

APS Strategic Plan 2024-30



School Board Advisory Committee Working Group

Summer 2025 Update

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- **School Board Charge**
- **Timeline**
- **Working Group's Initial Proposal for Advisory Councils**
- **Transition Plan**
- **Partner/Community Engagement**
- **Next Steps**

1. A statement that describes the purpose, value, role of School Board advisory committees
2. A recommendation with rationale, to include:
 - **Name** and **charge** of each new committee
 - **Alignment** with the 2024-30 Strategic Plan
 - **Reporting structure**
 - **Expectations** for the committees' work
 - **Membership** composition
 - **Roles and responsibilities** of members and officers
 - Length of **term** and term limits
 - Role and purpose of **subcommittees** and process for formation
3. A recommendation for a transition process to the new advisory committee structure with rationale

A draft of this proposal will be provided to the community for feedback to ensure that the structure aligns with the priorities of the 2024-30 Strategic Plan

October 2024	Nov 2024 - June 2025	Summer 2025	Fall 2025	Fall - Winter 2025-26	Spring 2026	Spring 2026
Appoint Working Group	Working Group Meetings	Plan Community Engagement	Community Engagement & Finalize Proposal	Policy & PIP Revision	School Board Info & Action	Application & Formation of Councils
Application Window: October 11-23 Appointment: November 14 SB Meeting	Monthly meetings to develop proposed structure for School Board Advisory Committees	Develop informational materials Develop survey Setup focus groups for Fall	Gather feedback on proposal Revise initial proposal Share with SB at Nov 18 work session Finalize proposal	Revisions to Policy B-3.6.30 and related PIPs, based on WG's Proposal	30-day public comment on proposed Policy revisions SB Action	Application window Formation of new SB Advisory Councils Appointment of Chairs & Vice-Chairs Develop Charge for each Council

Purpose of Advisory Councils

Details of FIVE proposed Advisory Councils

Structure

- Scope of Work & Membership
- Composition
- Recruitment
- Membership Terms
- Expectations of Members
- Leadership
- Liaisons & Support

Activities

- Onboarding
- Planning & Deliverables
- Meetings
- Research Needs
- External Communications

Freedom of Information Act

Purpose

5 Proposed Advisory Councils

Scope of Work and Membership Composition

Current Policy

The School Board seeks the advice of community members on issues or policies related to the operation of APS

Initial Proposal

To advise the School Board on division policies, strategies, and initiatives to support implementation of the Strategic Plan and progress toward the outcomes defined in the relevant Strategic Plan priority, with a division-wide lens.

Note: ASEAC focuses on the needs of students with disabilities

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Align the purpose of advisory councils with the priorities, strategies, and performance objectives of the 2024-2030 Strategic Plan

Current School Board Advisory Councils

Advisory Council on Teaching & Learning (ACTL)

Standing Subcommittees

- | | | |
|---|-----------------------------|--------------------|
| • Advanced Academics & Talent Development | • Dual-Language Immersion | • Math |
| • Arts | • Early Childhood Education | • Science |
| • Career, Technical, & Adult Education | • Educational Technology | • Social Studies |
| | • English Language Arts | • Student Services |
| | • English Learners | • World Languages |

Advisory Council on School Facilities and Capital Programs (FAC)

Arlington Special Education Advisory Committee (ASEAC)

Budget Advisory Council (BAC)

School Health Advisory Board (SHAB)

The Working Group will NOT be recommending changes to the Joint County Board and School Board Advisory Committees

Proposed Advisory Councils

Name	Strategic Plan Priority	Strategic Plan Performance Objectives	
ASEAC (Special Education)	Student Academic Growth & Success Student Well-Being	proficiency and gaps in SOLs	school climate, mental health, self-management
		growth in math and reading	chronic absenteeism
		80%/80% inclusion	suspensions
		college career and civic readiness indicator	LGBTQ+
			student safety
Academics	Student Academic Growth & Success	proficiency and gaps in SOLs	80%/80% inclusion
		growth in math and reading	college career and civic readiness indicator
Student Health and Well-being	Student Well-Being Operational Excellence	school climate, mental health, self-management	LGBTQ+
		chronic absenteeism	student safety
		suspensions	free meals and participation

