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Welcome to Jeffco Schools School-level Accountability Committees

Jeffco Schools believes in the value of community involvement in our schools. Active parent engagement helps to ensure the unique needs of the school's community are served through a positive collaboration between the school's leaders, staff, and members of the community. This manual is a resource to support the development and maintenance of strong partnerships between our Jeffco Schools and the communities they serve as well as to ensure schools meet the expectations of a School-level Accountability Committee (SAC) as defined by Colorado statutes, CDE guidelines, and Jeffco district policy AE-R-1 (link to current policy: [District Policy AE-R-1](#); Appendix A provides a draft of the revised policy under review). Schools have many different names for their SAC, including: Partners in Education (PIE), Collaborative Decision Making (CDM), Accountability Committee (AC), etc.

Purpose of a School-level Accountability Committee

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

At a minimum, the SAC:

- Makes recommendations to the principal on school priorities for spending school funds prior to adoption of the school budget. This review should ensure that funds and spending priorities align with the school's improvement plans and core values of the school to benefit all students.
 - SACs are also expected to annually review and approve the school fees.
- Provides recommendations annually on the school's Unified Improvement Plan (UIP).
- Meets quarterly to review and discuss the implementation and progress of the school's improvement plan.
- On an advisory basis, when requested by the SPAC (Jeffco's District Accountability Committee) and/or district administration, provides input and recommendations concerning principal development plans and the principal evaluation process.
- Assists school personnel to increase the level of parent engagement in the school, especially the engagement from diverse populations.

Additionally, for Priority Improvement or Turnaround schools, the SAC is responsible for:

- Publicizing and holding a SAC meeting to discuss strategies to include in a school Priority Improvement or Turnaround plan, and using this input to make recommendations to the local school board concerning preparation of the school Priority Improvement or Turnaround plan prior to the plan being written;
- Publicizing the district's public hearing to review a written school Priority Improvement or Turnaround plan;

An additional best practice is to establish by-laws, which enable a committee to run effectively; they provide the rules of the road. While consensus decision-making is very desirable, agreement is sometimes not possible on volatile issues. Having established guidelines for decision-making can foster civil discourse. By-laws usually spell out the name of the committee, purpose, membership, officers, responsibilities, the establishment of meetings, decision-making model, and methods of amendment. Additional sections can cover schedules, activities, and the role of the principal. Sample by-laws and a template are provided in Appendix B.

Membership

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

- Principal or designee
- At least one teacher who provides instruction in the school
- At least three parents of students enrolled in the school
- At least one adult member of an organization of parents, teachers, and students recognized by the school
- At least one member of the community

Schools need to ensure the number of parent representatives exceeds the number of representatives from the group with the next highest representation (e.g., faculty members)

SACs will have the goal to secure a balance of membership consistent with the student populations that are significantly represented within the school.

Roles & Responsibilities

School-level Accountability Committees should, at a minimum, elect a chair to support the work of the principal in facilitating and leading the SAC. SACs can, and many in Jeffco Schools do, have additional officers. The following outlines key functions of the Chair, Principal, and provides additional roles for schools who desire to have additional officers. The chart also provides the important responsibilities of faculty, parent, and community members.

| Role | Responsibilities |
|--|---|
| <p>Chair</p> <p>Please note: The Chair cannot be an employee of Jeffco Schools.</p> | <ul style="list-style-type: none"> To preside and facilitate all meetings To set meeting agendas in collaboration with the principal To guide the team in reviewing goals and other elements of the school improvement plan To guide the team in making budgetary recommendations To develop and implement plans to increase membership To serve as a communication link between the SAC and the SPAC’s Articulation Rep |
| <p>Principal</p> | <ul style="list-style-type: none"> To collaboratively construct the meeting agenda with the Chair To provide the school data and school improvement plan to the SAC for review and input To provide budgetary information to the SAC for review and input To secure approval of school fees for the following school year To oversee elections for SAC membership (if needed), and to recruit likely candidates for SAC and to championing the committee’s plan to increase parent involvement To provide various reports, raw data, and specific information requested by SAC members To provide timely progress monitoring data to assist the team in reviewing implementation of the school improvement plan To act as a liaison between SAC and the school community and Jeffco Schools |
| <p>Co-Chair</p> | <ul style="list-style-type: none"> To fulfill all of the Chair responsibilities in the absence of the chairperson or the duties as directed by the SAC’s rules of operation for the Co-Chair |
| <p>Recorder or</p> | <ul style="list-style-type: none"> To record and distribute minutes of SAC meetings in collaboration with the principal |

| | |
|--------------------------|--|
| Secretary | <p>To type and distribute meeting agendas by placing the minutes in the school newsletter, school web-site, and a location that allows easy reference by any parent or other member of the school community</p> <p>To place notice of upcoming meetings on the school bulletin board</p> <p>To keep the “SAC Manual” and a copy of the SAC bylaws (if adopted) up to date, and place these documents in the library, staff common room, school web-site or a location that allows easy reference by any parent or other member of the school community</p> |
| Faculty Members | <p>To act as a liaison between SAC and the faculty at large</p> <p>To bring faculty concerns to SAC meetings</p> <p>To facilitate communication with parents on SAC matters and to assist in raising parent interest in participating on SAC</p> <p>To help bring parent concerns to SAC meetings</p> |
| Parent Members | <p>To bring parent concerns to SAC meetings</p> <p>To provide parents’ perspectives on school issues</p> <p>To help communicate school concerns to the broader community</p> |
| Community Members | <p>To help raise awareness of neighborhood/community issues</p> <p>To help communicate school concerns to the broader community</p> |

