committee members a week or two ahead of time, along with a reminder of the meeting date and time. Much of what is on a SAC agenda each month is determined by the cycle of school improvement planning. The Chair or Co-Chairs should sit down with the Principal to plan the agenda in advance. Keep in mind what background information or training the committee needs in order to get the work done. For instance, a committee with many new members will need some basic knowledge of Jeffco Schools budgeting in order to be able to discuss the budget. Time should be established on each agenda for members to make suggestions for the next meeting or to share concerns.

Minutes

Minutes or summaries of each meeting should be published in a timely manner and regularly distributed through school’s standard communication practices. SAC minutes should be available to the public at large.

SAMPLE Calendar Framework for Jeffco Schools' School-Level Accountability Committees (SAC)

Quarterly Year-at-a-Glance Overview

	Item	Manager	Notes
FALL	Determine and publish meeting schedules and solicit community members. Identify a member to facilitate communication with the DAC (typically the Chair). Review the SAC manual provided by the DAC and ensure SAC schedules meetings to meet objectives noted in the manual and as provided by DAC.	Officers	Chairs will be expected to attend a SAC training hosted by the DAC in September.
	Review the SPF and related data from the prior school year; begin to provide input on the UIP for the school. For Priority Improvement and Turnaround Plan Schools: publicize the SAC meeting to discuss strategies for the UIP.	Chair and Principal	
	Review the results from the preceding climate and culture goals and develop revised goals for the current school year (optional). Discuss any school safety issues raised by staff, students, parents, and community.	Chair and Principal	
WINTER	Finalize and submit UIP, School Annual Report, Climate and Culture Goals (optional), and assurances of SAC membership and meeting schedules/minutes.	Chair and Principal	
	Review and advise school fee sheets for upcoming school year.	Chair and Principal	
	If needed, publicize a public hearing to review a written public school Priority Improvement or Turnaround plan.	Principal	
	Receive a progress report from school staff on the progress of the UIP for the current school year.	Principal	Manual will provide templates to assist school leaders in providing effective updates for the SAC.
	Provide input on the prioritization of expenditures of district moneys as requested by the DAC and/or district staff as appropriate.	Chair and/or Principal	Process for review and reporting to be determined by DAC and district staff.
SPRING	Determine school spending priorities for the upcoming school year. Provide Principal with recommendations on draft budget.	Chair and Principal	The ability to review a final school budget will be dependent on the district budgeting process for the year; an assurance of compliance with determining the school spending priorities and spending of grant moneys will be provided by the DAC.
	Discuss school improvement plan progress with SAC and discuss any adjustments made to plan during the school year based on student achievement data; SAC can provide feedback about progress of plan and suggest adjustments to the UIP (review current data from interim measures and implementation benchmarks).	Principal and Faculty	Manual will provide templates to assist school leaders in providing effective updates for the SAC.
	If appropriate, review rules of operation and elect new officers for the upcoming school year.	SAC Chair	

SAMPLE Monthly Calendar for Jeffco Schools' School-Level Accountability Committees

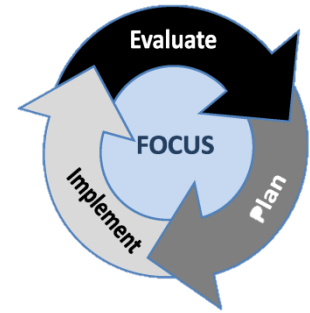
The following is a sample list of monthly agenda items for a school-level accountability committee (SAC). The Chair, officers, and Principal should work together to develop a plan that meets the particular needs of the school community. Each year, unique local issues will arise which the accountability committee will need to address and therefore be added to an agenda for the school's accountability committee to discuss.

Month		Suggested Agenda Items
FALL	August/September	<ul style="list-style-type: none"> -Elect Officers (if not completed in prior year), at a minimum, a Chair should be identified who is not an employee of the school district. -Discuss plans to recruit parent membership <ul style="list-style-type: none"> Schools will actively publicize and solicit parents and staff to serve on the SAC throughout the school year. Voting member status may be limited based on the SACs rules of operation, which may require attendance during meetings at the start of the school year. -Determine meeting schedule and publish time, date, and location of meetings, with all meetings open to the public. -Ensure meeting schedule will meet requirements/objectives for SAC per policy and DAC. -Review prior year UIP and results of state assessments, school achievement data. - Solicit input on the UIP related to urgent challenges that are aligned with the school performance framework (SPF) and the district strategic plan. -For Priority Improvement and Turnaround Plan schools: publicize the SAC meeting to discuss strategies for the UIP. - Chairs will be expected to attend a SAC training hosted by the DAC in September. -Other items as determined by Chair/Principal.
	October	<ul style="list-style-type: none"> -Review any climate and culture data related to school improvement plan. -Provide input on urgent challenges, major improvement strategies. -Discuss planned expenditures of school grant(s) if they exist for the school. -Discuss any school safety issues raised by staff, students, parents, and community. -Other items as determined by Chair/Principal.
	November	<ul style="list-style-type: none"> -Final review of the school's UIP. -Finalize Climate and Culture Goals (optional). -Submit to DAC assurances of SAC membership and meeting schedules/minutes. -Other items as determined by Chair/Principal.
WINTER	December	<ul style="list-style-type: none"> -Discuss any proposed changes to school fees for the upcoming school year. -Provide input on the prioritization of expenditures of district moneys as requested by the DAC and/or district staff as appropriate. -Review and finalize School Annual Report. -If needed, publicize a public hearing to review a written public school Priority Improvement or Turnaround plan. -Hold public hearing to review school Priority Improvement or Turnaround plan. -Other items as determined by Chair/Principal.
	January	<ul style="list-style-type: none"> -Review and advise school fee sheets for upcoming school year. -Provide input on school staffing and spending priorities for the upcoming school year. -Receive a progress report from school staff on the progress of the UIP for the current school year. -Other items as determined by Chair/Principal.