Name	Strategic Plan Priority	Strategic Plan Performance Objectives	
Personnel	Student Centered Workforce	professional learning	workplace climate and staff engagement
		employee retention and diversity	staff safety
Operations	Operational Excellence	facility condition	on-time bus arrival
		technology systems	environmental sustainability

Specific focus areas will be defined by the School Board annually through a charge to each Advisory Council
Advisory Councils may also identify additional areas of focus in consultation with the Board liaison

Rationale for Initial Proposal

- Reorganize advisory councils to better support the 2024 - 2030 Strategic Plan.
- Embed budget in the work of each council (**Budget Rep** included in all councils)
- Reduce silos and support recommendations that more deliberately consider the district-wide needs.
- Ensure advisory councils have broad representation across multiple stakeholder groups (**Title I reps** included in all groups)
- Policy and PIPs will include language to ensure each advisory council considers how existing and/or new **partnerships** can help APS advance its goals

Arlington Special Education Advisory Council (ASEAC)

Current Policy/ PIP

Defined by Virginia Administrative Code
[8VAC20-81-230\(D\)](#) - regarding Special
Education, including:

- Reports & recommendations
- Assist APS in communicating plans for meeting needs of SWD
- Review APS special education policies
- Participate in APS's annual special ed plan

Initial Proposal

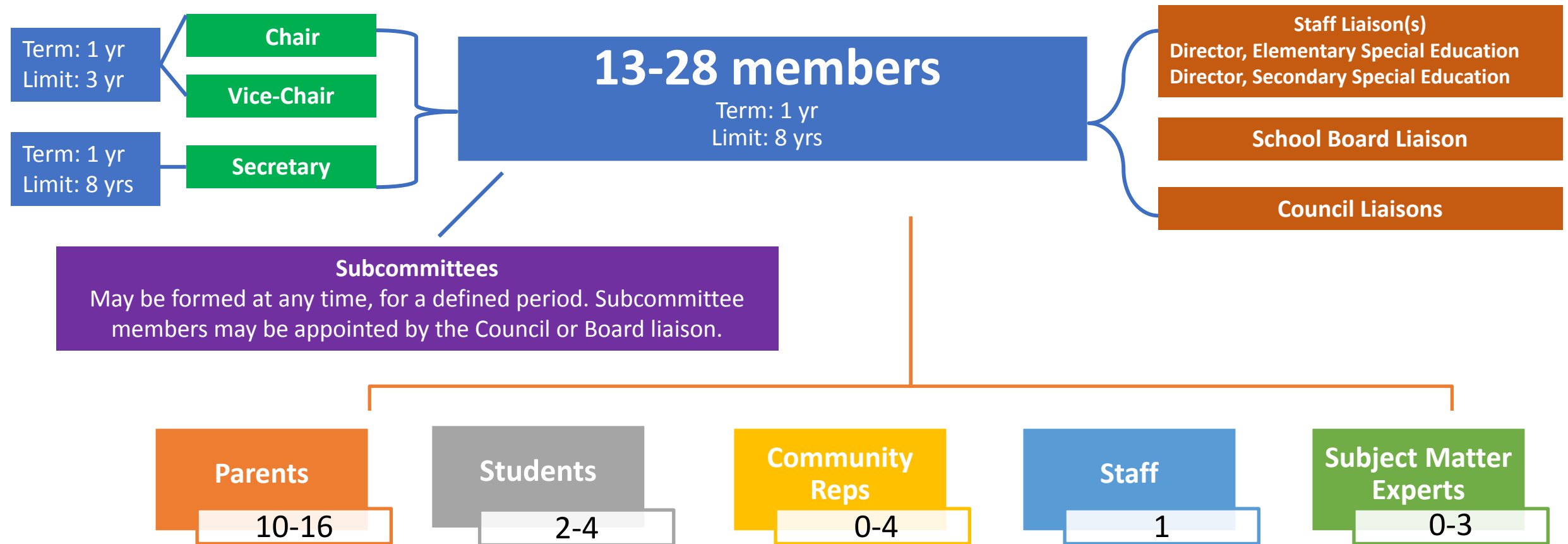
SAME: Defined by Virginia
Administrative Code 8VAC20-81-230(D)
+ Review, recommend, and inform
+ Assist the School Board in gathering
feedback from community
+ Consider budget impacts on all actions