Jeffco Schools SAC Meetings & Calendar

Meetings

To meet the expectations of state legislation as well as Jeffco Schools District policy, SACs will need to develop a regular meeting schedule to ensure all responsibilities are completed in a timely fashion. Committees should meet quarterly at a minimum during the school year. Meeting calendars should be determined by the committee within the first two months of the school year and published in the appropriate format (school newsletter, website, marquee, etc.). When a meeting date and time are determined, ensure that everyone who wishes to serve on the committee can attend at that time.

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

| August to October | November to January | February to April | May to July |
|--|--|--|--|
| <ul style="list-style-type: none"> -Review school data & provide recommendations for the school improvement plan - Review the results from the preceding climate and culture goals - (Optional) develop revised goals for the current school year -Discuss any school safety issues raised by staff, students, parents, and community. | <ul style="list-style-type: none"> -Determine priorities for school budget and grant funds -Review & approve school fees -Review progress on action steps from the school improvement plan | <ul style="list-style-type: none"> -Review progress on action steps from the school improvement plan -Provide input to SPAC on district funding priorities and budget -Advise SPAC on principal evaluation process (if requested) | <ul style="list-style-type: none"> -Review rules of operation, elect new chair (and officers if applicable) [This step could occur in the Aug/Sep timeframe] -Review progress on action steps from the school improvement plan -Provide suggestions on adjustments to school improvement plan based on lessons learned during the school year |
| Additional Considerations for Priority Improvement and Turn Around Schools | | | |
| <ul style="list-style-type: none"> - Publicize the SAC meeting to discuss strategies for the UIP | <ul style="list-style-type: none"> - Publicize a public hearing to review a written public school priority improvement or turnaround plan - Hold public hearing to review school priority improvement or turnaround plan | | |

Agendas

Agendas are essential: they recognize the importance of committee members' time and keep committee work on track. A particularly effective practice is to send the agenda to committee members a week or two ahead of time, along with a reminder of the meeting date and time. Much of what is on a SAC agenda each month is determined by the cycle of school improvement planning. But the suggested agenda is just the bare bones of what will happen in a good meeting. The chair or co-chairs should sit down with the principal to plan the agenda in advance. Keep in mind what background information or training the committee needs in order to get the work done. For instance, a committee with many new members will need some basic grounding in school finance in order to be able to discuss the budget. Sometime should be established on each agenda for members to make suggestions for the next meeting or to share concerns.

Minutes

Minutes or summaries of each meeting should be published in a timely manner and regularly distributed school through newsletters or websites. SAC minutes should be made available to the public at large.

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

Quarterly Year-at-a-Glance Overview

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

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

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

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

| | | |
|--------|----------|---|
| SPRING | January | <ul style="list-style-type: none"> -Review and approve school fee sheets for upcoming school year -Provide input on school staffing and spending priorities for the upcoming school year -Receive a progress report from school staff on the progress of the UIP for the current school year -Other items as determined by Chair/Principal |
| | February | <ul style="list-style-type: none"> -Review and provide principal with recommendations on school budget -Other items as determined by Chair/Principal |
| | March | <ul style="list-style-type: none"> -Discuss school improvement plan progress and discuss any adjustments made to plan during the school year based on progress monitoring of student achievement data -Other items as determined by Chair/Principal |
| SPRING | April | <ul style="list-style-type: none"> -Review and provide guidance on school calendar for upcoming school year -Review current year budget to date and discuss any implications to upcoming school year budget -Other items as determined by Chair/Principal |
| | May | <ul style="list-style-type: none"> -Review and revise as needed rules of operation for school's accountability committee -Elect Officers (if not completed in prior year), at a minimum, A Chair should be identified who is not an employee of the school district. -Discuss school improvement plan progress with SAC and discuss any adjustments made to plan during the school year based on student achievement data; SAC can provide feedback about progress of plan and suggest adjustments UIP (review current data from interim measures and implementation benchmarks). -Other items as determined by Chair/Principal |
| | June | <ul style="list-style-type: none"> -Optional Planning Meeting for upcoming year |



Progress Monitoring of the School Improvement Plan

Providing updates to the SAC on the progress of the UIP should be completed at least 3 times per year. Updates should provide an overview of the progress and ensure to the SAC that the school is executing the plan.

