

COLORADO SPRINGS SCHOOL DISTRICT ELEVEN
Dr. Nicholas Gledich, Acting/Interim Superintendent
Phoebe Bailey, Assistant Superintendent – Personnel Support Services

**District Accountability Committee
Full DAC Committee Meeting**

March 17, 2022
Hybrid – In person and WebEx
Tesla, Room 116
6:00 – 8:00pm

1. Welcome/Introductions/Opening Remarks– Velvet Stepanek, DAC Chair– 5 minutes
2. Spotlight – GrandFriend, Nancy Daigle – Velvet Stepanek, DAC Chair – 10 minutes
3. Academic Master Plan – Sherry Kalbach, Interim Deputy Superintendent-ALL/Brandan Comfort, EDSL- 45 minutes
4. DAC Membership Policy Updates – Velvet Stepanek, DAC Chair – 10 minutes
5. DAC Requests to the Board – Velvet Stepanek, DAC Chair-10 minutes
6. Grading Discussion – Marion Clawson, Accreditation Subcommittee Chair-15 minutes
7. Budget Subcommittee Updates – Amanda Huber, Budget Subcommittee Vice Chair – 10 minutes
8. Training & SAC Support Update – Lyman Kaiser, T&SS Chair – 5 minutes
9. Accreditation Subcommittee Update – Marion Clawson, Accreditation Subcommittee Chair – 10 minutes
10. Closing Remarks – Velvet Stepanek, DAC Chair – 5 minutes

T & SS meetings, April 5, May 3, via WebEx

SAC Training, April 7, In person (Tesla) and via WebEx

DAC meetings, April 21, May 12, via in person (Tesla) and WebEx



D11 Academic Master Plan

AMP



D11 Academic Master Plan



AMP Goals

1. Increase student achievement
2. Increase student enrollment



D11 Academic Master Plan

History

- Western Demographic Report
- Community Engagement



D11 Academic Master Plan

AMP Philosophy

- Quality Neighborhood Schools
 - Pathway Programs
 - Innovation Status



D11 Academic Master Plan



Quality Neighborhood Schools

What can families expect from every D11 school, regardless of neighborhood?



D11 Academic Master Plan



Pathway Programs

- Science, Technology, Engineering, and Math (STEM)
 - Arts Integration (A+ model)
- Outdoor and Environmental Education (OEE)
 - Dual Language Immersion (DLI)



D11 Academic Master Plan



Pathway Programs

Applicants:

Bristol	Martinez
Columbia	McAuliffe
Howbert	Steele
Madison	Taylor



7

D11 Academic Master Plan



Current D11 Pathways

- Advancement Via Individual Determination (AVID)
 - Gifted Magnet Program (GMP)
 - International Baccalaureate (IB)
 - Montessori
 - Online Education



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D11 Academic Master Plan



Career and Technical Education (CTE)

- Every High School supports:
 - Computer Science
 - Business Education
 - Family and Consumer Science
- Graphic Arts & Digital Communications
 - Alternative Cooperative Education



D11 Academic Master Plan

Career and Technical Education (CTE)

Future Plans include:

- Aerospace Engineering
- Advanced Manufacturing
 - Urban Agriculture
 - Aviation Science
 - Cyber Security
 - Health Science
 - Skilled Trades
 - Cybersecurity



D11 Academic Master Plan



Innovation Status

- North MS
- Tesla EOP
- Mitchell HS



**DISTRICT ACCOUNTABILITY COMMITTEE
(By-laws)**

ARTICLE I: Name

The name of this organization will be the District Accountability Committee, or DAC, an advisory body, as required by Colorado law, to the Colorado Springs School District 11 Board of Education (the Board).

ARTICLE II: Purpose

The overall purpose of the DAC is to make recommendations to the Board relative to the administration of the program of accountability as provided by state law to include accreditation, achievement, Colorado Springs School District 11 (the District) and school performance plans, and priorities for spending District funds.

Article III: Responsibilities

1. Advise the Board concerning preparation and review of the District's Performance, Improvement, Priority Improvement, or Turnaround plan, whichever is required based on the District's accreditation category, and make recommendations at least annually to the Board concerning the contents of the plan [per C.R.S. 22-11-303 thru 22-11-306]. Such action should take into account input from School Accountability Committees (SACs) and school performance plans.
2. In coordination with the Administration (resource person), the DAC shall participate in the compilation, review and submission to the Board of school Performance, Improvement, Priority Improvement, and Turnaround plans submitted by the SACs [per C.R.S 22-11-403 thru 22-11-406].
3. Support individual schools and SACs in the development of the school's Performance, Improvement, Priority Improvement, or Turnaround plan, whichever is required based on the school's accreditation category.
4. Monitor plans for and support schools receiving Every School Succeeds Act (ESSA) funds and/or designated as Comprehensive Support and Improvement (CS), Targeted Support (TS), or Additional Targeted Support and Improvement (ATS) schools.
5. Consider input and recommendations from the SACs concerning school principal evaluation procedures and development plans and support consideration by the District as appropriate.
6. Provide input and recommendations to the District, on an advisory basis, concerning the development and use of assessment tools to measure and evaluate student academic growth as it relates to teacher and principal evaluations.
7. Participate in the District accreditation process and evaluations of student achievement. Review and make recommendations regarding student achievement and the learning environment relative to defined District goals and objectives.

8. Make recommendations about the prioritization of expenditures of District funds with a focus on student achievement, safety, and equity, and with consideration of recommendations from SACs.
9. Review new charter school applications and report to the District and the Board the findings of the reviews.
10. Work to increase the level of parent/guardian engagement in the District and in the schools of the District by publicizing opportunities to serve, soliciting parents/guardians to serve on the DAC and SACs, and assisting the District in implementing the parent/guardian engagement policy adopted by the Board.
11. Assist SACs and school personnel in increasing parents'/guardians' engagement with educators, including but not limited to parents'/guardians' engagement in creating students' Reading to Ensure Academic Development Act (READ) plans, in creating students' Individual Career and Academic Plans (ICAP), and in creating students' plans to address chronic absenteeism and/or habitual truancy.
12. Provide input to the Board concerning any changes to, and enforcement of, the District student conduct, discipline, and attendance code.
13. At least annually, in coordination with the Board, cooperatively determine any areas and issues that the DAC should study and then report the DAC findings and recommendations to the Board.
14. The Board may also task the DAC directly in other Board policies.