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Align with 2024 - 2030 Strategic Plan
- Expand scope of work
- Elevate the importance of budget impacts



Budget Rep (1) - Budget rep is included in the above numbers; can be a parent, community member or subject matter expert

Title I reps (2+) - At least one parent seat and the staff seat are designated for reps from a Title I school

*See [appendix](#) (Slide 63) for membership detail

Current Structure¹

- 12-20 members
- Appointed by SB at the recommendation of superintendent
- ASEAC participates in the ACTL subcommittee process for matters related to Teaching & Learning

Initial Proposal

- + 13-28 members
- + Appointed by SB
- + Detailed guidance on membership composition and balance
- + TBD whether ASEAC will participate as subcommittee to Academics Advisory Council

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- While aligning w/VDOE requirements, ensure broader representation across all interested parties

Academics Advisory Council

Current Policy/PIP

- Review policies, PIPs, curriculum, student outcomes
- Recommend changes
- Provide community with information on academic programs
- Review instructional topics

Initial Proposal

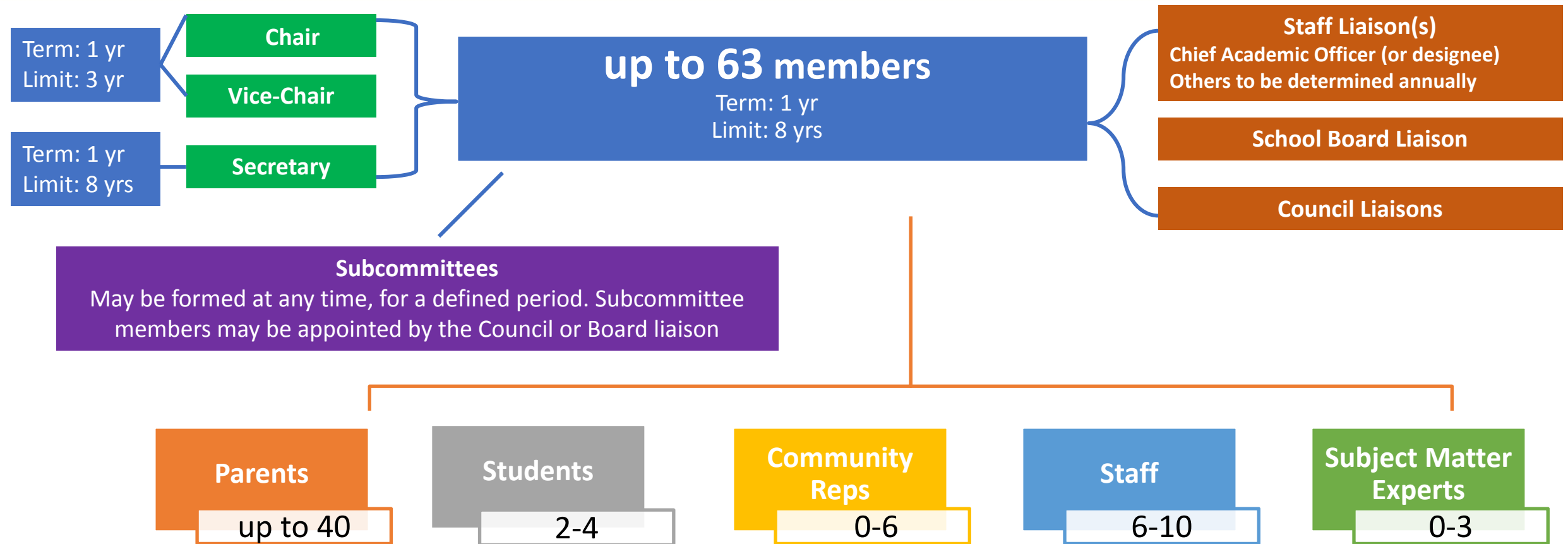
SIMILAR: Review, recommend, and inform - related to the Academic Growth & Success priority
+ Assist the SB in gathering feedback from community
+ Consider budget impacts on all actions

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Align with 2024 - 2030 Strategic Plan
- Expand scope of work
- Elevate the importance of budget impacts



Budget Rep (1) - Budget rep is included in the above numbers; can be a parent, community member or subject matter expert