	February	<ul style="list-style-type: none"> -Review and provide Principal with recommendations on school budget. -Other items as determined by Chair/Principal.
	March	<ul style="list-style-type: none"> -Discuss school improvement plan progress and discuss any adjustments made to plan during the school year based on progress monitoring of student achievement data. -Other items as determined by Chair/Principal.
SPRING	April	<ul style="list-style-type: none"> -Review and provide guidance on school calendar for upcoming school year. -Review current year budget to date and discuss any implications to upcoming school year budget. -Other items as determined by Chair/Principal.
	May	<ul style="list-style-type: none"> -Review and revise as needed rules of operation for SAC. -Elect officers (may also be completed in the fall), at a minimum, a Chair should be identified who is not an employee of the school district. -Discuss school improvement plan progress with SAC and discuss any adjustments made to plan during the school year based on student achievement data; SAC can provide feedback about progress of plan and suggest adjustments to the UIP (review current data from interim measures and implementation benchmarks). -Other items as determined by Chair/Principal.
	June	<ul style="list-style-type: none"> -Optional planning meeting for upcoming year.

Unified Improvement Planning (UIP)

A key role for a SAC is to provide input on the school's Unified Improvement Plan (UIP). The following is a brief overview summarized from the CDE UIP handbook which provides a detailed description on the purpose of the improvement planning process for schools (link to the full resource: [CDE Unified Improvement Planning Handbook](#)).



In 2009, Colorado introduced Unified Improvement Planning (UIP) to streamline and consolidate school efforts to meet improvement planning requirements from state and federal accountability statute. Adopting this common improvement planning approach has enabled a shift from planning as an “event” to planning as a critical component of “continuous improvement.”

The diagram depicted here illustrates the theory of action behind Colorado's approach to improvement planning -- by engaging in a *continuous improvement cycle* to manage performance schools will improve their effectiveness and the outcomes for students. That cycle includes:

- **Focus** attention on the right things (performance indicators);
- **Evaluate** performance by gathering, analyzing, and interpreting data about performance;
- **Plan** improvement strategies based on performance data and root cause analysis; and
- **Implement** planned improvement strategies.

Then, enter the cycle again several times throughout the school year to **Evaluate** (or monitor) performance and implementation of major improvement strategies at least quarterly. Make adjustments to **planned** improvement strategies, and **implement** revised strategies, as needed. The state developed common improvement planning processes increase coherence across the different steps in the continuous improvement cycle. A state developed common UIP template/on-line form provides a common format for schools and districts to document their improvement planning efforts.

Colorado statute requires the Colorado Department of Education (CDE) to assign every school to one of four plan types based on at their current performance. These include: Performance, Improvement, Priority Improvement, or Turnaround. The plan type determines the level of attention the school receives from the state – in terms of both increased state scrutiny of their plans and additional state support. Each year, schools consider newly available state and local performance data to write/update a two-year Unified Improvement Plan (one that includes the current and subsequent school year), and submit their plan for public posting on www.schoolview.org.

Planning at the school level should involve multiple stakeholders. In general, local planning teams should consist of building leadership and educator representatives, and should engage parent and/or community representatives. The SAC role in the improvement planning process has been defined by statute and state rule. The role involves providing input into the development of the school's UIP annually, and monitoring progress towards implementation of planned activity at least quarterly.

Progress Monitoring of the School Improvement Plan

Providing updates to the SAC on the progress of the UIP should be completed at least quarterly. Updates should provide an overview of the progress to assure to the SAC that the school is executing the plan.

The following is a sample UIP Progress update for a SAC. A progress monitoring report should also include any student performance data related to the school’s improvement plan. Additional samples are available in the SAC resource materials document located on the DAC web page or available from your achievement director.

<u>MAJOR IMPROVEMENT STRATEGY</u>			
<u>#1</u>			
<u>Highly Effective Lesson Design</u>			
<u>Action Steps</u>	<u>Rating so far</u> <u>1-5</u> <u>5 completed successfully</u>	<u>Things still to complete</u>	<u>Team Responsible</u>
At least 3 classrooms piloting the extension of Daily 5, into Daily Café	<u>4</u>	2 classrooms have been piloting the Café-do we want 1 more to try this <u>year</u> , do we feel this is the direction for literacy for next year?	ILT-in collaboration with whole staff to make a decision by August of 2014
All Classrooms introduced to the Café Spring 2014	<u>0</u>	Has not been added to the PD plan for this spring-do we want to add it, do we want to get a level team to try, <u>whole</u> staff at least read the book?	ILT-in collaboration with whole staff to make a decision by August of 2014

School Finance

Student Based Budgeting (SBB) allocates dollars to each school based on per pupil factors and building factors. This model ensures a transparent, predictable, consistent, fair, and equitable distribution of funding to schools. SBB allows for site-based decisions around staffing and resources to best meet the needs of the student population.

The move to SBB was driven by educational best practices being implemented across the country which aligns with the local desire for more site-based decision making. The benefits of SBB include:

1. Site-based decisions for staffing and spending to best meet the needs of the specific students being served in each school.
2. School level autonomy and flexibility to align resources to the school improvement plan and to deliver the best student achievement results possible.
3. Distribution of the majority of school level resources to the school instead of a small discretionary allocation of operational dollars.

Most Common Funds

GF010 – General Fund

- This is the district’s main operating fund
- These funds come from the state and property tax collections and are allocated to schools based on enrollment
- The remaining balance at year end is carried forward to the next budget year

SR030 – Special Revenue Fund - Campus Activity

- Revenue from student collections, fundraisers, and donations
- Monies are to be spent for the reasons they were collected from the students
- Resale, fundraising, fines and fees are managed here
- The remaining balance at year end is carried forward to the next budget year

SR010 – Special Revenue Fund/Grants

- Funds are managed by the Grant Manager for the specific grant
- Funding comes from state, federal, and private grants
- Grants have restricted use of funds and time frames, and possible reporting requirements

Fund	Source of Funding	How is budget allocation determined?	Can funds be transferred?	Can remaining balance be carried forward to the next year?
GF010	State funding/ taxpayer	Allocations per enrollment	Yes, funds can be transferred within the General Fund but not to other funds	Yes
SR030	Student fees, fines, fundraisers and donations	Amount of revenue received	No, monies are to be spent for the reasons they were collected from students, parents, and/or community	Yes, however schools should not collect fees that are higher than needed for that year's expenses. Fee programs should not have remaining balances at year end
SR010	Special Revenue from state, federal and private grants	Grant award amount	Yes, funds can be transferred within the Grant Fund with grantor approval but not to other funds	Determined by the grantor

The following costs will be covered by the school's budget allocation. It is essential to plan for all of the items from this list that will be applicable to your school during your budget planning process.

Salaries and Benefits:	Non Payroll:
Principals	Textbooks
Assistant Principals	Instructional Materials and Supplies
Deans	**Technology Hardware and Software (see note below)
Teachers:	Office Supplies
General Education	Copies and Printing
GT	FF&E (Furniture, Fixtures, and Equipment)
Dual Language	Desks
CTE	Chairs
STEM	Waived Fees (including waived Outdoor Lab, kindergarten, and other school fees)
IB	Mileage & Travel
AP	Employee Training & Conferences
Electives (secondary)	Meals & Refreshments
AMP (elementary)	Student Transportation/Admission Entry
Instrumental Music (elementary)	Contracted Services
Instructional Coaches	Equipment Rental
Counselors	Postage
Social Emotional Learning Specialists	Contract Maintenance/Equipment Repair
General Education Social Worker/Psychologist	Curriculum Development/Staff Training
Teacher Librarians	Clinic Supplies
Para-Professionals	Library Materials
Clinic Aide (bell to bell coverage, 7 hrs. minimum)	
Special Interpreter/Tutors	
Secretaries	
Campus Supervisors	
Add'l Site Tech/Technology Coordinator	
*Substitutes (see note below)	
Sick and Personal	
School Funded Professional Development	
First consecutive 10 days of an employee leave	
Additional Pay	
Overtime	
Department Chair Pay	
Employee Benefits	

CDE Link

Programs & Supports—Including Parent and Family Resources, Accountability, Turnaround Schools, Educator Effectiveness, etc.

CDE supports districts with implementation of policy and programs designed to prepare students for success in college and careers.

<https://www.cde.state.co.us/programsandsupports>

Jeffco Public Schools Link

Including Finance & Budget, Board of Education, Assessments and Tests, Community Relations, etc.

<http://www.jeffcopublicschools.org/>

Kuttner, PJ, and Mapp, KL. *Partners in Education: A Dual Capacity-Building Framework for Family–School Partnerships* is a publication of SEDL in collaboration with the U.S. Department of Education. 2013

Appendix A: Jeffco Schools District Policy AE-R-1

Book	District Regulations/Exhibits – Jefferson County School District R-1
Section	A: Foundations and Basic Commitments
Title	School-Level Accountability Committee
Number	AE-R-1
Updated:	September 8, 2014

The district provides the following guidelines for School-Level Accountability Committees (SAC) for the intent of planning, goal setting, review, and reporting to support parent, staff, and community engagement at the local level.

Purposes

The school-level accountability committee shall:

1. Serve in an advisory role to the school Principal. The Principal is responsible for implementing the accountability/accreditation process in the school.
2. Fulfill the responsibilities of the SAC as outlined in this policy and further clarified in the SAC Manual provided annually by the district accountability committee for Jeffco Schools (a function served by the District Accountability Committee (DAC)).

Responsibilities

The school-level accountability committee, at a minimum, shall:

1. Select from its membership a Chair or Co-Chair, who is not an employee of the school district, and a recorder.
2. Adopt rules of operation consistent with district policy and state statute. SACs are expected to:
 - a. Adopt a rule to meet at least quarterly during the school year to review and discuss progress related to the implementation of the school's UIP and improvement plan.
 - b. Establish a process to ensure the SAC maintains and publishes minutes which are available to the public at the school and via the school's website
3. Schools will actively publicize and solicit parents and staff to serve on the SAC throughout the school year. Voting member status may be limited based on the SACs rules of operation, which may require attendance during meetings at the start of the school year.
4. Determine its meeting schedule and publish time, date, and location of meetings, with all meetings open to the public.
5. Prior to the adoption of the school budget for the upcoming school year, the SAC will provide recommendations to the Principal on school priorities for spending school moneys.
6. Make recommendations to the Principal regarding expenditure of school grants.
7. Prior to the adoption and publication of school fees for the upcoming school year, the Principal will secure the recommendations on the proposed fees from the SAC.
8. Prior to the Board's adoption of the annual budget, SACs will be asked to provide input on the prioritization of expenditures of district moneys as requested by the DAC/DAC and/or district staff as appropriate.
9. Report on educational performance of the school and provide data for appraising such performance to students, parents, Board members, and educators.
10. Solicit input annually on the UIP related to urgent challenges that are aligned with the school performance framework (SPF) and the district strategic plan.

11. Publicize and hold a public school accountability committee meeting when required by law to discuss strategies and gather input to include in a Priority Improvement or Turnaround plan.
12. Publicize a public hearing held when required by law to review a written public Priority Improvement or Turnaround plan. A member of the school's accountability committee is required to attend the public hearing.
13. Advise on the school's UIP for the year and review the school's annual report to the community [see the SAC Manual for specific submission requirements]
 - a. Submit the approved UIP and any additional school improvement plans for the year, as well as the annual assurances, including the SAC's current number of members by gender, role, and ethnicity, and its annual schedule of meetings to the school's achievement director.
 - b. The annual report should include student achievement data as well as data concerning the results of the goals for the climate and culture goals from the preceding year. School reports will be accessible through the state School View website: <http://www.cde.state.co.us/schoolview/>.
14. Discuss recommendations for maintaining or improving the culture and climate of the school aligned with student and parent survey results.
15. Discuss safety issues related to the school environment and develop, revise, and implement a safe school plan for the school consistent with the district's safe school plan and policies.
16. Assist school personnel to increase the level of parent engagement in the school, especially the engagement from diverse populations. Engagement with teachers and the school should include, but not be limited to, the creation of READ plans, career and academic plans (ICAP), and plans to address habitual truancy.
17. As requested from the district accountability committee and/or the office of the Superintendent, provide input and recommendations to the district accountability committee - and district administration, on an advisory basis, on the district process for Principal development plans and Principal evaluations.

Membership

1. As far as practical, ensure a minimum membership:
 - a. Principal or designee
 - b. At least one teacher who provides instruction in the school
 - c. At least three parents of students enrolled in the school
 - d. At least one adult member of an organization of parents, teachers, and students recognized by the school
 - e. At least one member of the community

Please note: While teachers who are also parents may serve as a teacher member of the SAC, it is preferred that a parent who is an employee of the school or who is a spouse, son, daughter, sister, brother, mother or father of a person who is an employee of the school is not eligible to serve on a SAC as a parent member. However, if, after making good-faith efforts, a Principal or organization of parents, teachers and students is unable to find a sufficient number of persons who are willing to serve on the SAC, the Principal, with advice from the organization of parents, teachers and students, may establish an alternative membership plan for the SAC that reflects the membership specified above as much as possible.

2. Ensure the number of parent representatives exceeds the number of representatives from the group with the next highest representation.
3. SACs will have the goal to secure a balance of membership consistent with the student populations that are significantly represented within the school.

Appendix B: Sample By-laws (Examples, not Exemplars-use what works for your community)

ELEMENTARY EXAMPLE

School Accountability Rules of Operation

I. SCOPE AND AUTHORITY

- A. The SAC will follow all district guidelines and policies regarding the scope and authority of School Accountability Committees. (reference District Policy AE-R-1 and CDE Handbook: [CDE Accountability Handbook August 2014](#))
 - 1. Serve in an advisory role to the principal.
 - 2. Work with school leadership to develop the annual School Accountability Report by recommending goals for the improvement of the school that are aligned with the school's Unified Improvement Plan, the district's Strategic Plan, and the PTA National Standards, Goals, and Indicators for Family-School Partnerships.
 - 3. Make recommendations to the principal regarding the prioritization and expenditure of school monies.
 - 4. Address school safety by implementing a safe school plan consistent with district policies.
 - 5. Hear reports from the principal and school personnel concerning progress toward Unified Improvement Plan goals.
 - 6. Work toward reaching UIP goals as sanctioned by principal.
 - 7. Any additional requirements outlined by district policy or requested by the DAC.
- B. The SAC will not knowingly make decisions which are not in compliance with district policies or state or federal law.
- C. The SAC will keep the community informed of its work via the school website.

II. MEMBERSHIP

- A. The SAC will strive to be a governing body by adhering to the following criteria regarding the composition of the Committee:
 - 1. Committee will include at least four parents of children currently attending the School.
 - 2. Committee will include at least three certified School personnel.
 - 3. Committee will include at least one community member.
 - 4. Committee will include the school principal.
 - 5. Committee quorum is six members.
- B. The term of a member's service will be one school year, August through May.
- C. There are no term limits.
- D. Returning members who wish to serve another term may verbally commit to another term at the beginning of the school year.
- E. The SAC will be responsible for membership recruitment.
 - 1. Vacancies will be advertised in the newsletter and school website for at least two weeks prior to being filled.
 - 2. The SAC chair and principal will review applications.
 - 3. All membership decisions will be approved by a two-thirds majority of the SAC members present.
- F. An active member must attend at least half of the meetings that occur during each semester.

III. MEETINGS

- A. All meetings will be open to the public.
 - B. SAC will meet at least quarterly.
 - C. The agenda and relevant background information for each member will be distributed to SAC members at least one week prior to the meeting date.
 - D. All minutes from SAC meetings will be made available to the public and school community by utilizing the school website.
 - E. Meetings will follow the standard Rules of Order and will include a report from the principal and from any relevant committees.
 - 1. Committees will be formed and dissolved by the SAC in order to address the established goals of the Accountability Report.
 - F. SAC will strive to reach consensus when making decisions.
 - 1. When a consensus cannot be achieved, a two-thirds majority of present members will make decisions.
-

MIDDLE/HIGH SCHOOL EXAMPLE

School Accountability Rules of Operation

-BYLAWS-

I. MISSION STATEMENT

We are committed to supporting quality educational opportunities for all students in a safe school environment. Our process includes total school and community involvement emphasizing effective communication with all stakeholders.

A. Goals

The SAC collaborative decision-making process supports:

1. School vision of quality educational opportunities for all students;
2. School Mission of helping all members of its community develop a balance between and synergy from four basic human needs: the need to live, the need to love, the need to learn and the need to leave a legacy.
3. High academic achievement and district content standards for all students;
4. The development, implementation, and assessment of our accountability goals and school improvement plan;
5. Effective implementation of comprehensive high school philosophy and instructional practices;
6. The Jefferson County School District's Strategic Plan.

II. MEMBERSHIP

A. Membership

The Accountability membership will consist of a broad representation of the total school community. There will be twenty-seven (27) total voting members consisting of: six (6) teachers, one (1) LMC Specialist, one (1) Instructional Coach, one (1) counselor, ten (10) parents, two (2) students, two (2) support staff/classified employee, one (1) community/senior citizen representative, and three (3) administrators.

B. Officers/Responsibilities

Chairperson: must be someone other than a School District employee selected first by the school principal as a positive contributing member of the school community and then approved by the Accountability Committee as a whole. This person presides at meetings, determines the length and scope of open and Accountability committee discussion, recognizes members and guests who wish to address the committee, cancels meetings when appropriate, provides subcommittee assignments, works with the building administration in planning and directing Accountability affairs, ensures that written minutes of each meeting are taken, and performs other duties required by the position;

Facilitator (Principal): Welcomes visitors and guests, provides a copy of Accountability norms/agenda/response sheet to visitors, informs Accountability chairperson when visitors wish to speak to an agenda topic, co-facilitates agenda items for discussion, and keeps the chairperson aware of time limits for discussions.

C. Member Selection Process:

The school staff will select teacher representatives at large. The staff will attempt to maintain a balance in membership between grade levels and curricular areas;

The chairperson will work with the school principal each year in determining the parent/community representatives to Accountability for the next year. Feedback will include input from the PTA/O. There will be an emphasis on balancing representation between the feeder elementary school articulation areas. Each member selected as a voting member will be selected as a positive contributing member of the school community.

The Student Government will select student representation. Two students will be selected and will most likely be the president and vice-president. Student members shall be full voting members except that their presence or absence at any meeting shall not affect whether a quorum is present;

The support/classified staff representative will be selected by the custodial, secretarial, campus security, food service, and instructional aides;

The administrative representatives will automatically include the principal and two assistant principals – with other assistant principals serving in support and information roles.

D. Length of Committee Member Terms

All teacher members will serve a minimum of two (2) years beginning in August, which includes a rotation of half of the members each year. In any given year, some teachers will be in their first year of membership on the committee and some teachers will be in their second year of membership. This will allow half of the teacher membership to leave the committee at the end of the first year and these vacated positions will be filled by the appropriate selection process so that a permanent membership rotation will consist of new members. In cases where there are no willing candidates, members may serve for additional terms;

All support/classified staff representatives will rotate every year. In cases where there are no willing candidates, members may serve for additional terms;

Parent, student, and community business/senior citizen representatives may rotate every year due to the rotation of personnel each year within each organization and as per their demonstration as positive contributive members of the school community;

Administrative representatives rotate only when new administrative personnel arrive at the school;

E. Selection of New Members to Complete Prior Member Terms

If for any reason, a current Accountability member must vacate his/her position before the completion of his/her full term, then a replacement member will be selected using the appropriate selection process. This new member will then complete the remaining term of the leaving member.

F. Substitute Members

If a member cannot attend a meeting, he/she cannot designate an alternate to fill their committee responsibilities as appropriate with review and approval reserved for the chairperson and the principal. A member may, in an emergency situation, send a representative to act as the communication link to their constituency. This representative will act as a proxy and have full voting responsibilities. A written proxy for decisions can be submitted on behalf of the member as well.

G. Member Responsibilities

It is the responsibility of each member to make every effort to attend all meetings. If a member cannot attend, he/she should contact the principal as soon as possible before the meeting date and time and inform him of the proxy. If a member is unable to attend meetings on a regular basis, the Accountability Chairperson will contact them. A replacement member may need to be selected for any member who is unable to fulfill member responsibilities as per above. Each member is expected to be a positive contributing member to the school.

III. Meetings

Date and time – the committee may also conduct electronic conversations and/or quorum decisions outside of listed meeting dates. The meetings will take place in the school LMC from 6:00 – 8:00 PM.

Accountability will meet quarterly within the school year approximately in the following months:

Late August or Early September

Early November

Late January or Early February

May– Accountability Student Panel

Agenda – the committee will develop and publish an agenda for each meeting;

Quorum – Fourteen (14) members must be present at any given meeting in order for a quorum to be present. A quorum means that the meeting will be conducted and decisions made. If less than fourteen (14) members are present at the designated meeting starting time and after a fifteen (15) minute waiting period, there are still less than fourteen (14) members present, the meeting can be canceled by the chairperson. If not canceled, information can still be shared, but no decisions can be made if a quorum is not present;

Canceled Meetings – the chairperson may cancel any scheduled meeting if there is not a quorum present within the allotted time limit, there are not any agenda items to be discussed, in case of inclement weather, the cancellation of school on a meeting date, and/or any other appropriate emergency situation. Every attempt will be made to notify both committee members and the community if a meeting is canceled before the actual meeting date/time;

Special meetings – the chairperson may request that a special meeting be conducted after discussion with committee members. The chairperson will determine the agenda for this meeting. Every attempt will be made to find a mutually agreeable meeting date and time. A quorum must be available to attend any special meeting before it is scheduled;

Visitors – all Accountability meetings are open meetings and the public is welcome to attend.

IV. Scope of Authority

The scope of authority of the Accountability will include every issue that affects the entire school except personnel decisions;

Accountability will determine and act to fulfill all state and district responsibilities;

The membership will determine who should address agenda items that are not within the scope of authority of the Accountability (ie. Building principal, liaison committee, teaching staff, etc.)

V. Decision-Making Process

A. Decision Impacts – the impact of Accountability decisions on other parts of the organization must always be considered. Therefore, the Accountability Committee must be aware of, and act within, the confines of approved employee contracts, adopted Board policies and procedures, and existing federal, state, and local laws.

B. Types of Decisions – Collaborative: decisions made by the consensus of all committee members; Majority Vote: decisions made by a majority vote of the responsible parties; Consultative: decisions made

by the principal or his designee(s) after input from appropriate constituencies; Command decisions made by the principal or his designee(s) without input from others.

C. How Decisions are Made – all Accountability decisions will be made using the approved fist to five process. When the chairperson calls for a vote, the members indicate their position by holding up one to five fingers or a fist. The number of fingers or the fist indicate the following:

5 fingers: it's a great idea and I will help lead it

4 fingers: it's a good idea and I will work for it

3 fingers: I'm neutral about it

2 fingers: it's not my first choice but I'll support it

1 finger: I don't agree but I won't block the idea

fist: I cannot support the idea and I will block implementation

If one or more members indicate a fist, the chairperson will call on them to share their reason(s) for blocking. The blocking member must share with the committee the rationale for his/her position; a blocking member cannot abstain from sharing. Further discussion may occur at this point. The chairperson will then call the question again and a second fist to five vote will occur. If there are still one or more fists, the chairperson will call for a show of hands vote on who will support the proposal in question. In order for a motion to be approved at this time in the process, at least 80% of the voting members present must indicate that they are in favor of the proposal. If a decision is approved at this stage, all Accountability members agree to not sabotage the implementation of the decision.

VI. Committee Operating Norms

The Accountability Committee will develop a set of member and visitor norms that may be revised each year. These norms will be considered a part of the Accountability bylaws and operating procedures.

VII. Communication Process

A. Minutes/Agenda – Agenda will be posted prior the meetings on the school website and a copy of the Accountability Committee minutes will be published within the school website within one week of the most recent Accountability Meeting.

B. Responsibilities – each Accountability member has the responsibility to communicate with their constituency group regarding Accountability topics and decisions. This communication should be two way and include information sharing as well as input gathering.

VIII. Sub-Committees

The Accountability Committee may elect to form sub-committees and assign such sub-committees specific tasks to complete. These sub-committees cannot make decisions for the Accountability as a whole but may make recommendations for Accountability consideration and approval.

IX. Bylaw – Norm Amendments

Any housekeeping changes in the bylaws and/or norms may be accomplished at the first meeting in September of each year. Any amendment(s) to the bylaws and/or norms would follow the process indicated below:

Any Accountability member may suggest that an amendment(s) to the bylaws and/or norms needs to be considered and approved for discussion by the principal. This topic must be appropriately placed on the Accountability agenda for discussion;

In order for any bylaw and/or norm to be amended, the Accountability Committee must support the need for modification. The approved decision-making process will be used;

If support modification of the bylaws were indicated, a subcommittee would be formed to develop the amendment proposal(s). The originator of the amendment request must serve on this subcommittee; The proposed amendment(s) would then be placed on the next Accountability agenda for discussion/decision; The Accountability Committee would decide on the proposed amendment(s) using the approved Accountability decision-making process.

X. Training

New Accountability members will have the opportunity to participate in an orientation and training process that will cover committee responsibilities, decision-making, bylaws and norms, communication responsibilities, and any additional expectations determined by the Accountability as District resources allow. Each new Accountability member will be linked with a current Accountability member who will act as a mentor – if requested.

Appendix B: Sample Member Norms

SCHOOL ACCOUNTABILITY COMMITTEE MEMBER NORMS

Member Norms:

- Members will make every effort to attend each meeting. If you are unable to attend a meeting or will be late, please email _____
- Meetings will begin and end on time;
- There will be an electronic agenda for each meeting – sent prior to meeting to Accountability members and published for public on the school website;
- The Accountability Committee will have a chairperson who is responsible for keeping members on task, focusing the discussion, and limiting discussion appropriately;
- The chairperson will determine the amount of time allowed for each agenda discussion topic and the chairperson will keep discussion within the determined time limit;
- Members will respect the opinions of others and be considerate of differing points of view;
- Only one person will speak at a time; no side conversations;
- Members will take care of personal needs at their own discretion;
- Discussion and decisions will be limited to topics that are within the scope of the Accountability Committee responsibilities and on the agenda;
- Each committee member will be equal; only Accountability Committee members may be involved in the decision making process.
- Minutes of the Accountability meeting minutes will be available via email to members for review/approval within 48 hours of the most recent meeting. Approval of minutes will be made electronically by each member sending his/her modifications for approval to the principal. Once received and modified, the minutes will be displayed on the school website.

Appendix C: Start of Year Checklist

Start of School Check-list for School-level Accountability Committee (SAC)

The following list is a support tool for school leaders to ensure a successful start to the school year. The document is provided to assist principals in completing tasks related to accountability committees to meet the statutory requirements as well as district policy related to effective school-level accountability requirements.

Item	Target Date	Date Completed
✓ Provide name and contact information of SAC Chair to Helen Neal or DAC area rep (click here for list)	8/15	
✓ Meet with SAC Chair to plan meeting dates and times for school year; ✓ Review the rules of operations and ensure compliance with district policy/expectations	9/5	
✓ Publish meeting dates and times via school calendar, web-page, newsletter, etc. (utilize all that apply for your school)	9/5	
✓ Attend, with Chair, the DAC training meeting in September	9/10	
✓ Review and finalize agenda for first meeting with SAC Chair and any additional officers	Prior to first meeting	
✓ Publish agenda for community (web-page, newsletter, school-messenger)	One week prior to meeting	
✓ Review SAC Support Manual and share with SAC Chair (Available after September 3, 2014)	9/15	
✓ Prepare UIP material for SAC meeting (see SAC Manual for sample templates to use with your committee)	Prior to first meeting	
✓ Invite Achievement Director to SAC meeting	Prior to first meeting	
✓ Publish approved minutes from each meeting Minutes will typically be approved at the following meeting and can then be published via the school web-site with hard copies available in the main office.	Following SAC approval of minutes	

Appendix D: Sample Agendas

School Name: _____

School Accountability Committee Meeting

Date: Time: Place:

AGENDA

1. Call to order, welcome
 2. Celebrations
 3. Agenda review
 4. Approval of minutes from previous meeting
 5. DAC report
 6. Principal's report
 7. Discussion items
 - a. Old business items
(Example: Discuss Implementation of School Improvement Plan)
 - b. New business items
(Example: Parent Survey on Web-site)
 8. Set agenda for next meeting
-