As sample UIP Progress update:

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

Additional templates for providing updates can be found in appendix h.



UNDER DEVELOPMENT

DRAFT



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Appendix A: Jeffco Schools District Policy AE-R-1 **REVISED DRAFT**

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

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

Purposes

The school-level accountability committee shall:

1. Serve in an advisory role to the school principal. The principal is responsible for implementing the accountability/accreditation process in the school.
2. Fulfill the responsibilities of the SAC as outlined in this policy and further clarified in the SAC Manual provided annually by the DAC/SPAC for Jeffco Schools.

Responsibilities

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

1. Select from its membership a chair or co-chair, who is not an employee of the school district, and a recorder.
2. Adopt rules of operation consistent with district policy and state statute. SACs are expected to:
 - a. Adopt a rule to meet at least quarterly during the school year to review and discuss progress related to the implementation of the school's UIP and climate and culture goals.
 - b. Establish a process to ensure the SAC maintains and publishes minutes which are available to the public at the school and via the school's website
3. Schools will actively publicize and solicit parents and staff to serve on the SAC throughout the school year. Voting member status may be limited based on the SACs rules of operation, which may require attendance during meetings at the start of the school year.
4. Determine its meeting schedule and publish time, date, and location of meetings, with all meetings open to the public.
5. Prior to the adoption of the school budget for the upcoming school year, the SAC will provide recommendations to the principal on school priorities for spending school moneys.
6. Make recommendations to the principal regarding expenditure of school grants.
7. Prior to the adoption and publication of school fees for the upcoming school year, the principal will secure the approval of such fees from the SAC.
8. Prior to the Board's adoption of the annual budget, SACs will be asked to provide input on the prioritization of expenditures of district moneys as requested by the DAC/SPAC and/or district staff as appropriate.
9. Report on educational performance of the school and provide data for appraising such performance to students, parents, Board members, and educators.
10. Solicit input annually on the UIP related to urgent challenges that are aligned with the school performance framework (SPF) and the district strategic plan.
11. Publicize and hold a public school accountability committee meeting when required by law to discuss strategies and gather input to include in a priority improvement or turnaround plan.
12. Publicize a public hearing held when required by law to review a written public priority improvement or turnaround plan. A member of the school's accountability committee is required to attend the public hearing.
13. Approve the school's UIP for the year and review the school's annual report to the community [see the SAC Manual for specific submission requirements]

- a. Submit the approved UIP for the year , the culture and climate goals [item 14 below] as well as the annual assurances, including the SAC's current number of members by gender, role, and ethnicity, and its annual schedule of meetings to the school's achievement director.
 - b. The annual report should include student achievement data as well as data concerning the results of the goals for the climate and culture goals from the preceding year. School reports will be accessible through the state School View website: <http://www.cde.state.co.us/school view/>.
14. Determine the goals for maintaining or improving the culture and climate of the school aligned with student and parent survey results.
 15. Discuss safety issues related to the school environment and develop, revise, and implement a safe school plan for the school consistent with the district's safe school plan and policies.
 16. Assist school personnel to increase the level of parent engagement in the school, especially the engagement from diverse populations. Engagement with teachers and the school should include, but not be limited to, the creation of READ plans, career and academic plans (ICAP), and plans to address habitual truancy.
 17. As requested from the SPAC and/or the office of the Superintendent, provide input and recommendations to the SPAC and district administration, on an advisory basis, on the district process for principal development plans and principal evaluations.

Membership

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

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

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

Appendix C: Start of Year Checklist

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

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

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

Appendix D: Sample Agendas

School Name: _____

School Accountability Committee Meeting

Date: Time: Place:

AGENDA

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

Sample Fall SAC Meeting

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

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

SAC MEETING AGENDA TEMPLATE

[Insert School Name Here]

School Advisory Council Meeting Agenda

[insert date here]

[Insert location of meeting]

I. Review and approval of minutes from the last meeting

II. Update from Principal

III. SPAC Update

IV. SAC Review of:

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

V. Follow-up items

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

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

VII. Schedule next meeting

Appendix F: Miscellaneous WEB Resources

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

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

Appendix G: Sample Progress Monitoring Templates

UIP Progress Monitoring

School _____

Date _____

| <u>MAJOR IMPROVEMENT STRATEGY</u> <u>#1</u> | | | |
|--|---|---------------------------------|-------------------------|
| <u>Action Steps</u> | <u>Rating so far</u> <u>1-5</u> <u>5 completed successfully</u> | <u>Things still to complete</u> | <u>Team Responsible</u> |
| | | | |
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| <u>MAJOR IMPROVEMENT STRATEGY</u> <u>#2</u> <hr/> | | | |
|---|---|---------------------------------|-------------------------|
| <u>Action Steps</u> | <u>Rating so far</u> <u>1-5</u> <u>5 completed successfully</u> | <u>Things still to complete</u> | <u>Team Responsible</u> |
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Appendix J: Protocol for Determining School Priorities for Spending School Money