Title I reps (2+) - At least one parent seat and one staff seat are designated for reps from a Title I school

*See [appendix](#) (Slide 64) for membership detail

Current Structure¹

- Up to 70 members
- Members of ACTL appointed by PTAs and community groups, not the School Board
- APS Staff not listed as eligible members

Initial Proposal

- + Up to 63 members
- + Appointed by School Board
- + Detailed guidance on membership composition and balance
- + APS Staff are eligible for membership

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Ensure broader representation across all interested parties
- Every school has one seat on Council

Current PIP¹

- Unlimited number of standing subcommittees (currently 12)
- Appointed by SB at the recommendation of superintendent
- 5-25 members per subcommittee
- Have own officers
- Have own membership (not drawn from ACTL members)

Initial Proposal

Please provide
your perspective!

Option 1 - Ad-hoc subcommittees

established as needed, guided by SB charge

Option 2 - Ad-hoc subcommittees AND

continue some existing standing subcommittees

+ Ad-hoc subcommittees, comprised mostly of council members, appointed by Council Chair or Board liaison.

+ Chair of subcommittee is a member of the Advisory Council

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Reduce the number of subcommittees in order to provide the Board with broader-vision, less-siloed recommendations.
- Assists the School Board with focusing their efforts on key Strategic Plan priorities

Student Health and Well-being Advisory Council



Current Policy/PIP

Student Services subcommittee

Support student social-emotional health

SHAB

- Established (but not required) per VA code [§ 22.1-275.1](#)
- Also participates in the ACTL subcommittee process
- Development of health policy
- Evaluation of school health, environment, and health education
- Reports annually to VA Dept of Health and VDOE

Initial Proposal

SIMILAR: Review, recommend, and inform – related to the Student Well-being priority

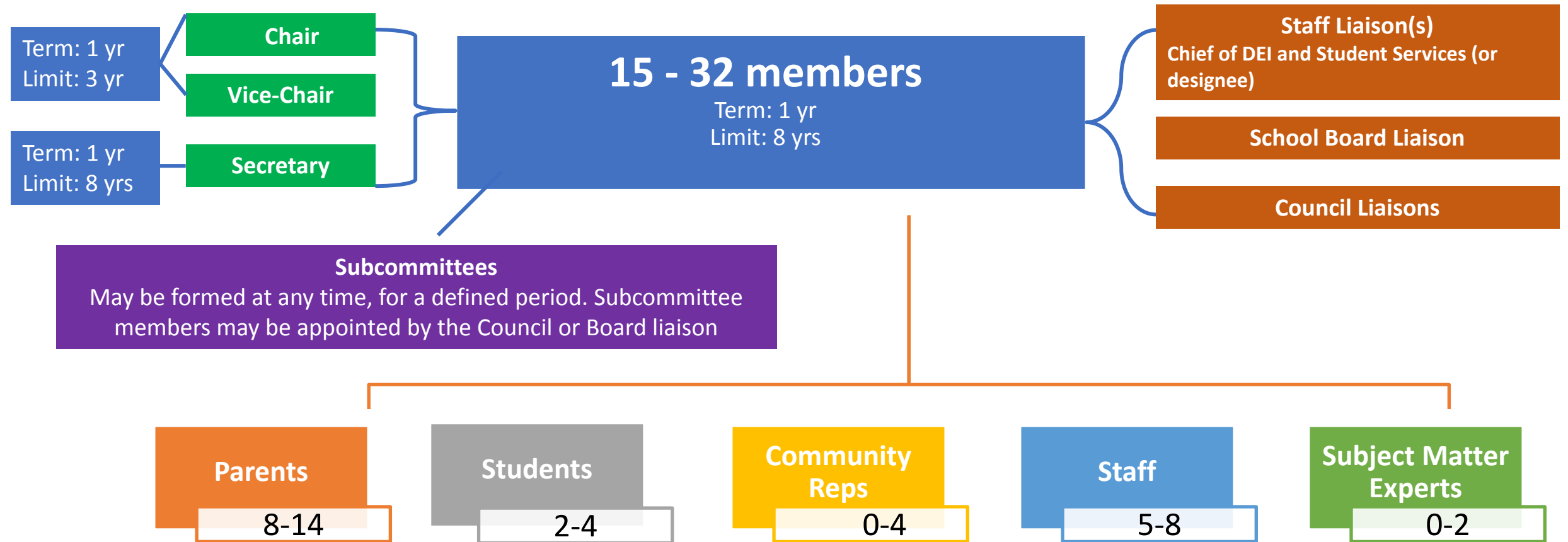
- + Combine and expand the purpose of the 2 existing committees
- + Assist SB in gathering feedback from community
- + Consider budget impacts in all recommendations
- + In a public health emergency, work with Academics Advisory Council
- + Does not serve as a subcommittee of Academics Advisory Council