ARTICLE IV: Membership

The membership of the DAC shall be approved annually by the Board. The membership composition will be developed in accordance with the guidelines in policy AE, Accountability/Commitment to Accomplishment. Per state law and Policy AE, a parent/guardian shall not be eligible to serve in a parent/guardian category on the DAC if he or she is employed by the District or a relative is employed by the District. In accordance with state law, relative is defined as a person's spouse, son, daughter, sister, brother, mother, or father. Board members are not a required member or ex-officio member of the DAC, ~~but~~ their attendance is encouraged in order to gather information, as well as to ease communication with staff and stakeholders.

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Section 1

The membership of the DAC shall consist of:

- Chair – (should be a parent/guardian, if not, then a community member)
- Vice - Chair (should be a parent/guardian, if not, then a community member – will also chair Membership subcommittee)
- 4 parents/guardians with students in District regular elementary public schools
- 1 parent/guardian with GT student needs
- 1 parent/guardian with a ~~for~~ Special Education student needs
- 1 parent/guardian ~~with from~~ ELL student needs or an ELL community member.

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- 2 parents/guardians with students in District regular middle schools
- 2 parents/guardians with students in District regular high schools
- 1 parent/guardian with a student in a District alternative school
- 1 parent/guardian with a student in a District charter school
- 3 teachers (one elementary school, one middle school and one high school)
- 3 school administrators (one elementary school, one middle school, and one high school)
- 4 community members living in the District without students in District schools
- 1 person involved in business or industry within the District's boundaries
- 1 person associated with higher education in the local community
- 1 person associated with the military community at Peterson AFB
- 1 Education Support Professional
- Chair of the DAC Budget Subcommittee
- Chair of the DAC Accreditation/Achievement Subcommittee
- Administrative Liaison (Appointed by the Superintendent), ex-officio, non-voting member
- Administrative support, ex-officio, non-voting member

Recommendations for parent/guardian school representatives may be submitted to the DAC Membership Committee by each School Accountability Committee (SAC) by April 15th of the school year.

Parent/guardian school representatives are expected to represent the school level/group they are identified as supporting in the DAC membership structure. The DAC chair may work with DAC members to identify a group of schools they will be primarily responsible for representing, and providing liaison support to, regarding DAC and SAC matters.

The DAC Membership Subcommittee will solicit community representatives, teachers, and administrators as needed; and work with the schools and school SACs to meet the membership guidelines outlined above consistent with policy AE.

Section 2

The term of membership on the DAC will be two years and may be renewed. The DAC and DAC Membership Subcommittee will strive to stagger the terms of the DAC membership in order to retain continuity and expertise on the DAC. The DAC Membership Subcommittee will make recommendations for membership to the DAC no later than one week before the May DAC meeting for the following school year. The DAC will forward recommendations for membership to the Board, for approval, no later than the first Board meeting in June for the following school year. The Board may add members or remove members as needed in coordination with the DAC.

The membership year will be from July 1 to June 30.

Section 3

Regular attendance is expected at DAC and DAC Subcommittee meetings. In the event a DAC voting representative cannot attend a meeting, he or she is expected to notify the Chair or administrative support person. Any member with two unexcused consecutive absences, or three

excused absences, will be contacted by the Membership Committee chair or designee to determine his/her intent to continue on the DAC. In the event that a DAC member is unable to complete their term, the Membership Subcommittee will nominate a replacement to be approved by the DAC and then approved by the Board.

The DAC, with at least two-thirds of the vote in favor of the members present at a regular DAC meeting, may approve a meeting or series of such meetings to take place by video conferencing or other electronic means. The electronic means used shall allow the public to hear the comments made by DAC members participating by electronic means and allow those DAC members to hear all components of the meeting and vote on items as appropriate. A DAC member participating by electronic means will be recorded as attending the meeting. A DAC member has an obligation to ensure that the location from which he or she is participating is free of distractions and promotes clear, two-way conversations. Note: This paragraph will also apply for all DAC Subcommittees.

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ARTICLE V: Officers

Section 1

The elected officers will be a chair and a vice-chair.

Section 2

The DAC chair will be elected annually and may serve no more than fourthree consecutive years. The term of office for the vice-chair will be one year and may be renewed annually.

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Section 3

The elected chair and vice-chair will be elected by a majority vote of the DAC voting membership present at the May meeting and subject to approval by the Board in June. They will assume office July 1 of that year.

Section 4

The DAC chair will call and preside at all meetings, appoint Subcommittee chairs with approval of the DAC (with the exception of the Membership Subcommittee chair) and, in general, conduct the business of the DAC. The DAC chair will also serve as facilitator of the DAC/SAC/Parent work sessions and conferences. The designated vice-chair will serve in the absence of the DAC chair.

Section 5

The Administration resource person, and administrative support, shall serve as non-voting ex officio members.

Section 6

In the event the Board requests DAC input/recommendations on short notice and there is not sufficient time to call a special meeting of the DAC, the DAC chair or designee will make every effort to solicit input electronically from the DAC voting membership.

Section 7

In coordination with the Board, the DAC will develop charges for the DAC for the upcoming school year. Charges will be submitted to the Board for approval in October of each academic year.

ARTICLE VI: Subcommittees

Section 1

During any school year there will be, at a minimum, a Membership Subcommittee, a Training and SAC Support Subcommittee, a Budget Subcommittee and an Achievement/Accreditation Subcommittee as standing committees. Additional ad hoc subcommittees will be formed as deemed necessary by the DAC in coordination with the Board. The chairs for all standing

committees must be parents/guardians or community members of the District who are not employees of the District. To the extent possible, the parent/guardian representation should be the largest of any subgroup on any DAC subcommittee. DAC members are strongly encouraged, but not required, to serve on at least one DAC subcommittee. Membership for all DAC subcommittees will be coordinated/screened by the Membership Subcommittee and then forwarded to the DAC for approval. The final approval for the Budget and Accreditation Subcommittees will be by the Board and will be submitted to the Board not later than October 1 of each academic year. The Board may add members or remove members as needed in coordination with the DAC.

Section 2

The District will provide administrative resource/secretarial support to the subcommittees as necessary.

