

SCHOOL ADVISORY COUNCIL

2011–2012

HANDBOOK

DUVAL COUNTY PUBLIC SCHOOLS
Jacksonville, Florida

Ed Pratt-Dannals, Superintendent

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VISION and MISSION of the DUVAL COUNTY SCHOOL BOARD

Vision

Every student will graduate from Duval County Public Schools with the knowledge and skills to be successful in post-secondary education and/or the workforce.

Mission

The Duval County Public School System is committed to providing high quality educational opportunities that will inspire all students to acquire and use the knowledge and skills needed to succeed in a global economy, and culturally diverse world.

Core Beliefs

- The academic success of every student in Duval County is the top priority of the Duval County School Board.
- The Duval County School Board believes that our greatest strength as a school district is the racial, gender, ethnic, and socio-economic diversity of our students and community.
- The achievement gap in Duval County can and must be eliminated.
- All DCPS children can be academically prepared to reach their dreams.
- All DCPS children can learn at grade level.
- Every school in Duval County can be a high-performing organization, both academically and operationally.
- High quality teachers, supported with high quality, on-going professional development, must drive our rigorous, intellectually and artistically challenging curriculum.

- Academic and operational resources can and must be adequately distributed throughout all DCPS schools.
- All schools can be safe learning environments where every student and adult is valued and respected.

Commitments

- The academic success of every student in Duval County will be the top priority of the Duval County School Board.
- The Duval County School Board will develop and celebrate the racial, gender, ethnic, and socio-economic diversity of our students and community.
- The achievement gap will be eliminated in Duval County.
- All DCPS children will be academically prepared to reach their dreams.
- All DCPS children will learn at grade level. Every school in Duval County will be a high-performing organization, both academically and operationally.
- High-quality teachers, supported with high-quality, on-going professional development, will drive our rigorous, intellectually and artistically challenging curriculum.
- Academic and operational resources will be adequately distributed throughout all DCPS schools.
- All schools will be safe learning environments where every student and adult is valued and respected.

Strategic Plan

In order to deliver on the Vision and Mission the School Board and the Superintendent have created 6 Goals:

Goal 1. Increase Academic Achievement for All Students

Increase overall achievement for all students while moving significantly toward eliminating the achievement gap of racial and ethnic groups and students from low income families.

Goal 2. Significantly Increase the Graduation Rate

Increase the percentage of students graduating ready for post-secondary education and work.

Goal 3. Employ the Best Teachers and Principals

Hire, develop, support and retain the best teachers and principals in the nation for all schools.

Goal 4. Establish Safe, Secure and Respectful Schools

Establish safe schools where all individuals are respected, valued and feel secure.

Goal 5. Engage Family and Community Support

Energize families, community, civic and business leaders and corporations to engage in the success of education.

Goal 6. Deliver High Quality Support for Schools

Continually enhance school performance through delivery of high quality District management, operational support, and customer service.

SCHOOL ADVISORY COUNCILS AND STATE LAW

1001.452 District and school advisory councils.--

(1) ESTABLISHMENT.--

(a) The district school board shall establish an advisory council for each school in the district and shall develop procedures for the election and appointment of advisory council members. Each school advisory council shall include in its name the words "school advisory council." The school advisory council shall be the sole body responsible for final decisionmaking at the school relating to implementation of ss. 1001.42(18) and 1008.345. A majority of the members of each school advisory council must be persons who are not employed by the school district. Each advisory council shall be composed of the principal and an appropriately balanced number of teachers, education support employees, students, parents, and other business and community citizens who are representative of the ethnic, racial, and economic community served by the school. Career center and high school advisory councils shall include students, and middle and junior high school advisory councils may include students. School advisory councils of career centers and adult education centers are not required to include parents as members. Council members representing teachers, education support employees, students, and parents shall be elected by their respective peer groups at the school in a fair and equitable manner as follows:

1. Teachers shall be elected by teachers.
2. Education support employees shall be elected by education support employees.
3. Students shall be elected by students.
4. Parents shall be elected by parents.

The district school board shall establish procedures to be used by schools in selecting business and community members that include means of ensuring wide notice of vacancies and of taking input on possible members from local business, chambers of commerce, community and civic organizations and groups, and the public at large. The district school board shall review the membership composition of each advisory council. If the district school board determines that the membership elected by the school is not representative of the ethnic, racial, and economic community served by the school, the district school board shall appoint additional members to achieve proper representation. The commissioner shall determine if schools have maximized their efforts to include on their advisory councils minority persons and persons of lower socioeconomic status. Although schools are strongly encouraged to establish school advisory councils, the district school board of any school district that has a student population of 10,000 or fewer may establish a district

advisory council which includes at least one duly elected teacher from each school in the district. For the purposes of school advisory councils and district advisory councils, the term "teacher" includes classroom teachers, certified student services personnel, and media specialists. For purposes of this paragraph, "education support employee" means any person employed by a school who is not defined as instructional or administrative personnel pursuant to s. 1012.01 and whose duties require 20 or more hours in each normal working week.

(b) The district school board may establish a district advisory council representative of the district and composed of teachers, students, parents, and other citizens or a district advisory council that may be comprised of representatives of each school advisory council. Recognized schoolwide support groups that meet all criteria established by law or rule may function as school advisory councils.

(c) For those schools operating for the purpose of providing educational services to youth in Department of Juvenile Justice programs, district school boards may establish a district advisory council with appropriate representatives for the purpose of developing and monitoring a district school improvement plan that encompasses all such schools in the district, pursuant to s. 1001.42(18)(a).