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Align with 2024 - 2030 Strategic Plan
- Expand scope of work
- Elevate the importance of budget impacts



Budget Rep (1) - Budget rep is included in the above numbers; can be a parent, community member or subject matter expert

Title I reps (2+) - At least one parent seat and one staff seat are designated for reps from a Title I school

*See [appendix](#) (Slide 65) for membership detail



Current Structure

SHAB¹

- 8-20 members
- Appointed by SB at the recommendation of superintendent

Student services subcommittee²

- ACTL subcommittee
- 5-25 members
- Appointed by SB at the recommendation of superintendent

Initial Proposal

- + 15-32 members
- + Appointed by SB
- + Detailed guidance on membership composition and balance

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Ensure broader representation across all interested parties
- Organize student physical and mental health components under one structure to better advance Strategic Plan priority - Student Well-Being

1. [https://go.boarddocs.com/vsba/arlington/Board.nsf/files/CV7KGP51B786/\\$file/B-3.6.30%20PIP-4%20School%20Health%20Advisory%20Board.pdf](https://go.boarddocs.com/vsba/arlington/Board.nsf/files/CV7KGP51B786/$file/B-3.6.30%20PIP-4%20School%20Health%20Advisory%20Board.pdf)

2. [https://go.boarddocs.com/vsba/arlington/Board.nsf/files/CJRPY365D63E/\\$file/B-3.6.30%20PIP-2%20ACTL%20Subcommittees.pdf](https://go.boarddocs.com/vsba/arlington/Board.nsf/files/CJRPY365D63E/$file/B-3.6.30%20PIP-2%20ACTL%20Subcommittees.pdf)

Personnel Advisory Council

Current Policy/PIP

None

Initial Proposal

- + Review, recommend, and inform – related to the Student Centered Workforce priority
- + Assist SB in gathering feedback from community
- + Consider budget impacts on all actions