Section 3

Subcommittee chairs will give notice of all subcommittee meetings to the DAC chairman and administration resource person to be reported to the DAC. A simple majority of the approved committee membership shall constitute a quorum for voting purposes at any scheduled meeting.

Section 4

Each additional ad-hoc subcommittee will submit a proposed goals and membership list, for the review and preliminary approval of the DAC. Subcommittee goals will be sanctioned by the DAC and submitted to the Board for final approval. All ad-hoc subcommittees will have a sunset date for the committee as determined by the DAC in coordination with the Board.

Membership Subcommittee

The Membership Subcommittee shall be chaired by the Vice Chair. Membership on the Subcommittee shall be primarily constituted by members of the DAC. The Subcommittee is responsible for recruiting/screening potential members, working with the DAC administrative liaison to maintain membership rosters, school SAC contact info,

attendance, etc. Proposed nominees for DAC membership and for Chair and Vice Chair will be provided to DAC members not later than one week before the May meeting. Nominations may also be taken from the floor. Nominees' consent will be required to be considered as a candidate for DAC membership or for office.

Training and SAC Support Subcommittee

The Chair should be appointed from within the DAC. Membership may be a combination of DAC and non-DAC members but should be primarily members. The Subcommittee will be responsible for training programs for DAC and SAC members, e.g. training on UDIP and USIP development and monitoring, reviewing and updating handbook(s), etc. This group would be the lead for developing the annual training program for SACs and the DAC and be a lead resource for developing and presenting at SAC/DAC/Parent work sessions and conferences. Subcommittee members would also be a lead resource for providing assistance to SACs.

Budget Subcommittee

The Budget Subcommittee will make recommendations, as approved by the DAC, to the Board relative to cost containment, budget management and the prioritization of expenditures of District funds with a focus on student achievement, student safety and equity, and perform additional non-administrative functions pertaining to District funds as directed by the Board and sanctioned by the DAC.

In addition to the tasks related to the District budget, the Budget Subcommittee will create a separate task force to annually review certain audit oversight functions as follows:

- Assistance with the selection of the District's independent auditors, as applicable
- Communications with the District's independent auditors on potential areas of financial risk or internal control
- Review of the District's Comprehensive Annual Financial Report (CAFR) upon completion by the District
- Review of the independent auditor's report to the Board of Education on audit results, opinions, required communications, internal controls and other financial matters
- Review the auditor's management letter and the administration's response to the management letter and present recommendations to the Board.

The Board Treasurer will serve on this task force and may chair the task force if so desired. At the completion of the task force's annual audit evaluation, the chair will provide a written report to the Board on the task force's analysis, results and findings.

The terms of the members of the Budget Subcommittee will normally be for two (2) years, will be overlapping to the best extent possible in order to provide synergy within the committee, and will be subject to annual approval by the Board. The District will attempt to keep employee representation on the Budget Subcommittee at less than 50% of total membership.

Achievement/Accreditation Subcommittee

The Achievement/Accreditation Subcommittee will make recommendations, as approved by the DAC, to the Board relative to student achievement, accreditation of the District and District schools, and the development of the District's Performance, Improvement, Priority Improvement, or Turnaround plan as required based on the District's accreditation category [per C.R.S 22-11-303 thru C.R.S 22-11-306]. Such action should take into account input from school accountability committees (SACs) and school performance plans.

In coordination with the Administration (resource person), the DAC Achievement/Accreditation Subcommittee shall also serve as the DAC lead agency in the compilation and submission to the Board the school Performance, Improvement, Priority Improvement, and Turnaround plans submitted by the schools/SACs [per C.R.S 22-11-403 thru 22-11-406]. (See also AE-R-1, Article III, Item 2.)

The terms of the members of the Achievement/Accreditation Subcommittee will normally be for two (2) years, and will be overlapping to the best extent possible in order to provide continuity and promote synergy within the committee, and will be subject to annual approval by the Board.

ARTICLE VII: Meetings

Section 1

All meetings will be open to the public. Meetings of the DAC will normally be held monthly during the school year. Meeting dates and times will be set by the DAC Chair in coordination with the DAC.

DAC/SAC/Parent Work Sessions and Conferences: The DAC will meet with representatives of all SACs in open session at least four times during the school year. The first meeting will be in September to provide extensive SAC training for new and continuing members of SACs. Remaining meetings will be scheduled by the DAC chair, approximately quarterly to provide updates on SAC/DAC topics of interest related to SAC/DAC responsibilities; provide a chance to obtain input from SACs on budget, achievement, safety/security, discipline matters, parent/guardian engagement, equity, etc., and facilitate peer discussions between SACs on best practices and problems/issues of mutual interest. Parents/guardians interested in being involved in SACs or DAC will be encouraged to participate in these information sessions.

Section 2

Notification of DAC meetings/events will be sent to all DAC members, Board members, and appropriate Administration officials. Notification will be by email or other electronic means where possible.

Dates, agendas, and minutes of meetings of the DAC and DAC subcommittees will be posted on the District web site.

Notification of all special/rescheduled meetings and/or DAC/SAC/Parent Work Sessions and Conferences will be sent to schools and DAC members sufficiently in advance for the public to be notified as well as posted on the District web site.

Section 3

Proper notice having been given, the voting members present will constitute a quorum for the full DAC for regular and special meetings.

Section 4

Special meetings of the DAC may be called by the chair or a majority of the DAC voting membership. At least seven days advance notice of special meetings will be given to members.

ARTICLE VIII: Rules of Order

The current edition of Robert's Rules of Order, Newly Revised, will be the authority of parliamentary law in meetings.

ARTICLE IX: Amendments

Section 1

These by-laws may be amended by a two-thirds vote of the voting membership present at any regular meeting following prior written notice of the proposed changes of at least seven days to all members.

Section 2

All amendments to the by-laws will be submitted to the Board Policy Committee for review (see Policy BG) and are subject to approval by the Board.