(d) Each school advisory council shall adopt bylaws establishing procedures for:

1. Requiring a quorum to be present before a vote may be taken by the school advisory council. A majority of the membership of the council constitutes a quorum.
2. Requiring at least 3 days' advance notice in writing to all members of the advisory council of any matter that is scheduled to come before the council for a vote.
3. Scheduling meetings when parents, students, teachers, businesspersons, and members of the community can attend.
4. Replacing any member who has two unexcused consecutive absences from a school advisory council meeting that is noticed according to the procedures in the bylaws.
5. Recording minutes of meetings.

The district school board may review all proposed bylaws of a school advisory council and shall maintain a record of minutes of council meetings.

(2) DUTIES.--Each advisory council shall perform functions prescribed by regulations of the district school board; however, no advisory council shall have any of the powers and duties now reserved by law to the district school board. Each school advisory council shall assist in the preparation and evaluation of the school improvement plan required pursuant to s. 1001.42(18). With technical assistance from the Department of Education, each school advisory council shall assist in the preparation of the school's annual budget and plan as required by s. 1008.385(1). A portion of funds

provided in the annual General Appropriations Act for use by school advisory councils must be used for implementing the school improvement plan.

1012.01 Definitions.--Specific definitions shall be as follows, and wherever such defined words or terms are used in the Florida K-20 Education Code, they shall be used as follows:

- (1) **SCHOOL OFFICERS.**--The officers of the state system of public education shall be the Commissioner of Education and the members of the State Board of Education; and, for each district school system, the officers shall be the district school superintendent and members of the district school board.
- (2) **INSTRUCTIONAL PERSONNEL.**--"Instructional personnel" means any staff member whose function includes the provision of direct instructional services to students. Instructional personnel also include personnel whose functions provide direct support in the learning process of students. Included in the classification of instructional personnel are:
 - (a) **Classroom teachers.**--Classroom teachers are staff members assigned the professional activity of instructing students in courses in classroom situations, including basic instruction, exceptional student education, career and technical education, and adult education, including substitute teachers.
 - (b) **Student personnel services.**--Student personnel services include staff members responsible for: advising students with regard to their abilities and aptitudes, educational and occupational opportunities, and personal and social adjustments; providing placement services; performing educational evaluations; and similar functions. Included in this classification are guidance counselors, social workers, occupational/placement specialists, and school psychologists.
 - (c) **Librarians/media specialists.**--Librarians/media specialists are staff members responsible for providing school library media services. These employees are responsible for evaluating, selecting, organizing, and managing media and technology resources, equipment, and related systems; facilitating access to information resources beyond the school; working with teachers to make resources available in the instructional programs; assisting teachers and students in media productions; and instructing students in the location and use of information resources.
 - (d) **Other instructional staff.**--Other instructional staff are staff members who are part of the instructional staff but are not classified in one of the categories specified in paragraphs (a)-(c). Included in this classification are primary specialists, learning resource specialists, instructional trainers, adjunct educators certified pursuant to s. 1012.57, and similar positions.
 - (e) **Education paraprofessionals.**--Education paraprofessionals are individuals who are under the direct supervision of an instructional staff member, aiding the instructional process. Included in this classification are classroom paraprofessionals in regular instruction, exceptional education paraprofessionals, career education paraprofessionals, adult education paraprofessionals, library paraprofessionals, physical education and playground paraprofessionals, and other school-level paraprofessionals.

(3) ADMINISTRATIVE PERSONNEL.--"Administrative personnel" includes personnel who perform management activities such as developing broad policies for the school district and executing those policies through the direction of personnel at all levels within the district. Administrative personnel are generally high-level, responsible personnel who have been assigned the responsibilities of system wide or school wide functions, such as district school superintendents, assistant superintendents, deputy superintendents, school principals, assistant principals, technical center directors, and others who perform management activities. Broad classifications of administrative personnel are as follows:

(a) District-based instructional administrators.--Included in this classification are persons with district-level administrative or policymaking duties who have broad authority for management policies and general school district operations related to the instructional program. Such personnel often report directly to the district school superintendent and supervise other administrative employees. This classification includes assistant, associate, or deputy superintendents and directors of major instructional areas, such as curriculum, federal programs such as Title I, specialized instructional program areas such as exceptional student education, career and technical education, and similar areas.

(b) District-based noninstructional administrators.--Included in this classification are persons with district-level administrative or policymaking duties who have broad authority for management policies and general school district operations related to the noninstructional program. Such personnel often report directly to the district school superintendent and supervise other administrative employees. This classification includes assistant, associate, or deputy superintendents and directors of major noninstructional areas, such as personnel, construction, facilities, transportation, data processing, and finance.

(c) School administrators.--Included in this classification are:

1. School principals or school directors who are staff members performing the assigned activities as the administrative head of a school and to whom have been delegated responsibility for the coordination and administrative direction of the instructional and noninstructional activities of the school. This classification also includes technical center directors.

2. Assistant principals who are staff members assisting the administrative head of the school. This classification also includes assistant principals for curriculum and administration.