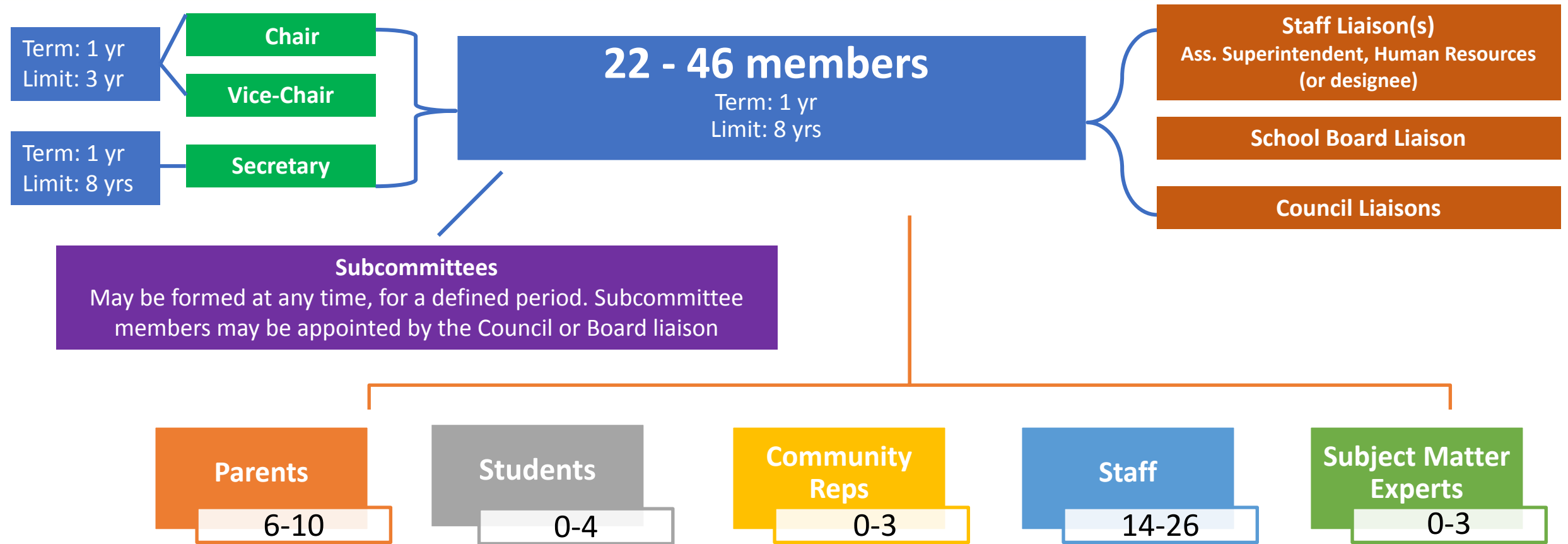
Revised Proposal

Final Recommendation

Areas covered by Collective Bargaining are not within the purview of this Council

Rationale for Initial Proposal

- Align with 2024 - 2030 Strategic Plan
- Expand scope of work
- Elevate the importance of budget impacts



Budget Rep (1) - Budget rep is included in the above numbers; can be a parent, community member or subject matter expert

Title I reps (2+) - At least one parent seat and one staff seat are designated for reps from a Title I school

*See [appendix](#) (Slide 66) for membership detail

Current Structure

none

Initial Proposal

- + 22-46 members
- + Appointed by SB
- + Detailed guidance on membership composition and balance

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Create a membership that primarily represents and serves the needs of all staff groups within APS

Operations Advisory Council

Current Policy/PIP

- Review, recommend, and inform on APS' facilities and capital programs, including the CIP process
- Work with Building Level Planning Committees (BLPCs)

Initial Proposal

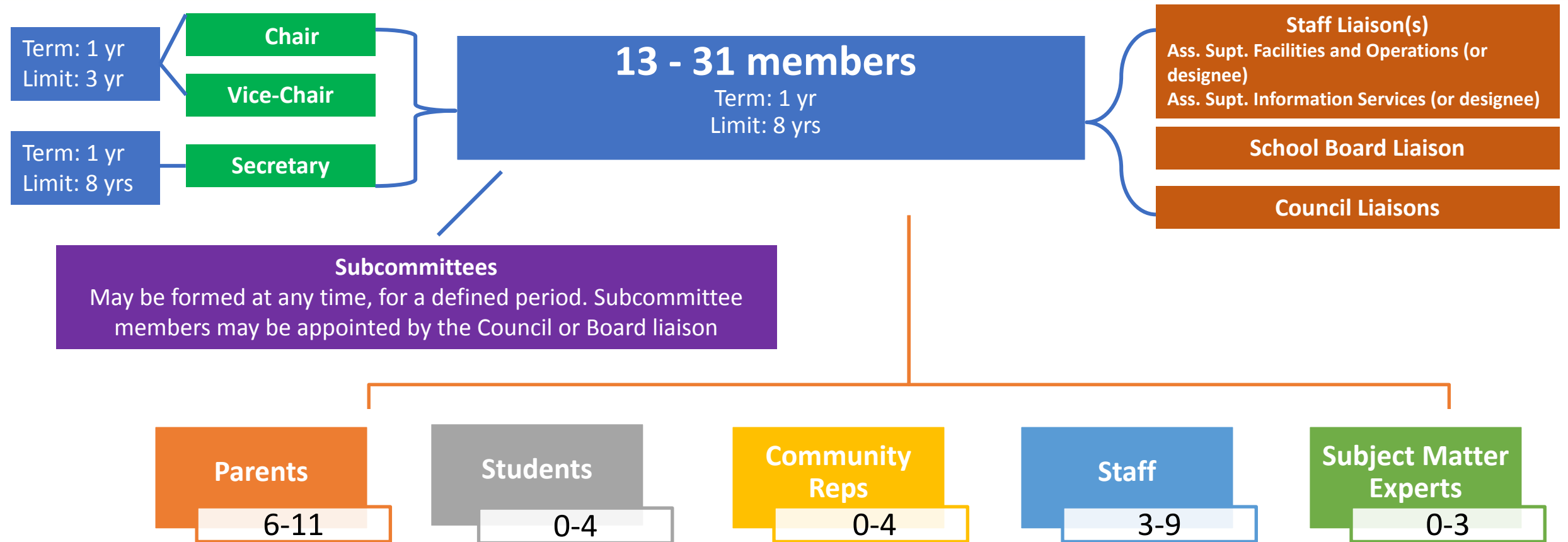
SIMILAR: Review, recommend, and inform on facilities & capital programs
+ Review, recommend, and inform on all elements of Operational Excellence priority
+ Assist SB in gathering feedback from community
+ Consider budget impacts on all actions