Sample Fall SAC Meeting

- Review and approve minutes of last meeting
- Principal Report
 - Update on current enrollment
 - Concerns or issues raised
 - Summer project updates
 - Safety issues/concerns
 - Any major changes implemented to date
- DAC Update
 - Report from last DAC meeting
 - Report on any projects
 - Questions to the SAC from the DAC
 - Feedback or Questions for the DAC from the SAC
- Review and approve the initial school budget for the current school year
 - Are dollars allocated appropriately for student count?
 - Are dollars from the district for SPED and GT spent on these items?
 - Does the general budget support the goals of the school?
 - How are PTO/PTA dollars being appropriated?
 - What concerns does the SAC see with the current budget?
 - What recommendations does the SAC have for budget items? (document in minutes)
- Begin UIP work for school year
 - The Principal should ensure that State Assessment data or relevant School Assessment data is available for the meeting (transition of state assessment programs may impact timeliness of data for the 2015-16 and 2016-17 school years)

- Initial review of the data
 - Is additional data needed for the committee?
 - Who will be responsible for securing and distributing the data?
- Identify trends in data and any areas of celebration
- What concerns are identified?
- Did the prior year plan achieve the targets?
- Follow up for next meeting
 - The draft UIP should be shared with members for review prior to the next meeting
- Other Items

SAC MEETING AGENDA TEMPLATE

[Insert School Name Here]

School Advisory Council Meeting Agenda

[insert date here]

[Insert location of meeting]

I. Review and approval of minutes from the last meeting

II. Update from Principal

III. DAC Update

IV. SAC Review of:

- a. [list items outlined in the timeline (i.e. UIP, budget, discipline report, etc.)]
- b. [Use as many line items as needed]

V. Follow-up items

- a. [Any business carried over from the last meeting]

VI. Other business (generally this would be items brought up by the Committee members at the meeting or administrative items that need to be addressed)

VII. Schedule next meeting

Appendix E: Sample Minutes

Typical meeting minutes would include the following: date, time, and place of the meeting; name of the chairperson; the attending members; main topics of discussion; action items; outcomes; and any follow-up items.

Links to Samples:

[Durango Elementary School](#)

Sample (simple)

Sample (complex)

School		
[Pick the date]	5:00 – 6:30 p.m.	LMC
Facilitators		
Minutes		
Interpreter		
Attendees		
Introduction/Review of Minutes		
	Person	
Discussion		
<ul style="list-style-type: none"> notes 		
Conclusions		
<ul style="list-style-type: none"> None 		
Program Highlights - School Name		
	Presenters	
Discussion		
<u>School-</u> Reported by		
<ul style="list-style-type: none"> 		
Conclusions		
Action Items	Person Responsible	Deadline
<ul style="list-style-type: none"> None 		
Title 1 Family Involvement Report		
	Person Presenting	
Discussion		

Action Items	Person Responsible	Deadline
<ul style="list-style-type: none"> None 		
Review Draft of 2014-2015 Schoolwide Plan		
	Presenter Name	
Discussion		
<p><u>Schoolwide Plan - All Areas</u></p> <p>Each of the four strands of the proposed 2014-2015 Schoolwide Plan draft was reviewed to include each strategy and action step. The following are comments and revisions suggested to the plan.</p> <p>Numeracy and Literacy:</p> <p><u>Strategy 1:</u></p> <ul style="list-style-type: none"> <p>School Climate and Culture:</p> <p><u>Strategy 3:</u></p> <ul style="list-style-type: none"> <p>Family and Community Involvement:</p> <ul style="list-style-type: none"> No comments or revisions. <p>Employability:</p> <ul style="list-style-type: none"> No comments or revisions. 		
Conclusions		
Action Items	Person Responsible	Deadline
<ul style="list-style-type: none"> None 		
School Events and Upcoming Announcements		
	Program Representatives	
Discussion		
<ul style="list-style-type: none"> 		
Conclusions		
Action Items	Person Responsible	Deadline
<ul style="list-style-type: none"> None 		

Meeting adjourned at 6:15 p.m.

**Last Accountability Meeting will be June 4, 2014, 5:00-6:00pm.
All strands will report out on accomplishments from this**

Appendix F: Miscellaneous WEB Resources

CDE Accountability Committees Handbook: [CDE Handbook August 2014](#)

Durango High School: [School Accountability Web Page](#)

Link to article on School Accountability Committees: <http://co.chalkbeat.org/2013/09/17/understanding-school-accountability-committees/#.U dCS-NdUuc>

Appendix G: Sample Progress Monitoring Templates

UIP Progress Monitoring

School _____

Date _____

<u>MAJOR IMPROVEMENT STRATEGY #1</u>			
<u>Action Steps</u>	<u>Rating so far 1-5 5 completed successfully</u>	<u>Things still to complete</u>	
<u>MAJOR IMPROVEMENT STRATEGY #2</u>			
<u>Action Steps</u>	<u>Rating so far 1-5 5 completed successfully</u>	<u>Things still to complete</u>	