(4) YEAR OF SERVICE.--The minimum time which may be recognized in administering the state program of education, not including retirement, as a year of service by a school employee shall be full-time actual service; and, beginning July 1963, such service shall also include sick leave and holidays for which compensation was received but shall exclude all other types of leave and holidays for a total of more than one-half of the number of days required for the normal contractual period of service for the position held, which shall be 196 days or longer, or the minimum required for the district to participate in the Florida Education Finance Program in the year service was rendered, or the equivalent for service performed on a daily or hourly basis; provided, further, that absence from duty after the date of beginning service

shall be covered by leave duly authorized and granted; further, the school board shall have authority to establish a different minimum for local district school purposes.

(5) **SCHOOL VOLUNTEER.**--A school volunteer is any nonpaid person who may be appointed by a district school board or its designee. School volunteers may include, but may not be limited to, parents, senior citizens, students, and others who assist the teacher or other members of the school staff.

(6) **EDUCATIONAL SUPPORT EMPLOYEES.**--"Educational support employees" means employees whose **job** functions are neither administrative nor instructional, yet whose work supports the educational process.

(a) Other professional staff or nonadministrative/noninstructional employees are staff members who perform professional job functions which are nonadministrative/noninstructional in nature and who are not otherwise classified in this section. Included in this classification are employees such as doctors, nurses, attorneys, certified public accountants, and others appropriate to the classification.

(b) **Technicians** are individuals whose occupations require a combination of knowledge and manual skill which can be obtained through about 2 years of post-high school education, such as is offered in many technical institutes and community colleges, or through equivalent on-the-job training.

(c) **Clerical/secretarial workers** are individuals whose job requires skills and training in clerical-type work, including activities such as preparing, transcribing, systematizing, or preserving written communications and reports or operating equipment performing those functions. Included in this classification are secretaries, bookkeepers, messengers, and office machine operators.

(d) **Skilled crafts workers** are individuals who perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Lead workers for the various skilled crafts areas shall be included in this classification.

(e) **Service workers** are staff members performing a service for which there are no formal qualifications, including those responsible for: cleaning the buildings, school plants, or supporting facilities; maintenance and operation of such equipment as heating and ventilation systems; preserving the **security** of school property; and keeping the school plant safe for occupancy and use. Lead workers in the various service areas shall be included in this broad classification.

(7) **MANAGERS.**--"Managers" includes those staff members who perform managerial and supervisory functions while usually also performing general operations functions. Managers may be either instructional or noninstructional in their responsibility. They may direct employees' work, plan the work schedule, control the flow and distribution of work or materials, train employees, handle complaints, authorize payments, and appraise productivity and efficiency of

employees. This classification includes coordinators and supervisors working under the general direction of those staff identified as district-based instructional or noninstructional administrators.

SCHOOL ADVISORY COUNCIL MEMBERSHIP IN DUVAL COUNTY

The principal shall assure that the membership of the school advisory council (SAC) shall be representative of the ethnic, racial and economic community served by the school. Councils shall include parents, teachers, education support employees, students (high schools and academies of technology/skill centers) and business and community members. The principal shall be a member of the SAC. It is recommended that the council consist of no more than 20 members. A majority of the members of each school advisory council must be persons who are not employed by the school **district**(SB 1908). The teachers should be representative of the faculty, i.e., by grade levels and/or subject areas. The council should be large enough to be representative and small enough to be productive. The larger the SAC, the more difficult it is to get a quorum.

SELECTION

Peer election shall be used to select parent, teacher, student and educational support employees. Business and community members shall be selected by the principal who shall use school publications and other means to provide wide notice of vacancies and who shall receive input on possible members from local businesses, area chambers of commerce, community and civic organizations and the public at large.

TERM

The term of office for SAC members shall be established by the SAC as part of its bylaws.

VACANCIES

Schools from time to time will have a need to fill vacancies that may occur on the SAC. Vacancies shall be filled in the same manner as the original selection process.

APPROVAL

The membership of each school's SAC is checked by district staff for compliance and then must be approved by the school board. After the approval of the school board, any modifications of a school's SAC membership must be verified for compliance by appropriate district staff. If the school board determines that the membership elected by the school is not representative of the ethnic, racial, and economic community served by the school, the board shall appoint additional members to achieve proper representation.

RESPONSIBILITY / FUNCTIONS OF DUVAL COUNTY SCHOOL ADVISORY COUNCILS

The responsibility of the school advisory council is:

To provide parents, citizens, faculty, staff, and students an opportunity to participate in the development of educational priorities, assessment of a school's needs, and identification of local resources.

The functions of school advisory councils are:

- To assist in the preparation and evaluation of the school improvement plan.
- To assist in the preparation of the school budget.
- To assist in the completion of the MID-YEAR STAKEHOLDERS' ASSESSMENT
- To assist in the preparation of the academic midyear review

Other broad functions of the school advisory councils:

- To participate in planning and monitoring of school buildings and grounds.
- to initiate activities or programs that generate greater cooperation between the community and the school;
- To assist in the development of educational goals and objectives.
- To review and provide input on curriculum issues.
- To recommend various support services and resources.
- To provide input regarding the district's Strategic Plan.
- To review the impact of property development and zoning changes in the vicinity of the school as they relate to the safety, welfare and educational opportunities of the students.
- To perform any such functions as are prescribed by regulations of the school board.
- To perform other functions as requested by the principal.

**SCHOOL ADVISORY COUNCILS ARE NOT ESTABLISHED TO
ORGANIZE FUND RAISING ACTIVITIES.**

DEFINITIONS

The school advisory council is a resource to the school and principal. The term “**advisory**” is intended to mean (1) inquiring, (2) informing, (3) suggesting, (4) recommending, and (5) evaluating.

The school advisory council, since it is advisory only, has some limitations: (1) it may not dictate school board or local school center policy, and (2) it must deal with issues rather than particular persons whether they are administrators, teachers, students, citizens, or parents.

OPERATIONAL PROCEDURES

- Each school advisory council shall develop bylaws that may be reviewed by the district school board.
- Each school advisory council shall maintain minutes of its meetings, a record of which shall be maintained by the school board and subject to public review. The minutes shall include copies of the notices of meetings, the agenda, and a record of attendance. Minutes should be kept for one to three years.
- The officers of a school advisory council shall include, but not be limited to, a chairperson, a vice-chairperson, and a secretary.
- The duties of officers shall be established by the school advisory council.
- Each school advisory council shall meet as often as is necessary to perform its duties, but no less than eight (8) times per school year. All advisory council meetings shall be open to the public.
- Vacancies on the council after the initial selection shall be filled in the same manner as the original selection process. Member names and race/ethnicity are to be sent to appropriate district staff.
- Each school advisory council shall include the words “school advisory council” in their name.

- Each school advisory council shall be the final decision making body at the school concerning the progress of the implementation of the school improvement plan.
- Each school advisory council, beginning in 1999-2000, shall assist in the preparation of the school budget and school improvement plan that addresses budget, training, instructional materials, technology, staffing, student support services, and other matters of resource allocation as determined by the school board.

ROLES OF SAC MEMBERS

The principal:

- serves as a resource providing information regarding the local school educational program.
- supplies academic information to the SAC
- is not a passive resource person or a dominant figure.
- encourages leadership from within the council.
- assists in training members in leadership skills.
- arranges for presentations of interest to the council.
- The principal or his/her designee represents the school at Area Advisory Council meetings.
- keeps the SAC apprised of county policies, curriculum, etc.
- establishes, maintains, and regularly consults with the school advisory council, involving it in decisions in accordance with stated purposes and policies.
- develops, through positive actions, feelings of trust and understanding among SAC, community and staff.
- facilitates the distribution of SAC minutes and agendas.
- serves as the administrator in charge of the school with total responsibility to arrange all affairs of the school including general control and supervision of its employees.
- is a voting member of SAC.
- Is the only administrator on the School Advisory Council.

The Chairperson:

- works closely with the principal and the council to plan each meeting and establish an agenda in time to notify the community of the purpose of each meeting.
- The chairperson or his/her designee represents the school at Area Advisory Council meetings.
- calls the meeting to order, maintains order, and sees that the meeting is properly adjourned.
- instructs the secretary and other officers in their duties.
- sees that minutes are taken, prepared, read, approved, and properly filed in the school.
- sees that business is ordered, considered, and disposed of properly.
- sees that the plan of a SAC vote is posted at least 3 days prior to vote.
- is an impartial, conscientious arbiter of discussion and debate, and insists on fairness in the actions and debate of the members.
- Ensures that a copy of the minutes and attendance record is forwarded to appropriate district staff.

The Vice Chair:

- serves as Chair in the absence of the elected Chair.

The Secretary:

- keeps accurate, complete minutes and files them for inspection. A copy of the minutes should be provided, in a timely manner, to the principal for the school file and a copy forwarded to appropriate district staff
- prepares copies of the agenda and distributes to council members, along with minutes of the last meeting.
- Keeps accurate records of council membership, attendance, duties and special assignments

Parents and other community representatives:

- function as council members according to established procedures making suggestions and recommendations representative of the view of parents, citizens and community organizations of the school community
- **participate regularly** in SAC meetings and carry out council assignments.
- become knowledgeable about the personnel and material resources of the school and community and the school's educational program.
- act as resource persons for the SAC, especially in the solutions of community-related issues which affect the school and its pupils.
- provide input into the process of obtaining community resources to aid the school's educational program.
- serve as a communications link between the SAC, the community, and the school.
- participate in activities aimed at obtaining parent and community support and assistance for school-related programs.

Faculty and school staff representatives:

- function as members of the council to represent the views and interests of the school staff.
- **participate regularly** in SAC meetings and carry out council assignments.
- act as resource persons for the SAC by making available specialized information about the educational program, innovative ideas and available resource.
- provide input into the process of identifying community resources which can aid in the school's educational program.
- accept assigned responsibility for assisting in and coordinating the implementation of new programs.
- serve as a communication link between the SAC and the school staff, keeping the staff informed of actions and activities of the council.
- participate in efforts to encourage school staff support for goals and activities of the SAC.

- The principal is the only administrator on the SAC.

Student representatives:

- serve as representatives of all students, securing suggestions and recommendations from members of the student body for consideration by the SAC.
- function as members of the SAC in accordance with established procedures.
- **participate regularly** in SAC meetings and carry out council assignments.
- provide input to the process of identifying community resources to aid in the educational program.
- assist in securing the support of students in programs planned to deal with issues affecting students.
- serve as a communications line between the SAC, the community and the student body.
- participate in activities aimed at obtaining parent and community support for the school.
- required in high schools, optional in middle schools; not included in elementary schools.

ROLES OF SCHOOL BOARDS

- shall provide funds, per student, for school advisory council use, for school improvement only, as required by Florida statutes and amended from time to time.
- shall encourage maximum decision making at the school site.
- shall encourage waivers of state and district policy, and notify school advisory councils of waiver process.
- shall monitor school advisory council membership for compliance.
- shall maintain meeting minutes from all SAC meetings.
- shall ensure that each school improvement plan addresses budget, training, instructional materials, technology, staffing, student support services, and other matters of resource allocation.

SUNSHINE LAW

According to Chapter 286 in Florida Statutes: All meetings of any board or commission of any state agency or authority or of any agency or authority of any county, municipal corporation, or political subdivision, except as otherwise provided in the Constitution, at which official acts are to be taken are declared to be public meetings open to the public at all times, and no resolution, rule, or formal action shall be considered binding except as taken or made at such meeting. The board or commission must provide reasonable notice of all such meetings.

School Advisory Councils are required to operate under the Sunshine Law. This means that the date, time and place of all meetings must be publicized. SAC meetings are open to the public.

While the public is welcome to attend SAC meetings, they do not participate in the business of the SAC unless the SAC has voted to offer them that opportunity. Non-members do not vote.

AREA ADVISORY COUNCILS

Each school shall belong to an Area Advisory Council (AAC). Representatives to the Area Advisory Council shall be the principal and the SAC chair or their designees. AACs shall elect their own chairperson, vice-chairperson and secretary. AACs shall create their own set of bylaws and are governed by the Sunshine Law. The purpose of the AAC is to facilitate communication among the schools in each feeder pattern. The principal of the high school in the area SAC feeder pattern shall be responsible for assuring that the AAC is meeting the required quarterly minimum of meetings.

DISTRICT ADVISORY COUNCIL

The chairperson of each AAC, or their designee shall represent their area on the District Advisory Council (DAC). The DAC shall elect its own chairperson, vice-chairperson and secretary. The DAC shall create its own set of bylaws and is governed by the Sunshine Law. The superintendent shall be a member of the DAC. The purpose of the DAC is to enhance communication among the superintendent, district staff, community and the local schools.

SUCCESSFUL SAC MEETINGS

The school advisory council should plan an organizational agenda for its first meeting of the school year. This meeting might be used to review this SAC Handbook, set goals, introduce members, assign responsibilities, set an agenda format, and determine what type of problem solving approach will be used by the council.

In order to maintain school advisory council interest and attendance at meetings, each meeting should be carefully planned. Planning strategies for a successful meeting are listed below.

- SAC chairperson and principal prepare an agenda (use input from previous meetings and current concerns).
- Send out minutes of the previous meeting and an agenda for the next meeting to all members at least five days before a meeting.
- Select an appropriate room for the meeting. Consider a central location, temperature, lighting, acoustics, size, and attractiveness.
- Arrange adult-size furniture for face-to-face contact – preferably tables and chairs arranged in a “U” or square. If tables are not available, arrange chairs in a circle or oval.
- Supply nametags and arrange name cards at tables.
- Have refreshments ready and easily accessible.
- Make arrangements for speakers, AV materials or equipment if they will be utilized.
- Have necessary equipment and AV materials easily accessible and ready to use.
- Plan to begin and end the meeting on time.

All SAC meetings should be conducted in a manner designed to bring about efficiency and clarity. The SAC chairperson will call the meeting to order, guide the members through the agenda items, and adjourn the meeting.

Topics to be addressed by a school advisory council should reflect the needs of the school in relation to the school’s philosophy, goals, and the role of the school within the community. Examples of topics for consideration are listed below:

Monitoring and updating the School Improvement Plan	Monitoring magnet programs, if applicable
Programs for Marketing the School	Safety Concerns
Programs for Parent Meetings	After School Programs
Curriculum Study	School Goals and Needs

The effectiveness of the council will depend upon the rapport between the council and the school principal.

ADEQUATE YEARLY PROGRESS

- I. The SAC will examine Adequate Yearly Progress status, as outlined in the **No Child Left Behind** (NCLB) Act and adequate progress as it is defined in Florida's **A+ Accountability System**, as they relate to the SIP and to each objective in the SIP.

Adequate Progress	Adequate Yearly Progress
A+ Accountability	NCLB Accountability
Adequate progress	AYP
50% of the lowest performing students in reading and in mathematics (known as the bottom quartile) must make learning gains	Each NCLB identified subgroup must meet proficiency targets for that year in both reading and mathematics

- II. SACs must make an overall judgment about school improvement plan progress by determining if specific progress has been made in the following areas:
- A. Goals
 1. Review data for each goal comparing the current level of performance and the targeted level.
 2. Review performance on all the goals.
 3. Monitor targets for each subgroup at each grade level and the academic performance toward the targets.
 - B. Overall Plan
 1. Review performance on all of the academic goals.
 2. Look for evidence of successful implementation of the action plans strategies contained within the SIP.
 3. Review other information, or barriers, that might have impacted the results.
- III. Timelines and Procedures
- A. Decisions on progress in specific areas are to occur as soon as all data are available. This will enable the SAC to review data that are reflective of the school's efforts for the entire year.
 - B. Schools must submit an academic mid-year review, signed by the SAC chair, to appropriate district staff in February of each school year.

Improvement efforts will be considered sufficient when results show academic gains for each goal.

SCHOOL IMPROVEMENT FUNDS

School improvement funds.--The district school board shall provide funds to schools for developing and implementing school improvement plans. Such funds shall include those funds appropriated for the purpose of school improvement pursuant to s. [24.121\(5\)\(c\)](#). Sec. 1001.42(18)(c) F.S. The School Advisory Councils decide how the money will be spent. These monies may be expended only on programs or projects selected by the School Advisory Council.

Funds are allocated per unweighted Student FTE as funds are available

Disbursement

- Funds will be placed in a school improvement account located at each school.
- Schools are to keep a record of all expenditures for auditing purposes.

Use of Funds

- Funds can be used for School Improvement Plan development or implementation **only**.
- SACs must reference specific objectives and/or strategies in the School Improvement Plan.
- The School Advisory Council decides on how the School Improvement Funds will be spent.
- -The principal may not override the recommendations of the SAC.
- School Improvement Funds may not be used for capital improvements, such as, construction, renovation, remodeling, or site improvement.
- SACs are encouraged to use the funds to meet current needs rather than having the monies committed to recurring needs.

SCHOOL RECOGNITION FUNDS

All selected schools shall receive financial awards depending on the availability of funds appropriated and the number and size of schools selected to receive an award. Funds must be distributed to the school's fiscal agent and placed in the school's account and must be used for purposes listed in subsection (5) as determined jointly by the school's staff and school advisory council. If school staff and the school advisory council cannot reach agreement by February 1, the awards must be equally distributed to all classroom teachers currently teaching in the school. Sec. 1008.36(4) F.S.

Amount **\$85 per unweighted Student FTE** and amended as per changes in the law

Disbursement

- Funds will be placed into a school recognition account located at each school.
- A plan for disbursement of funds and a budget must be submitted to the district.
- Schools are to keep a record of all expenditures for auditing purposes.

Use of Funds

"School recognition awards must be used for the following:

- a. Nonrecurring bonuses to the faculty and staff;
- b. Nonrecurring expenditures for educational equipment or materials to assist in maintaining and improving student performance; or
- c. Temporary personnel for the school to assist in maintaining and improving student performance.

Notwithstanding statutory provisions to the contrary, incentive awards are not subject to collective bargaining."
Sec. 1008.36 (5) F.S. History s. 381, ch. 2002-387

ACRONYMS

AA	Associate in Arts	ED	Economically Disadvantaged
AAC	Area Advisory Council	EH	Emotionally Handicapped now E/BD
AAS	Associate in Applied Science	ELL	English Language Learner
ABE	Adult Basic Education	EOCs	End-Of-Course (Exams)
ACT	American College Testing (Program)	EE/SS	Exceptional Student Education
ADA	Americans with Disabilities Act	ESL	English as a Second Language
AIP	Academic Improvement Plan	ESOL	English for Speakers of Other Languages
AMAOs	Annual Measurable Achievement Objectives	FACTS	Florida Academic Counseling and Tracking for Students - www.facts.org
AP1	Assessment Period 1	FAIR	Florida Assessments for Instruction in Reading
AP2	Assessment Period 2	FASA	Florida Association of School Administrators
AP	Advanced Placement	FASFA	Florida Association of Student Financial Aid
AS	Associate in Science	FCAT	Florida Comprehensive Assessment Test
ASD	Autism Spectrum Disorder	FCIM	Florida Continuous Improvement Model
ASL	American Sign Language	FDLRS	Florida Diagnostic Learning Resources System
ATD	Applied Technology Diploma	FDOE	Florida Department of Education
AYP	Adequate Yearly Progress	FEA	Florida Education Association
BDI	Broad Diagnostic Inventory	FELCPT/CPT	Florida Entry-Level College Placement Test
CROP	College Reach-Out Program	FIRN	Florida Information Resource Network
CSS	Communication/Social Skills	FLBSI	Florida Bureau of School Improvement
CST	Child Study Team	FS	Florida Statutes
CWT	Choice With Transportation	FSCJ	Florida State College at Jacksonville
D/HH	Deaf/Hard of Hearing	FTE	Full Time Equivalent
DA	Differentiated Accountability	FTP	Florida Teachers' Profession
DAC	District Advisory Council	GED	General Education Development
Day Treatment	Formerly Severely Emotionally Disturbed	GPA	Grade Point Average
DCSB	Duval County School Board	HI	Hearing Impaired
DIAP	District Improvement and Assistance Plan	HSCT	High School Competency Test
DOE	Department of Education	IB	International Baccalaureate
E/BD	Emotional/Behavior Disabilities	IEP	Individual Education Plan
IT	Information Technology	S/D	School/District Assessment
LEP	Limited English Proficiency	SED	Severely Emotionally Disturbed

LI	Language Impaired	SES	Supplemental Educational Services
LLT	Literacy Leadership Team	SES	Socio-Economic Status
LUIS	Library User Information Service	SI	Speech Impaired
MIS	Management Information System	SED	now Day Treatment
NEA	National Education Association	SI	Speech Impaired
NGSSS	Next Generation Sunshine State Standards	SIG	School Improvement Grant
NMSQT	National Merit Scholarship Qualifying Test	SIMS	Student Information Management System
OCLC	Online Computer Library Center	SINI	School In Need of Improvement
OI	Orthopedically Impaired	SIP	School Improvement Plan
OHI	Other Health Impaired	SIT	School Improvement Team
OJT	On-the Job Training	S/L	Speech and Language Impaired
OPPAGA	Office of Program Policy Analysis and Government Accountability	SLA	Supported Level for Academics
PD	Professional Development	SLC	Smaller Learning Community
PI	Physically Impaired	SLD	Specific Learning Disability
PLA	Participatory Level for Academics	SWD	Students With Disabilities
PLC	Professional Learning Community	TABE	Test for Adult Basic Education
PRS	Probability of Reading Success	TDI	Targeted Diagnostic Inventory
PSAT	Preliminary Scholastic Achievement Test (of the College Board)	VE	Varying Exceptionalities
PSV	Postsecondary Vocational Program	VI	Visually Impaired
Rtl	Response to Intervention	VOC-ED	Vocational Education
RTTT	Race to the Top		
SAC	School Advisory Council		
SACS	Southern Association of Colleges and Schools		
SAI	Supplemental Academic Improvement		
SAT	Scholastic Achievement Test (of the College Board)		
SAT9	Stanford Achievement Test 9		
SB	Senate Bill		
SCANS	The Secretary's Commission on Achieving Necessary Skills		

Appendix A

Bylaws Guide

The bylaws form is designed to make your school advisory council bylaws easy to understand and easy to keep up-to-date.

Each school advisory council shall adopt bylaws establishing procedures for:

1. Requiring a quorum to be present before a vote may be taken by the school advisory council. A majority of the membership of the council constitutes a quorum.
2. Requiring at least 3 days' advance notice in writing to all members of the advisory council of any matter that is scheduled to come before the council for a vote.
3. Scheduling meetings when parents, students, teachers, businesspersons, and members of the community can attend.
4. Replacing any member who has two unexcused consecutive absences from a school advisory council meeting that is noticed according to the procedures in the bylaws.
5. Recording minutes of meetings.

The district school board may review all proposed bylaws of a school advisory council and shall maintain a record of minutes of council meetings

Remember that bylaws are supposed to give you some structure and guidelines for the operation of your SAC. Be careful not to make them too restrictive since that will hinder your ability to operate. For example, while you will want to say that your SAC will meet at least 8 times per year, you will NOT want to say that they will meet on the first Thursday of every month. Because then you are required to meet on the first Thursday of every month, even if you have no business to conduct, otherwise you are out of compliance with your bylaws.

Section 1. The School Advisory Council is a resource to the school and the principal. The term "advisory" is intended to mean 1) inquiring, 2) informing, 3) suggesting, 4) recommending, and 5) evaluating.

Section 2. The School Advisory Council, since it is advisory only, has some limitations. 1) **It may not dictate school board or local school center policy, and 2) it must deal with issues rather than particular person, whether they are administrators, teachers, students, citizens, or parents.

Addendum. You may add a page to your bylaws titled Addendum if you have items that you feel absolutely must remain a part of your bylaws and are not covered in the bylaws form. Simply insert a “ See Addendum” by the area where the new section would fit into the bylaws. On the addendum page, reference Article # and Section # and add your wording.

Article I: The name of your School Advisory Council. (Must include the words “School Advisory Council”.)

Article II: Purpose of School Advisory Council

Article III: Membership

Section 7. You must determine a term of office for your members. It is suggested that members serve for one year. Members in good standing could then be re-elected to serve for two or three terms.

Section 9. It is suggested that you include the PTA president as a member of the SAC. It provides for continuity of information. If you do not want the PTA president to serve on the SAC, this section may be removed. If you do want them included, just strike the word optional.

Article IV: Responsibilities of SAC – Sec. 1001.452(2) F.S.

Article V: Officers

Section 1. You will need at the least, a chair to run the meeting and a secretary to take the minutes which are required by law. You may choose to add vice chair(s) or other officers. Parliamentarian, should you chose to have one, is addressed under Article X and should be an appointed position.

Article VI: Roles of Principal and SAC Members

Article VII: Committees

Article VIII: Meetings

Section 2. It is state law that a majority of the membership constitutes a quorum. Majority of the membership does NOT mean a majority of those present. It means a majority of your membership. Example: 20 members means a quorum of 11. Keep this in mind as you set the number of members you will have on your SAC. If you have a very large SAC, it may be hard to get enough people in attendance to achieve a quorum. It is also important that you fill any vacancies as soon as possible since it will affect your quorum and the vacancies **MUST** be filled.

Article IX: Amendments to Bylaws

Article X: Ratification of Bylaws

Article XI: Parliamentary Authority

Appendix B

SCHOOL ADVISORY COUNCIL BYLAWS

Article I: Name

The name of this organization is the _____ School Advisory Council.

Article II: Purpose

Section 1:

The functions of the School Advisory Council are:

- a) assist in the preparation and evaluation of the school improvement plan (Sec. 1001.452(2) F.S.),
- b) assist in the preparation of educational improvement proposals for implementing an educational improvement grant
- c) assist in the preparation of the school's annual budget (Sec. 1001.452(2) F.S.),
- d) the SAC shall perform functions prescribed by regulations of the district school board (Sec. 1001.452(2) F.S.),

Section 2: Other board functions of the School Advisory Council are:

- a. participate in planning and monitoring of school buildings and grounds
- b. initiate activities or programs that generate greater cooperation between the community and the school
- c. assist in the development of educational goals and objectives
- d. recommend various support services in the school
- e. to provide input regarding the district's Strategic Plan.
- f. review the impact of property development and zoning changes in the vicinity of the school as they relate to the safety, welfare and educational opportunities of the students
- g. review the budget to be sure it is aligned with the School Improvement Plan
- h. Perform other functions as requested by the principal

Article III: Membership

Section 1. The principal shall assure that the membership shall be representative of the ethnic, racial and economic community served by the school.

Section 2. This council shall include parents, teachers, education support employees, community members, and the principal. A majority of the membership shall be non-district employees.

Section 3. For purposes of SAC membership, parents shall be defined as anyone who has a student currently enrolled at the school and not a staff or faculty member of that school.