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Align with 2024 - 2030 Strategic Plan
- Expand scope of work
- Elevate the importance of budget impacts



Budget Rep (1) - Budget rep is included in the above numbers; can be a parent, community member or subject matter expert

Title I reps (2+) - At least one parent seat and one staff seat are designated for reps from a Title I school

*See [appendix](#) (Slide 67) for membership detail

Current Policy/ PIP (Facilities Advisory Committee)¹

- 9-15 members
- Appointed by SB at the recommendation of superintendent

Initial Proposal

- + 13-31 members
- + Appointed by SB
- + Detailed guidance on membership composition and balance

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Expand membership to ensure broader representation and involvement across all interested parties

Recruitment

Membership Terms

Expectations of Members

Leadership

Liaisons & Support

Current Policy/PIP

Current policy/PIPs indicate that staff liaisons participate in recruitment but do not specify who has primary responsibility or what the requirements or best practices for recruitment are

Initial Proposal

School Board has primary responsibility. Staff liaisons and council officers assist.

- + Expand recruitment channels and use clearer language
- + Actively recruit from communities that are often under-represented
- + Board Chair and council chairs review application annually
- + [See goals for membership diversity for each council - slides #63-67]

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Clarify responsibility for recruitment
- Expand and improve recruitment practices

Current Policy/PIP

- Members must follow APS policy/PIP
- The free exchange of ideas is encouraged.
- Members should attend all meetings. (May be removed for missing >50% of meetings)

Initial Proposal

SAME: Follow APS policy/PIP

SAME: The free exchange of ideas is encouraged

+ Individual experience is valued

+ Members build knowledge of APS, of research & data, and of diverse perspectives

+ Make recommendations based on the needs and context of the district

CHANGE: May be removed for missing 3 consecutive meetings or 40% of meetings

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Value members' contributions AND reduce silos
- Attendance: (a) Essential for members to build the knowledge to make well-informed contributions; (b) Necessary to maintain the intentional balance of members; (c) Quorum required to conduct votes

Current Structure

Member

Term - 2 years

Limit - 6 cumulative years

Chair & vice chair

Term - 1 year

Limit - 1 year

Secretary

no limit

Initial Proposal

+ Members may serve on only one council at a time

Member

+ Term - 1 year

+ Limit - 8 cumulative years

Chair & vice chair

+ Term - 1 year

+ Limit - 3 cumulative years

Secretary

no limit

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Reducing commitment to 1-year terms eliminates a barrier to volunteering
 - *Additionally, to reduce the application burden, we propose that members can auto-renew after year 1 without reapplying. Members would only need to re-apply at the end of years 2, 4, and 6.*
- Longer term limits allow the council to benefit from members' and officers' institutional knowledge

Current Policy/PIP

Current policy/PIPs do not specify a mechanism for members to express interest in being an officer or a timeline for selection.

Initial Proposal

- + Annually by April 1, announce an all call for those interested in serving as officers
- + As needed, the Board liaison proactively recruits candidates for officer positions
- + Council votes for leadership by May 1
- + School Board appoints officers by May 31

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Ensure every member has the opportunity to put themselves forward to serve as an officer
- Move the timeline for establishing new officers earlier so planning for the following year can begin

Current Structure

Current policy/PIPs do not require a Board Liaison

Initial Proposal

One Board Liaison for each council

Key responsibilities

- + Collaborate with Chair, Staff Liaison, and Board to establish charges
- + Guide on alignment with Strategic Plan
- + With Board colleagues, holds primary responsibility for recruiting members
- + Collaborate with chair on planning activities & agendas

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Improve guidance to chairs with fulfilling the charge to council and Strategic Plan alignment
- Clarify primary responsibility for member recruitment
- Improve support for planning council meetings

Current Structure

Designated by PIP

Key responsibilities

- Primary conduit of information exchange between council and APS
- Participate in recruitment
- Invite staff to meetings as requested by chair
- Request non-public info (in accordance with research provision)

Initial Proposal

May change according to the charge(s)

SAME responsibilities + NEW

- + Keep chair informed of relevant APS processes, initiatives, etc
- + Meet with chair monthly to help plan meetings
- + Attend all meetings
- + Provide updates on APS priorities/activities at meetings as needed
- + Obtain language translations of essential documents*

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Refine who fills the staff liaison role so that it can adjust to be relevant to the specific charge(s)
- Improve communication to chairs of APS processes, initiatives, etc. that impacts the work of the councils
- Clarify responsibilities related to planning and contributing to council meetings

Current Structure

- ACTL, BAC, and FAC shall each appoint liaisons to the other two councils
- Liaisons are non-voting members to each other
- Responsibilities are not specified

Initial Proposal

SIMILAR: Encouraged to appoint liaisons to each other. Non-voting members of each other
+ May use alternate models to fulfill the goals of these roles, such as co-liaisons or rotating liaisons

+ Responsibilities

- Attend all meetings
- Report back to home council

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Improve communication between advisory councils
- Build the district-wide knowledge of all advisory council members

Current Policy/PIP

- Staff liaison obtains meeting locations
- Other administrative requirements are enumerated (e.g., publishing meeting info online, making meeting materials available to the public) but are not assigned to anyone

Initial Proposal

- + Assigns administrative requirements to the administrative assistant of the staff liaison, or of another staff member as designated by the head of the relevant department

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Ensure councils are meeting the requirements for transparency and public access as required by Code of Virginia § 2.2-3707
- Designate who is responsible for required administrative tasks

Onboarding

Planning & Deliverables

Meetings

Research Needs

External Communications

Current Policy/PIP

not included in current
policies/PIPs

Initial Proposal

- + Delivered to all members, officers, and liaisons at least once per year.
- + Participation is required.
- + Format and delivery determined by agreement of the chair, staff liaison, and Board liaison.

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- All participants need to have a shared understanding of the purpose, policies & PIPs, responsibilities, roles, norms, and FOIA

Current Policy/PIP

- Planned activities provided to the School Board at the start of the school year
- Summary of activities and recommendations provided to the School Board at a designated time each year

Initial Proposal

- + Planned work on charge provided to the School Board by Oct 31 → Will be posted on APS website
- + Summary of activities and recommendations provided at times specified in the charge

*ASEAC and Student Health & Well-being may have additional deliverables to the VA Dept of Health and VDOE

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- October 31 is a more reasonable timeframe for councils to determine activities and discuss with staff and Board liaisons
- Posting on the website supports transparency and promotes engagement
- Summary and recommendation timing should tie to the specific charge



Current Policy/PIP

- Between first and last days of school year
- Robert's Rules of Order
- Open to the public
- Vote only with quorum
- Comply with VA Code regarding electronic meetings & participation

Initial Proposal

SIMILAR as current

- + May be held during summer if needed
- + Opportunity for public comment with clear parameters will be provided at each meeting

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Provide flexibility to meet during summer
- Add public comment opportunity at each meeting to increase the avenues for community members to engage and to broaden council members' awareness of community perspectives

Current Policy/PIP

- May do independent research; should not duplicate staff work
- Council requests for add'l data are at the discretion of staff and Board liaison
- Requests for original research should be made through the council recommendation process

Initial Proposal

Same as current

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- No changes needed

Current Structure

APS comms channels

- Route through the staff liaison

Non-APS comms channels (media, public, other orgs)

- Discuss with staff & Board liaison
- Indicate that views expressed are own, unless authorized by council

Initial Proposal

Same as current

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- No changes needed

Freedom of Information Act (FOIA)

Current Policy/PIP

- All communications are subject to FOIA
- Chair and staff liaison ensure all members understand FOIA

Initial Proposal

- SAME as current
- + Training on FOIA at the first meeting of the school year
- + Members required to comply with FOIA

Revised Proposal

Final recommendation

Rationale for Initial Proposal

- