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Article I: Purpose of this Manual

This Best Practices Manual is designed to assist schools within Boulder Valley School District (BVSD) in implementing an accountability program and a school improvement process that conform to guidelines, policies, and statutes from the state of Colorado and the Boulder Valley Board of Education.

The manual was created by the District Accountability Committee (DAC) Communications Subcommittee, which worked on the manual from January 2005 to June 2006. The intention of the subcommittee was to help School Improvement Teams (SITs) accomplish the work delegated to them in BVSD, and this document highlights functions of the SIT and its importance in school improvement processes.

It is intended as a guide to those schools that are interested in forming a SIT, and to those that currently have such a team and need clarification on its role and functions. The manual contains recommended practices and other guidelines for SIT operations. The District Accountability Committee would like to stress that the provisions included herein are intended to be recommendations for SITs to use, and may be tailored to fit individual school needs and circumstances.

The Communications Subcommittee has drafted this manual to be consistent with the Tools of Inquiry for Equitable Schools (TIES) model that is now being implemented by all schools in BVSD. DAC recommends that all BVSD schools review their School Improvement Team bylaws to see how they relate to the guidelines in this manual and to ensure consistency with the TIES model.

More information about school accountability and improvement processes is available in the *Handbook for Colorado Educational Accountability*, which was published by the Colorado State Accountability Network through the Colorado Department of Education (and is currently being revised). Portions of the July 2004 version of that handbook are included in this manual, and information on how to obtain the handbook can be found in Article VII (page 12).

Article II: Function of the School Improvement Team

The School Improvement Team is an official group where the community can be involved in educational improvement at a school. It is through the cooperative efforts of teachers, parents, staff, administrators, students, and community members that the foundations for school improvement are built.

Section 1: Name

The usual name of this team is “(Name of the school) School Improvement Team,” and it is normally referred by the acronym “SIT”.

Section 2: Role and Purpose

In general, a School Improvement Team is a representative advisory committee that reviews improvement plans, makes recommendations, and reports on progress to the appropriate audience, whether that be the school community, Boulder Valley School District, or the general public. BVSD requires each school to have an active school advisory accountability committee (generally referred to in the district as a School Improvement Team or SIT), that serves as the grassroots’ organization for accountability in the district.

The primary role of the SIT is in the following areas:

- A **TIES/SIP Accreditation Portfolio:** Following the Tools of Inquiry for Equitable Schools model, the SIT should collaborate with the school principal and TIES team to set goals and action plans for school improvement and to evaluate progress toward those goals. As the School Improvement Process (SIP) is transitioning to a continuous, year-round TIES portfolio process, the SIT should regularly review additions and modifications to that portfolio. The school’s TIES team is accountable to SIT, and SIT can make recommendations for areas of improvement or areas of concern that should be addressed by the TIES team.
- B **Accreditation:** The TIES portfolio will be reviewed by members of the district’s School Leadership and Learning Services teams (composed of the school-level supervisors and the directors of curriculum and special departments) and by a team of District Accountability Committee members. A key document in that portfolio is an assurance statement that the SIT was involved in developing and monitoring progress on the school’s goals, and in incorporating recommendations given to the school during site reviews. A representative of the SIT and the school principal will answer questions about the portfolio in an interview with a DAC team; that team will then make a recommendation on whether the portfolio meets the requirements for annual accreditation.
- C **Budget:** The SIT should review school budget information and provide input and prioritization of expenditures.
- D **Safety:** The SIT should help address and rectify school safety issues.
- E **DAC:** Each SIT nominates one District Accountability Committee representative, who serves a two-year term. Applications for DAC representatives are due to the DAC Executive Committee by May 31 of each year, for review and approval by the Boulder

Valley Board of Education. The DAC representative facilitates communication among the Board of Education, the school district, DAC, and the SIT.

Section 3: SIT and TIES

The Boulder Valley School District's accreditation process, which had featured an End-of-Year report and School Improvement Plan (EOY/SIP), was revised in 2006 to align the annual review with the TIES model, a process for continuous school improvement that focuses on collaborative goal-setting. The revised plan, which will be implemented beginning with the 2006–07 school year, allows more frequent progress checks, and is expected to make the process more meaningful for schools.

The SIT team will assist the school's TIES team in designing, implementing, and monitoring those school improvement processes. Under the TIES model, each school will develop an accreditation portfolio, to be reviewed regularly throughout the year by the district and the SIT. That portfolio will document the school's progress on goals in the areas of achievement, equity, and organization. Separate subcommittees may be formed at the school to work on these areas.