Adopted December 6, 1971
Revised December 15, 1977
Revised December 9, 1981
Revised November, 1986
Revised February 28, 1990
Revised November 1991
Revised October 1995
Revised November 1997
Revised June 2002
Revised March 2010
Revised April 2010
Revised May 8, 2013
Revised January 22, 2014
Revised May 11, 2016
Revised October 11, 2017
Revised May 26, 2021

Colorado Springs School District 11
Board of Education Policy
Regulation 1 to Policy AE, District
Accountability Committee
Revised May 26, 2021

LEGAL REFS.:

C.R.S. 14-15-101, et seq.
C.R.S. 22-2-117 (waivers from State Board of Education)
C.R.S. 22-7-301, et seq.
C.R.S. 22-7-1201, et seq. (Colorado READ Act)
C.R.S. 22-11-101 et seq. (Educational Accountability Act of 2009)
C.R.S. 22-11-301 and 302 (District Accountability Committee)
C.R.S. 22-11-401 through 406 (School Accountability Committee)
C.R.S. 22-32-109 (1)(oo)
C.R.S. 22-32-142
C.R.S. 24-6-402 (Colorado Sunshine Law)
1 CCR 301-1, Rules 2202-R-100 et seq.
1 CCR 301-81, Rules Governing Standards for Individual Career and Academic Plans
1 CCR 301-92, Rules for Administration of Colorado READ Act

CROSS REFS.:

AE, Accountability/Commitment to Accomplishment
AE-R-2, School Accountability Committees
AED, Accreditation
AG, Equity Policy
BDF, Advisory Committees
BG, School Board of Education Policy Process
IHBJ and IHBJ-R, Parent Involvement in Title I Education
JHB, Truancy
JIC, Student Conduct, Discipline, and Attendance Code
JK, Student Discipline
KB, Parent/Guardian Engagement

SCHOOL ACCOUNTABILITY COMMITTEES
(Minimum Requirements for SAC By-Laws)

Purpose

The school accountability committee (SAC) represents the school community's point of view at large. Each SAC concerns itself with the improvement of education, safety, and learning environment for students in its school. Toward the accomplishment of this purpose, the SAC works in cooperation with the principal to:

1. Adopt rules for its operation (by-laws) consistent with these organizational guidelines.
2. Request assistance from the school's District Accountability Committee (DAC) Chair, Vice Chair, Training and SAC Support Subcommittee, and/or school representatives to the DAC as appropriate.
3. If a performance or improvement plan is required based on the school's accreditation status, advise the principal concerning preparation of the school's Performance or Improvement plan, and make recommendations regarding the contents of the plan [per C.R.S. 22-11-403 thru 22-11-406].
4. If a Priority Improvement plan or Turnaround plan is required based on the school's accreditation status, publicize and hold a public SAC meeting to receive input concerning possible strategies to be included in the school Priority Improvement plan, or Turnaround plan. The SAC shall make recommendations to the principal and the Colorado Springs School District 11 Board of Education (the Board) concerning the contents of the school Priority Improvement plan or Turnaround plan, taking into account recommendations received at the public meeting. *[At a minimum, the plans must identify the local, state, and federal resources that the school will use to implement the identified strategies with fidelity and incorporate strategies to increase parent/guardian engagement in the public school.]*
5. In coordination with the principal, submit the school's plan to the DAC and the Colorado Springs School District 11 (the District) Superintendent (or designee) by the date specified by the Superintendent (or designee).
6. Publicize the Board public hearing held to review the school's written Priority Improvement or Turnaround plan if one is required. Members of the SAC are encouraged to attend the public hearing.
7. At least quarterly the SAC should assess, in coordination with the principal, the achievements and challenges relating to successful implementation of the school's Performance, Improvement, Priority Improvement, or Turnaround plan whichever is applicable.
8. Make recommendations to the principal on priorities for the expenditure of school funds with a focus on achievement, safety, and equity; and identify additional funding needs as

appropriate. The SAC shall send copies of its recommendations for the upcoming school year to the DAC, Superintendent (or designee) and the Board not later than February 1 of each year. When requested, the SAC will also provide input on use of Student Activities Funds.

9. Increase the level of parent/guardian engagement in the school consistent with the school's racial/ethnic/economic/ special education/gifted/migrant and English Language Learner (ELL) student representations and the District's Equity Policy AG.

10. Publicize opportunities to serve and solicit parents/guardians to serve on the SAC. In soliciting parents/guardians to serve on the SAC, the SAC shall direct the outreach efforts to help ensure that the parents/guardians who serve on the SAC reflect the student populations represented in the school (as provided in section 9 above).

11. Assist the District in implementing at the school the parent/guardian engagement policy adopted by the Board.

12. Assist school personnel to increase parents'/guardians' engagement with teachers, including but not limited to parents'/guardians' engagement in creating students' Reading to Ensure Academic Development Act (READ) plans, in creating students' Individual Career and Academic Plans, and in creating students' plans to address chronic absenteeism and/or habitual truancy.

13. Provide input and recommendations to the DAC and District administration, on an advisory basis, concerning school principal evaluation procedures and development plans.

14. Develop additional SAC areas of study, as needed, which will address the educational needs of the school.

15. The Board may also task the SAC directly in other Board policies.

Membership

The SAC membership composition will be developed in accordance with the guidelines in policy AE, Accountability/Commitment to Accomplishment. A parent/guardian shall not be eligible to serve as a parent/guardian on the SAC if he or she is employed by the school or a relative is employed by the school. In accordance with state law, relative is defined as a person's spouse, son, daughter, sister, brother, mother, or father.

The SAC will encourage terms of membership of two years but will accept terms of one year. Terms of membership of two years are encouraged so that over this period members may develop a full understanding of and make significant contributions to the accountability process in their school. Individuals may serve for multiple terms.

For members with two-year terms, the SAC will make a best effort to stagger these terms of membership so that no more than approximately one-half of the committee's membership expires in any one year. Subject to the approval of the SAC, the principal and/or chair will make recommendations for vacant positions.

Officers, terms and duties

A chair will be elected from the SAC membership. A vice chair or co-chair and secretary may also be elected. The term of office will be one or two years, and may be renewed at the discretion of the SAC. The chair, co-chair, and/or vice chair should be a parent/guardian elected from the parent/guardian representatives on the SAC. Officers will be elected by the majority of the membership present at the last meeting of the existing school year or at the first meeting of the next school year but no later than September 1 of each year.

The Chair will preside at all meetings, appoint subcommittee chairs as needed and, in general, conduct the business of the committee. The Chair or Secretary (if elected) will take minutes of the meetings, record attendance and provide a written copy for the records. The Chair will also ensure that the school community has been notified and has the opportunity to participate in DAC/SAC/Parent/Guardian work sessions and conferences sponsored by the District DAC.

Meetings

Meetings will be held at least quarterly but more typically monthly during the school year to address the goals and items listed under "Purpose" above.

A schedule of meetings (dates and times) will be established by the SAC. All meetings will be open to the public. Meeting notices and minutes will be posted in school buildings and on school web sites. Member notification will be by email or other electronic means where possible.

Special meetings may be called by the chairman or by a majority of the total SAC membership. At least seven days' previous notice of special meetings will be given to all SAC members including the principal via phone or written contact.

If prior proper notice is given, the voting membership present will constitute a quorum for the full SAC.

The SDAC, with at least two-thirds of the vote in favor of the members present at a regular SDAC meeting, may approve a meeting or series of such meetings to take place by video conferencing or other electronic means. The electronic means used shall allow the public to hear the comments made by SDAC members participating by electronic means and allow those SDAC members to hear all components of the meeting and vote on items as appropriate. A SDAC member participating by electronic means will be recorded as attending the meeting. A SDAC member has an obligation to ensure that the location from which he or she is participating is free of distractions and promotes clear, two-way conversations. Note: This paragraph will also apply for all SDAC Subcommittees.

Subcommittees

Subcommittees will be formed as deemed necessary by the chair and
Subcommittee meeting schedules and plans of work must be approved by the SAC.

By-laws and amendments

By-laws will be adopted by the SAC which are consistent with these minimum requirements. They may be amended by a majority vote of the SAC membership at any regular meeting following advance written notice of at least seven days to all members. All amendments also must be consistent with these minimum requirements.

- Adopted December 1990
- Revised March 2010
- Revised April 2010
- Revised May 8, 2013
- Revised January 22, 2014
- Revised May 11, 2016
- Revised March 10, 2021

- LEGAL REFS.:
- C.R.S. 14-15-101 et seq.
 - C.R.S. 22-7-301, et seq.
 - C.R.S. 22-7-1201. et seq (Colorado READ Act)
 - C.R.S. 22-11-101 et seq. (Educational Accountability Act of 2009)
 - C.R.S. 22-11-401 through 406 (School Accountability Committee)
 - C.R.S. 22-32-109 (1)(oo)
 - C.R.S. 22-32-142
 - C.R.S. 24-6-402 (Colorado Sunshine Law)
 - 1 CCR 301-1, Rules 2202-R-1.00 et seq.
 - 1 CCR 301-81, Rules Governing Standards for Individual Career and Academic Plans
 - 1 CCR 301-92, Rules for Administration of Colorado READ Act

- CROSS REFS.:
- AE, Accountability/Commitment to Accomplishment
 - AE-R-1, District Accountability Committee By-Laws
 - AED, Accreditation
 - AG, Equity Policy
 - BDF, Advisory Committees
 - BG, School Board of Education Policy Process
 - DM, Cash in School Buildings
 - IHBJ and IHBJ-R, Parent Involvement in Title I Education
 - JHB, Truancy
 - JIC, Student Conduct, Discipline, and Attendance Code
 - JJF, Student Activities Funds
 - JK, Student Discipline
 - KB, Parent/Guardian Engagement

Dear Board of Education,

The District Accountability Committee (DAC) and the DAC Subcommittees want to be partners in the planning for how the district proceeds forward, especially with regard to reducing declining enrollment and improving academic achievement. Our committees contain all the stakeholders of the D11 community: parents, community members, teachers, administrators, and support professionals. We are required by law to advise you on budget, accreditation, accountability, and charter schools. In addition we interface with School Accountability Committees at every school level. We work hard to stay apprised of what is happening in the district. Our committee provides a wide range of voices who are all working to do what is best for D11 students. We strongly request that you use us as partners as the district proceeds forward.

The District has some immediate needs that we believe should to be addressed:

- We request that a task force be formed to further determine the causes of declining enrollment and make recommendations for reducing same. This group could also help come up with plans to “right size” the district if enrollment can’t be turned around.
- We request a task force be formed to plan for spending the excess undesignated funds (>\$70Mil) in the general fund. This includes plans to efficiently use all our resources including ESSER money, other grant money, MLO money, general fund money, etc. so that we can survive in a positive way for D11 students through the next few years of reduced funding due to declining enrollment averaging. This needs to take into account funds needed for the success of the Academic Master Plan with a focus on the two main goals of improving academic achievement for ALL students and reducing declining enrollment.

The DAC would like to acknowledge the dedication and commitment of D11 staff. The support that the DAC receives from district administration, teachers, and staff is impressive. Our work could not be accomplished without their continued support.

There are initiatives happening in this District that we believe need to continue to keep the District moving forward;

- Strategic Plan (along with the supporting plans identified in policy AD)
- One Plan development and execution at the District and school level. Dr. Khaliqi and his team are providing valuable services to every school for their One Plan development, especially with the May/June symposiums. Having access to 5 Essentials data along with assessment data needs to continue to be part of the work at every school to support student success. This work is also essential for the District improvement planning.
- PowerSchool with Performance Matters and Hoonuit capabilities all working, plus all staff properly trained.
- Quality Neighborhood Schools Refinement
- Best First Instruction initiatives
- Curriculum and instruction focused on elements of the Graduate Profile
- Family School Community Partnership Collaborative work
- Timely/adequate staff training for all new software, curricular, and assessment initiatives
- Work on providing opportunities for all students

As we finish this school year the DAC wants to continue to partner with you on the mission for student success.

Sincerely,

Velvet Stepanek – DAC Chair

Joseph Mezzofante – DAC Vice Chair

Amanda Huber – Budget Subcommittee Chair Marion Clawson – Accreditation Subcommittee Chair

Lyman Kaiser – SAC Training and Support Subcommittee Chair

Grading conversation

Observations

Middle and High school grading practices are inconsistent

Vary from school to school and teacher to teacher

Grading practices are not transparent

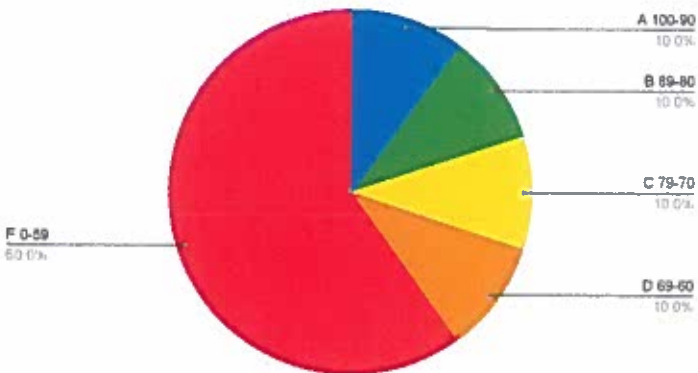
A student's grade does not communicate the student's achievement

Traditional grading practices

- Grades consists of
- test/ quizzes
 - Homework
 - Assignments
 - behavior incl attendance, participation
 - extra credit

Issues

Points scored



100 point or % scale is heavy on failure

Grades are calculated by average

Missing work, late submission and extra credit misrepresent student learning

Gradebooks are set up inconsistent and often not explained to students and parents

Impact

High achieving students suffer under the amount of pressure to get good grades, causing stress and anxiety .

Student focus is solely on the grade

Grades demoralise and destroy motivation

Traditional grading practices foster inequity and bias

Extra credit causes grade inflation

Teachers have become bookkeepers

Grades communicate student achievement

Grading practices

Standard based grading/ proficiency based grading

- Brings to focus on student learning
- Takes the whole student into account
- Meets the students where they are in their learning journey
- Students are a part of the learning process, when learning is something that is done with them instead of to them
- Teachers become the guide/coach
- Increase in achievement scores
- Consistent, accurate, meaningful , transparent

Main concepts

Grades are based on standards and identified by levels of proficiency/mastery

Learning goals to achieve proficiency are developed with the student

Only the most recent evidence and data will determine the grade

Formative assessments will be used to guide teaching

Students will be allowed multiple opportunities to demonstrate their understanding of classroom standards in various ways

Retakes and revisions will be allowed and encouraged

Homework is independent practice that receives feedback only

Questions?

Write down & share

If we run out of time, email them to me clawson.marion@gmail.com

References and resources

Grading for equity - Joe Feldman 2019

Upgrading - Susan D. Blum 2020

How to grade for learning - Ken O'Connor 2018

Making grades matter - Matt Townsley, Nathan L. Wear 2020

Hacking Assessment - Starr Sackstein 2015

Going Gradeless - Elise Burns, David Frangiosa 2021

A repair kit for grading - Ken O'Connor 2007

General Fund

Colorado Springs School District 11

Line	Mobile	Program	Location	\$ Amount	R/REG	FTE	Owner
ALL-1	Achievement, Learning & Leadership	00900	Curriculum & Instruction	\$ 1,500,000.00	N		Year seven extra expenses for K-8 Mathematics P. Bunge
ALL-2	Achievement, Learning & Leadership	00900	Curriculum & Instruction	\$ 450,000.00	R		Updated D11 Math program Materials, both core and supplemental intervention support for all school sites P. Bunge
ALL-7	Achievement, Learning & Leadership	21110	Student Support & Engagement	\$ 80,000.00	N		Expand contraction with Anderson, Dude, & Lebel P.C. to provide independent Expulsion Hearing Officer services for D11 J. Montoya-DeSmidt
ALL-8	Achievement, Learning & Leadership	21220	Student Success & Wellness	\$ 64,900.00	N		Additional Pay for Career and College Access Coordinator & Access Initiative School Counselors/ student transportation and college campus visits C. Notestine
ALL-11	Achievement, Learning & Leadership	009EV	Career & Technical Education	\$ 120,000.00	N		C-tech Telecommunications program for D11 high schools. Material and curriculum D. Roberson
ALL-14	Achievement, Learning & Leadership	009AC	Achieve On-line HS	\$ 31,000.00	R		Increased pricing for Achieve online FuelEd license D. Hoff
ALL-15	Achievement, Learning & Leadership	00900	Executive Directors of School Leadership	\$ 175,000.00	R		Increase budget for all D11 Elementary/ Middle School supply kits. D. Hoff
ALL-16	Achievement, Learning & Leadership	24110	RJWAC	\$ 2,828.23	R		Contract days change request for RJWAC Admin Assistant, from 210 to 260, to support year-round programs D. Hoff
ALL-17	Achievement, Learning & Leadership	24110/00300	Mitchell High School	\$ 340,000.00	N		Support of MHS staff PD, Extra duty, Stipends for Department chairs & instructional supports for Summer intervention D. Hoff
ALL-18	Achievement, Learning & Leadership	27330	Adult & Family Education Center	\$ 3,565.21	R		Contract day change Request for AFT Admin Assist, from 207 to 260 days, to support year-round programs D. Hoff
ALL-20	Achievement, Learning & Leadership	00900	Curriculum & Instruction	\$ 100,000.00	R		Year 5 Purchase Newsela Social Studies Curriculum for D11 schools M.Knight/K. Gates
BUS-1	Business Services	26210	FOTC	\$ 1,000,000.00	N		Custodial Contract. D11 only filled 189 out of 209.5 Positions as of 12/2/21. contracted positions for specific locations T. Seaman
BUS-2	Business Services	26250	FOTC	\$ 185,000.00	R		Update Utility budget due to changes from Colorado Springs Utilities T. Seaman
BUS-3	Business Services	26234	FOTC	\$ 400,000.00	N		Increase Maintenance budget for Mechanical shop T. Seaman
BUS-4	Business Services	26300	FOTC	\$ 100,000.00	N		Provide funding for temporary employees and increase Grounds Shop General Supply and Other Purchased Services account in support of D11 properties T. Seaman
BUS-5	Business Services	26210	FOTC	\$ 100,000.00	N		Increase for D11 school Operation Custodians budgets T. Seaman
BUS-6	Business Services	33500	Rentals	\$ 14,952.00	R		Contract Days change for Rental Specialist (Exec Pro) from 285-260. to support coverage for elimination of Amin Asst K. Odum
PS-1	Personnel Support Services	28300	Educator Effectiveness	\$ 112,123.00	R	1.0	Inter-Rater Reliability Facilitator position (from Temp Federal Funding). Office supplies, Printing, & Mileage to support position A. Nash
PS-2	Personnel Support Services	28300	Educator Effectiveness	\$ 36,750.00	N		Consultant to complete training Evaluators on Inter-Rater Reliability evaluation system A. Nash
PS-3	Personnel Support Services	23181	ESP Council	\$ 4,000.00	R		Additional Training for D11 ESP. Materials and Handouts, Update Technology equipment, venue costs B. McKinney
PS-4	Personnel Support Services	00900/24110	Human Resources	\$ 642,338.00	N		Guest staff sub Incentive program for subs who complete a number of assignments within the school year. This request includes PERA/ Medicare benefits K. Urbanski
SUPT-1	Superintendent	22910	Equity & Inclusion	\$ 122,840.00	R	1.0	Continue Equity Department. Director of E&I has been grant funded. Moving funding to General fund will allow them to continue the department work in conjunction with the Board. M. Thomas
SUPT-2	Superintendent	24130	Superintendent	\$ 82,000.00	N		Support Development opportunities for the Academic Master Plan and Facilities Mast Plan projects M. Thomas
SUPT-3	Superintendent	22240	Communications	\$ 20,000.00	R		Update studio equipment- Cameras, audio, streaming devices. Support school streaming with equipment needs R. Garrison
SUPT-4	Superintendent	22240	Communications	\$ 50,000.00	N		Purchase 2021 or Newer Dodge Ram ProMaster van for Media Production needs. Current production truck (2002) no longer works R. Garrison
SUPT-5	Superintendent	28230	Communications	\$ 105,773.00	R	1.0	New Marketing Coordinator position for the Communications & Community Relations Department. Support communications team, marketing campaigns D. Ashby
SUPT-6	Superintendent	28230	Communications	\$ 45,914.00	R	1.0	New Communications Specialist position for the Communications & Community Relations Department. Support communications team with strategic messaging and dissemination of the communications with various stakeholders. D. Ashby
SUPT-7	Superintendent	00900	Educational Insights	\$ 30,000.00	N		Adopting new district wide assessment system to track academic growth, proficiency, and tracking towards state assessment performance D. Khalilq
SUPT-8	Superintendent	22140	Educational Insights	\$ 86,900.00	N		Funds will go to cover the cost of 5 essential survey administration, reporting, PD, and usage for all D11 schools. This data is foundational to the school improvement process and One Plan usage. D. Khalilq
SUPT-9	Superintendent	22140	Educational Insights	\$ 175,000.00	N		One Plan Summer Symposium funding for teacher attendance D. Khalilq
SUPT-10	Superintendent	00900	Educational Insights	\$ 41,230.00	N		Hoonuit Decision Insight GeoVisual Analytics tool currently funded through ESSR2 dollars. This tool has become instrumental in conveying demographic and enrollment data to principals for use in their OnePlans D. Khalilq
SUPT-11	Superintendent	21140	Educational Insights	\$ 25,000.00	N		Funds will go to cover costs associated with centralized enrollment. Providing on-site Spanish and other language interpretation D. Khalilq
TS-1	Technology Services	28400	Application Development & Support	\$ 28,286.00	N		Annual 4% contract increase for PeopleSoft J. McCarron
TS-2	Technology Services	28440	Instructional Technology/ Library Services	\$ 43,155.00	R		District-wide Light-speed Classroom Management license for device/ classroom management M. Smead

Colorado Springs School District 11
FY22/23 BR Budget Modification Requests Summary
Preschool Fund

Req.	Position	Program	Location	\$ Amount	Start	FTE	Description	Owner
ALL-10	Achievement, Learning & Leadership	22300	SPED- Early Childhood	\$ 16,956.23	R	1.0	Partial department restructure EC facilitator to EC Director	J. Gudvangen

FTE 1.0

Total R/N:		
R- Recurring		16,956
N- Non-Recurring		0
Total R/N		16,956



Memorandum

To: District 11 Board of Education
Dr. Michael J. Thomas, Superintendent of Schools
Chairman Velvet Stepanek, District Accountability Committee (DAC)

From: DAC Budget Subcommittee

Date: February 25, 2022

Subject: 2021-22 IBR Recommendations and Report

The committee met to review the IBRs and it seemed that the requests were coming from a more shotgun approach rather than a cohesive plan as they were in the past. It seems that during this time of transition that we need to have some independent groups who are able to look at the problems and solutions of the district without politics and agendas. For many years, this committee has suggested that we look at the root causes of decline in the district and address this cause accordingly.

It is the recommendation of this committee that there be a task force to address each of these items so we can move forward as a group towards a solution. A separate task force to look at each of these issues; spending, declining enrollment, equity in achievement are just some of the suggestions. We need to have a process and a plan to help the district in the coming years to best serve the students of our community.

Below are the vote tally and comments

ALL-1: 7-Year extra expenses for K-8 Mathematics

Yes:11 No:3 Abstain:1

Member Comment: I voted against the math curriculum purchases because increased costs for high quality, ongoing professional development for teachers is not included. Also, the calendar has not been considered. The minimal professional development days and 3 Data Collaboration Days are being used for the next TWO YEARS for Kagan training in many schools. Without paying teachers for additional time for math PD, it will not be utilized like expected. Purchasing a new curriculum does not increase student achievement... how teachers teach increases student achievement. Professional Development and high quality curriculum go hand-in-hand. Time and money for teachers to participate in robust PD must be included. Just expecting teachers to do an online module after school will not get the student growth and achievement results that are expected.

Member Comment: ALL-1 and ALL-2 need to assume this will be a 5-year commitment- in part because staff training for a one year program is a disruptive process. Need to measure from the beginning.

ALL-2: Updated D11 Math program Materials, both core and supplemental intervention support for all school sites

Yes:11 No:3 Abstain:1

Member Comment: Has too much recurring spending

ALL-7: Expand contraction with Anderson, Dude, & Lebel P.C. to provide independent Expulsion Hearing Officer services for D11

Yes:11 No:4 Abstain:1

ALL-8: Additional Pay for Career and College Access Coordinator & Access initiative School Counselors/ student transportation and college campus visits

Yes:9 No:4 Abstain:2

Member Comment: this one in particular needs to be monitored for affirmative results

ALL-11: C-tech Telecommunications program for D11 high schools. Material and curriculum

Yes:14 No:1 Abstain:0

ALL-14: Increased pricing for Achieve online FuelEd license

Yes:13 No:1 Abstain:1

ALL-15: Increase budget for all D11 Elementary/ Middle School supply kits.

Yes:13 No:2 Abstain:0

ALL-16: Contract days change request for RJWAC Admin Assistant, from 210 to 260, to support year-round programs

Yes:11 No:2 Abstain:2

ALL-17: Support of MHS staff PD, Extra duty, Stipends for Department chairs & Instructional supports for Summer intervention

Yes:8 No:5 Abstain:2

Member Comment: metrics on this one are essential- this is a lot of money if there are not clear measures

Member comment: Needs to include all schools next time. We want to support Mitchell but other schools need to have additional support.

Member comment: If we are willing to invest in the PD for Mitchell High School staff, we should invest in high quality PD for all staff.

Member Comment: MLO PD not being used

ALL-18: Contract day change Request for AFT Admin Assist, from 207 to 260 days, to support year-round programs

YES :13 No:1 Abstain:1

ALL-20: 5-Year Purchase Newsela Social Studies Curriculum for D11 schools

Yes:13 No:1 Abstain:1

ALL-10 Preschool Fund Facilitator Restructure

Yes:14 No:0 Abstain:1

BUS-1: Custodial Contract. D11 only filled 169 out of 209.5 Positions as of 12/2/21. contracted positions for specific locations

Yes:13 No:2 Abstain:0

Member Comment: Has contracted

Member Comment: these are services that are essential, with the assumption that the priority for now will be filling these unfilled FTEs first and using contract option only if no FTEs- as noted there also has to be a recognition of the long term sustainability issues associated with low paid ESPs.

BUS-2: Update Utility budget due to changes from Colorado Springs Utilities

Yes:15 No:0 Abstain:0

BUS-3: Increase Maintenance budget for Mechanical shop

Yes:14 No:0 Abstain:1

BUS-4: Provide funding for temporary employees and increase Grounds Shop General Supply and Other Purchased Services account in support of D11 properties

Yes:12 No:3 Abstain:0

Member Comment: too much money

BUS-5: Increase for D11 school Operation Custodians budgets

Yes:15 No:0 Abstain:0

BUS-6: Contract Days change for Rental Specialist (Exec Pro) from 185-260. to support coverage for elimination of Admin Asst

Yes:11 No:3 Abstain:1

PS-3: Additional Training for D11 ESP. Materials and Handouts, Update Technology equipment, venue costs

Yes:14 No:0 Abstain:1

PS-4: Guest staff sub Incentive program for subs who complete a number of assignments withing the school year. This request includes PERA/ Medicare benefits

Yes:13 No:2 Abstain:0

Member Comment: this should be evaluated annually or more frequently for effectiveness and adaptation options

SUPT-1: Continue Equity Department. Director of E&I has been grant funded. Moving funding to General fund will allow them to continue the department work in conjunction with the Board

Yes:10 No:5 Abstain:0

Member Comment: The equity department is a valuable asset and will lead to improved academic outcomes.

Member Comment: I'm not for a large EDI staff or structure, but am for a high value position and priority

SUPT-3: Update studio equipment- Cameras, audio, streaming devices. Support school streaming with equipment needs

Yes:14 No:1 Abstain:0

Member Comment: Change to NR

Member Comment: add more NR dollars for the first year

SUPT-4: Purchase 2021 or Newer Dodge Ram ProMaster van for Media Production needs. Current production truck (2002) no longer works

Yes:14 No:1 Abstain:0

SUPT-5: New Marketing Coordinator position for the Communications & Community Relations Department. Support communications team, marketing campaigns

Yes:9 No:4 Abstain:2

Member Comment: Reluctance to add more admin staff for the marketing people (SUPT-5, SUPT-6) but we need to hopefully leverage that for gaining enrollment.

Member Comment: My concern is that there are requests to add positions when enrollment and achievement continue to decline. More attention should be given to the students and staff in the schools. I believe that there are programs that continue to be purchased without any consideration of how many students are participating and is there proof that there is any advantage to the student, staff or school. I would like to see that the funds that are spent on such programs be spent locally.

Member Comment: There must be thought given and action taken to increase salaries of ESP. How is there any hope of hiring or retaining for positions that are paying less than \$15.00 an hour. this is an urgent need!

Member Comment: can't afford these admin

SUPT-6: New Communications Specialist position for the Communications & Community Relations Department. Support communications team with strategic messaging and dissemination of the communications with various stakeholders.

Yes:10 No:4 Abstain:1

SUPT-7: Adopting new district wide assessment system to track academic growth, proficiency, and tracking towards state assessment performance. *vendors for RFP came in with an increase in cost

Yes:10 No:5 Abstain:0

Member Comment: I see the need of having quarterly assessments to determine if our in-house created assessments measure up to the required rigor, progress monitor, etc. At the same time, we need to have a system of assessment that provides actionable data for ALL teachers (not just K-8) - which our current system does not provide. It's not ok for us to be told that we have to create more assessments to have actionable data since the current benchmark assessments are not "intended to provide actionable data for instruction."

Member Comment: too much money

SUPT-8: Funds will go to cover the cost of 5 essential survey administration, reporting, PD, and usage for all D11 schools. This data is foundational to the school improvement process and One Plan usage.

Yes:10 No:2 Abstain:3

Member Comment: too much money

SUPT-9: One Plan Summer Symposium funding for teacher attendance

Yes:12 No:3 Abstain:0

SUPT-10: Hoonuit Decision Insight GeoVisual Analytics tool currently funded through ESSR2 dollars. This tool has become instrumental in conveying demographic and enrollment data to principals for use in their OnePlans

Yes:11 No:2 Abstain:2

Member Comment: It's disappointing that we need to invest in a multi-million SIS (PowerSchool) by purchasing add-ons and hiring a person to makes it useful.

Member Comment: The reality that this frees up some in-school

SUPT-11: Funds will go to cover costs associated with centralized enrollment. Providing on-site Spanish and other language interpretation

Yes:11 No:3 Abstain:1

TS-1: Annual 4% contract increase for PeopleSoft

Yes:14 No:0 Abstain:1

TS-2: District-wide Light-speed Classroom Management license for device/ classroom management

Yes:14 No:0 Abstain:1

TS-4: Power School Management System positions needed for support: The requested funds will be used to create a PowerSchool "Special Programs Technical Specialist" position.

Yes:10 No:3 Abstain:2

Member Comment: can't afford this admin

**Michael Reyes, Chairman
DAC Budget Subcommittee**