Section 4. The principal shall be the only member of that school's administration who is a member of the SAC.

Section 5.

Peer election shall be used to select parent, education support staff, student and teacher members of the SAC.

Such elections shall be held at the beginning of each school year (after the first day of school) such that the membership list is ready to submit to appropriate district staff no later than October 1.

Section 6. Community members shall be appointed by the principal.

Section 7. Term of office for newly elected members shall be for a period of one year.

Section 8. Members not attending for two consecutive meetings, without an excused absence, will be replaced. Vacancies for parents, teachers, educational support personnel and students will be filled by peer election. Elections to fill vacant positions may be held as necessary throughout the year.

Section 9. Membership in the SAC shall be limited to _____ voting members. SAC is a sunshine organization and non-members are encouraged to attend meetings but may not vote. Voting in SAC meetings shall be limited to duly elected/appointed school board approved members.

Section 10. The PTA president may be a member of the SAC. (optional)

Article IV: Responsibilities

- a) assist in the preparation and evaluation of the school improvement plan
- b) assist in the preparation of the school's annual budget
- c) The SAC shall perform functions prescribed by regulations of the district school board

Article V: Officers

Section 1. Officers and their election:

- a. The officers of the School Advisory Council shall be a chairperson, _____vice chairperson(s), and a secretary. All officers must be members of the SAC.
- b. These officers shall be elected, by written ballot, at the first meeting of SAC at the beginning of the school year provided notice of election has been served.

Article VI: Roles of the Principal and SAC Members

Section 1. The Principal

- a. serves as a resource providing information regarding the local school education program
- b. appoints all non-elected SAC members
- c. maintains the appropriate statutory composition of the SAC
- d. notifies the office of Instructional Improvement and Support when modifications are necessary
- e. encourages leadership from within the council
- f. assists in training members in leadership skills
- g. arranges for presentations of interest to the council
- h. keeps the SAC apprised of county policies, curriculum, etc. Establishes, maintains, and consults with the SAC on a regular basis involving it in decisions in accordance with state purposes and policies
- i. develops, through positive actions, feelings of trust and understanding among SAC, community and staff
- j. serves as the administrator in charge of the school with total responsibility to arrange all affairs of the school including general control and supervision of its employees

Section 2. The Chairperson

- a. works closely with the principal and the council to plan each meeting and establish an agenda in time to notify the community of the purpose of each meeting
- b. calls the meetings to order, maintains order, and sees that the meeting is properly adjourned
- c. instructs the secretary and other officers in their duties
- d. sees that minutes are taken, prepared, read, approved and properly filed in the school
- e. sees that business is ordered, considered and disposed of properly
- f. is an impartial, conscientious arbiter of discussion and debate, and insists on fairness in the actions and debate of the members

Section 3. The Vice Chair(s)

- a. serves as Chair in the absence of the elected Chair.

Section 4. The Secretary

- a. Keeps accurate and complete minutes and files them for inspection. A copy of the minutes should be provided to the principal for the school file and a copy sent to the district office with a record of attendance.
- b. Keeps accurate records of council membership, attendance, duties and special assignments.

Section 5. Parents and other community representatives

- a. act as a council member according to established procedures by making suggestions and recommendations representative of the views of parents, citizens and community organizations of the school community
- b. participate regularly in SAC meetings and carry out council assignments
- c. become knowledgeable about personnel and material resources of the school and community and the school's education program
- d. act as resource persons for the SAC, especially in the solutions of community-related problems which affect the school and its students
- e. assist in obtaining community resources to aid the school's education program
- f. serve as a communication link between SAC, the community and the school
- g. participate in activities aimed at obtaining parent and community support and assistance for school related programs

Section 6. Faculty and school staff representatives:

- a. act as members of the council to represent the views and interest of the school staff
- b. participate regularly in SAC meetings and carry out council assignments
- c. act a resource person for the SAC by making available specialized information about the educational programs, innovative ideas, and available resources
- d. assist in identifying community resources which can aid in the school's educational programs
- e. serve as a communication link between the SAC and the school staff, and keep the staff informed of actions can activities of the council
- f. participate in efforts to encourage school staff support for goals and activities of the School Advisory Council

Article VII: Committees

The SAC may create such committees as necessary to carry on the work of the council.

Article VIII: Meetings

Section 1. The SAC shall meet as often as necessary to perform its duties, but no less than eight (8) times per year. Such meetings shall be held starting at the beginning of each school year (after the first day of school) such that the membership roster is ready to

submit to appropriate district staff no later than October 1. Meetings must be scheduled when parents, students, teachers, education support personnel and community members can attend. All meetings shall be open to the public.

Section 2. A quorum must be present to conduct business. A majority of the membership of the council (more than half) shall constitute a quorum.

Section 3. Three days written notice will be given to members concerning any item that will be voted on at the upcoming meeting.

Article IX: Amendments to Bylaws

Section 1. These bylaws shall be amended at any regular meeting of the SAC by a majority of the membership.

Section 2. The amendment shall become effective immediately upon passage

Article X: Ratification of Bylaws

The bylaws of the SAC will be ratified by a majority of if its members.

Article XI: Parliamentary Authority

Section 1. The rules contained in the current edition of "Robert's Rules of Order, Newly Revised" shall govern the association in all cases in which they are applicable and in which they do not conflict with these bylaws.

Section 2. The chairperson has the option to appoint a member of SAC as a parliamentarian at any meeting deemed necessary.