DAC strongly recommends that final approval of the TIES portfolio containing the school's goals and action plans be the responsibility of the SIT. Colorado accountability policies and statutes clearly state that the school accountability committee is responsible for adopting goals and objectives for school improvement and educational achievement. TIES teams are composed of the professional staff at a school; parent representatives may be included on the team, but are not required. TIES teams are expected to connect with SITs on a regular basis, to share information about the goals, action plans, and process. DAC recommends that TIES team members establish a formal relationship with the school's SIT through one of the following avenues: the TIES team functions as a subcommittee of the SIT, a TIES member serves as a regular voting member on the SIT, a TIES member serves on a subcommittee of the SIT, or the TIES team reports regularly to the SIT.

In an annual review, DAC teams will assess the portfolios' information on school goals and school improvement plans, along with the level of stakeholder involvement in developing these goals and plans. The DAC reviewers will then provide feedback to the school's TIES team and SIT. More information about the TIES model and the new procedures is available in Appendix I.

Section 4: Relationship between SIT and PTO/PTA

A: It is recommended that the School Improvement Team and the Parent Teacher Organization/Parent Teacher Association (PTO/PTA) be separate committees. In general, PTO/PTA emphasizes fund raising, coordinates school volunteers, organizes community events, etc. SIT is a decision-making advisory team that looks at school goals, drives school improvements, and reviews school budgets.

- B: In the interests of better communication between SIT and PTO/PTA, a member of either body could be designated to serve as a liaison between the SIT and the PTO/PTA communities.

Section 5: Representation

- A: It is recommended that a SIT consist of the following minimum membership:
- Chairperson
 - Vice chairperson
 - Secretary/recorder
 - District Accountability Committee representative
 - Faculty representatives
 - Parents
 - Community representative
- B: It may not always be easy to fulfill these membership recommendations, but it is hoped that best efforts will be made, in the interests of the school and the community. All communication tools available to the principal should be used to publicize the SIT and to communicate the need for volunteers. Recruiting volunteers for this very important responsibility may also be done through nominations from parents, faculty members, or current SIT members.
- C: It is strongly recommended that the chair of the SIT be a person other than the school principal — that is, a parent, teacher, or other community member.
- D: It is important that the membership of SIT reflect the diversity of the student population.

Section 6: Legal Requirements

These requirements are from the Colorado Revised Statutes (CRS 22-7-106 (4), CRS 22-7-107, CRS 22-7-205, CRS 22-7-207), with additional clarification from the *Handbook for Colorado Educational Accountability* (more information about this handbook is given in Article VII).

School advisory councils that include parents, teachers, community members, and administrators are required for every school in Colorado, and must fulfill the following duties:

- make recommendations on school budget priorities
- report on budget priorities to the district's accountability committee and the board of education
- discuss the effectiveness of chosen methods for improving student achievement
- report to the public on the educational performance of the school

- discuss safety issues
- adopt a plan that includes high, but achievable, goals for improving educational achievement in the school, methods for maximizing graduation rates (in secondary schools), and ways to increase ratings for the school's accreditation category.

School advisory councils are required to have specific membership under Colorado statute, but an exemption was made for school districts that had existing groups performing these duties. Boulder Valley School District fulfills this role and requirement through the use of School Improvement Teams.

Article III: Membership and Elections

Section 1: Diversity

- A: SIT membership should strive to embrace the diversity of gender, ethnicity, race, culture, and function present in the community. The committee chair or school principal should strive to attain a team composition as follows:
- The principal of the school, or designee
 - Four teachers
 - Four parents or guardians of students enrolled in the school
 - One classified or non-licensed employee
 - One businessperson/employer or representative from the local community, nominated by a member of the SIT and approved by the other members of the SIT
 - In high schools, four student representatives selected by the student council
 - In middle schools, at the discretion of the SIT, two students selected by the student council
 - All of the student representatives will serve in an ex officio capacity.

Appendix E shows a sample Member Registration Form for a School Improvement Team Directory. The form contains the names of the school and the members of the SIT. The SIT may expand its membership or reduce its composition due to changes in school enrollment, or when extensive, documented efforts to recruit members have been unsuccessful.

Section 2: Recruitment Practices

- A: The school principal may select prospective new members to SIT or adhere to nomination and election practices. It is important to have SIT membership balanced, and to have a broad cross section of teachers and parents. It is recommended that members be

nominated and elected, however, other methods may be used if such election proves infeasible or when special circumstances warrant, such as a desire to recruit a particular community representative from outside the school.

B: Involvement Strategies (cited from the *Handbook for Colorado Educational Accountability*)

“Several conditions have been found to encourage significant community involvement in the school improvement process.

- The atmosphere in the school and the attitude of the principal and staff make it clear that the involvement of committee members is highly valued.
- Committee members are given pertinent information about current student outcomes related to school expectations.
- The principal or designee serves as an intermediary who understands both the culture of the community and the culture of the school.
- The school advisory accountability committee [SIT] understands how, when, and where to assess the educational needs and opinions of parents and members of the community.
- Parents are provided access to the school’s resources.
- Parents and their opinions are treated with great respect.
- There is a written statement of the school’s desire to get parents involved in their children’s schooling and in the school’s overall mission [see Appendix H].
- Committee members are provided with necessary background information on current activities and educational issues including effective schools research and information on restructuring and reform.”

Article IV: Organization

Section 1: Membership Responsibilities

A Chairperson’s main responsibilities are:

- To preside and facilitate all meetings
- To set meeting agendas
- To guide the team in reviewing goals and other elements of the TIES portfolio

B Vice chairperson’s main responsibilities are:

- To fulfill all of the above in the absence of the chairperson

C Secretary/recorder's main responsibilities are:

- To record and distribute minutes of SIT meetings
- To type and distribute meeting agendas
- To place notice of upcoming meetings on the school bulletin board
- To keep the "SIT Best Practices Manual" and a copy of the SIT bylaws (if adopted) up to date, and place these documents in the library, staff common room, or a location that allows easy reference by any parent or other member of the school community

D DAC representative's main responsibilities are:

- To represent the school at District Accountability Committee meetings
- To report and/or distribute district-level information to SIT members
- To communicate SIT members' queries and concerns to DAC
- To maintain a DAC notebook, containing pertinent information gathered from DAC meetings
- To keep the DAC notebook up to date and make it available for easy reference by any parent or other member of the school community

E Faculty representative's main responsibilities are:

- To act as a liaison between SIT and the faculty at large
- To bring faculty concerns to SIT meetings
- To facilitate communication with parents on SIT matters and to assist in raising parent interest in participating on SIT
- To help bring parent concerns to SIT meetings

F Parent representative's main responsibilities are:

- To bring parent concerns to SIT meetings
- To provide parents' perspectives on school issues
- To help communicate school concerns to the broader community

G Community representative's main responsibilities are:

- To help raise awareness of neighborhood/community issues
- To help communicate school concerns to the broader community

H Principal's or designee's main responsibilities are:

- To oversee elections for SIT membership (if needed), and to recruit likely candidates for SIT
- To provide various reports, raw data, and specific information requested by SIT members
- To assist the team in reviewing goals and other elements of the TIES portfolio

- To act as a liaison between SIT and the school community, between SIT and BVSD, and between SIT and the TIES team, if necessary

A member of the SIT may also be asked to serve as liaison with the TIES team, depending on the membership of the two groups and the relationship between the two groups at that school.

Section 2: Term Duration

It is suggested that no SIT member be eligible for the office of the chairperson for more than two consecutive years.

Section 3: Decision Making

- A: All SIT members should agree to be aware of and considerate of differing viewpoints, and should try to make decisions that are in the best interests of the entire school.
- B: It is suggested that decisions be made by consensus. Consensus is a general agreement. If the chairperson determines that a consensus is not possible, a call for a vote can be initiated. A decision on the percentage of members needed to approve a measure by vote should be made in advance by the SIT membership, and included in any bylaws document. Only SIT members may vote.

Section 4: Subcommittees

These may be formed as needed, and appointed by the chairperson. They should be provided with a purpose or charge. After completion of the given task, the subcommittee should submit a report to SIT for review and inclusion in the minutes.

Some SITs establish subcommittees to address the TIES goal areas of achievement, equity, and organizational climate. SIT subcommittees might work with the TIES subcommittees in those areas. The TIES team may also be a subcommittee of the SIT, because DAC recommends that final approval of the TIES portfolio be the charge of the SIT.

Article V: Meetings and Procedures

Section 1: Meetings

- A It is recommended that SIT meetings be scheduled regularly, preferably at least once a month. All members of the school community should be welcome to attend the meeting.

Participation by parents and staff should be encouraged. It is recommended that the SIT meeting be scheduled to follow the monthly DAC meeting, to facilitate the dissemination of information from the district to the SIT. A meeting attendance record can be kept through a sign-in form; a sample form is shown in Appendix C.

- B On occasion, non-scheduled meetings are needed, for example, to review portfolio components prior to submission to the district. The principal or the chairperson may call non-scheduled meetings. Sufficient notice should be given for such meetings.
- C A quorum must be present for all matters that require a vote. A quorum shall consist of more than half of the total SIT membership, unless otherwise specified in the SIT bylaws. Only SIT members may vote.
- D SIT meetings should be publicized through school bulletin boards, Web sites, and newsletters. The meeting agenda and a summary of discussions, actions, and resolutions could also be placed on the bulletin board.
- E All SIT members should agree upon written ground rules or operating principles to guide discussions. They should agree to be aware of and consider different viewpoints, and to extend courtesy to all speakers. Each member should try to make decisions that are best for the entire school, and not just advocate in the interest of their personal priorities or their constituent group. *Robert's Rules of Order* is a useful reference for the operations of a group, and can be used to govern committee procedures in cases not covered in this manual or in the SIT's bylaws.
- F A SIT member is encouraged to inform the chairperson in advance of any absences. This can be done by phone, e-mail, or using the sample form shown in Appendix B. Such notice is particularly essential during any agenda item that may require a vote.

Section 2: Agendas

The chairperson shall set a meeting agenda. A sample agenda is shown in Appendix D. It should be published prior to the meeting, and a copy placed in the school newsletter or on the bulletin board. It is recommended that the DAC representative be allocated time to report, in the interests of encouraging communication between SIT and DAC. An open forum at the end of each meeting would allow SIT members to request that specific issues be included in a future meeting.

Section 3: Minutes

Minutes shall be written by the secretary/recorder, and distributed to SIT members prior to the following meeting. The minutes shall be presented at this meeting for approval. Approved minutes shall then be kept in a SIT meeting minutes folder, and placed in the staff room and/or the library.

Typical meeting minutes would include the following:

- Date, time, and place of the meeting
- Name of the chairperson and the attending members
- Main topics of discussion, action items, and outcomes
- Any follow-up items

Section 4: Bylaws

In the interests of facilitating SIT operations, it is strongly recommended that each SIT develop, and periodically review, bylaws to govern the operations of the group. Information in this document can be used as a model.

Section 5: Communications

All available means of communication should be used to inform parents, faculty members, and the community of the availability of the SIT agenda, meetings, minutes of the meetings, and outcomes.

Article VI: Procedure for Providing Feedback about this Manual

Comments, suggestions for revision, and other feedback regarding this manual and the issues addressed herein should be sent to DAC via the school's DAC representative, to be forwarded to the DAC Communications Subcommittee for review.

Article VII: References

The *Handbook for Colorado Educational Accountability* is a reference on accountability published by the Colorado State Accountability Network (CSAN) through the Colorado Department of Education. This *Handbook* is currently being revised; this manual references the previous version, dated July 2004. Although the DAC Communications Subcommittee was informed that the proposed revision is not expected to necessitate changes in BVSD accountability processes, the subcommittee plans to review the new version when it is released, to ensure that BVSD is in compliance with state requirements, and may revise this manual at that time.

The new version of the *Handbook* will be distributed to all BVSD schools and SITs when it becomes available. Information about the *Handbook* can be obtained from the Colorado

Department of Education, 2010 East Colfax Avenue, Denver, Colorado 80203-1799; telephone 303-866-6600.

More information can be found on the Colorado Department of Education Web site, at: <http://www.cde.state.co.us>; and on the Boulder Valley School District Web site, at: <http://www.bvdsd.org>.

Robert's Rules of Order, by Henry M. Roberts III. Various editions are widely available.

Appendix A: DAC Bylaws Relevant to SIT Operations

Article II – Purpose, Section 1

DAC shall fulfill the function of a school district advisory accountability committee as defined by the Colorado Department of Education rules, regulations and policies, and guidelines jointly established by DAC with the BVSD Board of Education. With this aim, DAC will advise the Board on the adequacy and efficiency of educational programs offered by the district. Areas identified in the legal guidelines for the BVSD accountability committee include, but are not limited to, accountability guidelines, school goals/district planning, budget, safe school plan, educational programs, charter schools, waivers, and areas included in all other board policies that are relevant to the work of the district accountability committee.

Section 2

DAC reviews school improvement plans, makes recommendations, and reports its progress to the appropriate audience, whether it be the general public, the state board of education, the local school board, or the school community.

Article III – Membership, Section 1

DAC is a legally constituted committee composed of members nominated by each of the School Improvement Teams (SITs), as well as members at large. All nominations will be submitted by the District Accountability Advisory Committee Executive Board to the Board of Education for appointment. There will be at least three parents, one teacher, one school administrator, and one community member who is not employed by the school district, who resides within the district, and who does not have children in Boulder Valley Schools.

- A. School representatives on DAC must be nominated by their School Improvement Team. A school may choose to replace its representative at any time by nominating another person to the District Accountability Committee Executive Board. Each School Improvement Team may have only one representative. DAC will have no more than fifteen percent (15%) at-large members. Any DAC member who is no longer a school representative may submit an application for continued service.

Section 4

Members are approved by the Board of Education. Applications shall be submitted by May 31. Terms will begin in August. Members serve for two school-calendar years.

Section 5

In the event a DAC member finds it necessary to resign, the Vice Chairperson will initiate a request that the local SIT nominate a representative.

Section 6

Membership responsibilities:

- A. Attend all DAC and subcommittee meetings that are scheduled. If a member must miss a meeting, he/she should contact any officer or the Administrative Liaison for an excused absence. Any member having three consecutive absences from regularly scheduled meetings will be contacted by the Vice Chairperson to see if that person wishes to remain on DAC.
- B. Participate on at least one subcommittee and/or serve as an elected DAC officer or a liaison to another organization. Each member shall notify the Chairperson of his/her preference for a Subcommittee or liaison position.
- C. Members will maintain communication with their local School Improvement Team.
- D. Members must abide by the bylaws.

Section 7

The DAC Executive Committee may revoke membership status if a member is no longer found to be in good standing or is found in violation of the bylaws.

Article IV – Officers, Section 5

Each officer shall perform the duties assigned to the office by the bylaws and the adopted parliamentary authority. The specific duties for each officer are as follows:

- C. The Vice Chairperson shall:
 - 1. Work with the School Improvement Teams and the Board of Education to ensure representation from all SITs to DAC, including notifying appropriate SITs in April when their members' terms will expire at the end of the school calendar year.

Article VI – Liaisons, Section 1

The person designated by the Superintendent as administrative liaison will be a non-voting member of DAC. He/she will also inform DAC of District and State policies, activities, and decisions from the state legislature and Colorado Department of Education; seek necessary financial and administrative support for DAC activities; facilitate communication between DAC and the administration, and organize, coordinate, and disseminate information and training among SITs, DAC, and the Board of Education.

Appendix B: Sample Absence Notification Form

I will not be able to attend the School Improvement Team Meeting:

Please circle one:

A: Scheduled — Date _____

B: Non-scheduled — Date _____

C: Special Session — Date _____

My reason(s) are:

Signature: _____ **Date:** _____

Appendix C: Sample Meeting Sign-in Form

Boulder Valley School District

School Name: _____

SIT Meeting Sign-in Sheet

Date _____ **Time** _____

Names

Please indicate position on SIT:

1 – Parent, 2 – Community member, 3 – Teacher, 4 – Principal
5 – Staff, 6 – Business Representative, 7 – Student, 8 – Visitor

- | | |
|----------|-----------|
| 1. _____ | 9. _____ |
| 2. _____ | 10. _____ |
| 3. _____ | 11. _____ |
| 4. _____ | 12. _____ |
| 5. _____ | 13. _____ |
| 6. _____ | 14. _____ |
| 7. _____ | 15. _____ |
| 8. _____ | 16. _____ |

Chairperson _____

Principal _____

Please keep a record of this form AND your meeting agendas and minutes.

Appendix D: Sample Agenda

Boulder Valley School District

School Name: _____

School Improvement Team

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**
 - b. New business items**
- 8. Set agenda for next meeting**

Appendix F: Glossary of Acronyms

BOE	Board of Education
BVSD	Boulder Valley School District
CRS	Colorado Revised Statutes
CSAP	Colorado Student Assessment Program
DAC	District Accountability Committee
EOY	End of Year
PTA	Parent Teacher Association
PTO	Parent Teacher Organization
SIP	School Improvement Plan
SIT	School Improvement Team
TIES	Tools of Inquiry for Equitable Schools

Appendix G: Calendar of SIT Activities

- ❖ (Note: Essential activities are listed with bullets, as shown at left; dates given are for the 2006–07 school year)

August/September

- ❖ Provide input on school goals and review TIES portfolio, including customized report, assurance statements, and template reports on assessing the current reality, developing goals, and making action plans
- ❖ Review and sign SIT assurance statement for inclusion in TIES portfolio
- ❖ “Approve” TIES portfolio Goals and Action Plans (due September 29, 2006)*
 - * DAC strongly recommends that final approval of goals and action plans in the TIES portfolio continue to be the charge of the school’s SIT, to ensure compliance with state policies on accountability. Information developed by each school’s TIES team will be presented to the school’s SIT regularly, so that the SIT can monitor progress toward school goals.
- ❖ Submit TIES portfolio to district leadership team (due September 29, 2006)

Welcome new SIT members
Align school goals with district goals
Report from DAC representative

May elect officers for the year
May review CSAP scores and available assessment data from previous year
May review TIES template report showing progress toward goals (due June 1 of the previous year)

October

- ❖ Review TIES report template showing progress toward goals (due October 31, 2006)

November

- ❖ Principal and SIT parent representative attend November 1, 2006, DAC meeting to present TIES portfolio to DAC Review Teams
- ❖ Review TIES report template showing progress toward goals (due December 1, 2006)

December

Receive feedback/review sheet on TIES portfolio from DAC
Review annual School Accountability Report (SAR) and distribute to school community
Report from DAC representative

January/February

Receive proposed district budget information; provide input/recommendations
Report from DAC representative

February/March

- ❖ Make recommendations on prioritization of expenditures
- ❖ Complete school budget questionnaire
- ❖ Review TIES midyear progress message, and TIES report template showing progress toward goals (due March 2, 2007)

Report from DAC representative

April

- ❖ Receive notification from DAC if DAC representative must be replaced/renewed
- ❖ Recruit DAC representative for following year, if needed
- ❖ Assign at least one SIT member to attend the DAC/Superintendent's Budget Forum, which is usually held in April

Report from DAC representative

May/June

- ❖ Submit DAC representative application to DAC Executive Committee (due May 31)
- ❖ Appoint/elect SIT members for the following year
- ❖ Review TIES report template showing progress toward goals (due June 1, 2007)

Review staffing recommendations for the following year
Review 3rd-grade CSAP scores and other assessment data as available
Prepare end-of-year report to school community for inclusion in school newsletter
Report from DAC representative

Review results from climate surveys and parent/student snapshot surveys
Elect new officers

Appendix H: The Parents' Role in Accreditation and Accountability in the Boulder Valley Schools, Spring 2002

Parents are full partners in decisions that affect children and families.

School Decision Making and Advocacy

Parents are invited to serve on School Improvement Teams (SIT) and participate in decisions about issues ranging from curriculum, to discipline, and to overall school reform measures. SITs are composed of parents, staff, and community members. Parent members help design and distribute annual reports of school performance for state accreditation. Schools are accredited based on their progress in (1) reaching student achievement goals for all students, and (2) reducing the gap for underachieving students.

The SIT meetings are a good place for parents to ask questions. Confusing terms are clarified. Issues and concerns are raised. Steps for solving problems are jointly developed and actions are taken.

At SIT meetings, parents work together with school staff to ensure accountability for student learning. The school improvement process begins with a review of school and student data. Team members share responsibility for: (a) keeping the focus on student needs, (b) brainstorming potential solutions, (c) developing actions and reform strategies, and (d) implementing and checking on school progress. The SIT monitors the steps taken to reach school goals and gathers input for future improvement goals.

Representatives from each SIT meet monthly with the District Accountability Committee to oversee the accreditation and accountability process.

Note: This document is taken from the BVSD Parents' Guide, 5/29/2002.

Appendix I: Tools of Inquiry for Equitable Schools Information

Reporting Dates for 2006–07 TIES/SIP Portfolio Submission by Principals

Note: The contents of the portfolio are to be submitted to the school's school leadership director.

June 21, 2006

Submit contents of Customized School Report to the BVSD communications department.

September 29, 2006

Submit the assurance statements and report templates on assessing the current reality, developing goals, and action plans

October 31, 2006

Submit progress template, showing progress on school goals

November 1, 2006 at Louisville Middle School

Attend DAC meeting, where school principal and SIT parent representative are interviewed by DAC review team members

December 1, 2006

Submit progress template, showing progress on school goals

March 2, 2007

Submit progress template, with midyear progress message

June 1, 2007

Submit progress template, showing progress on school goals

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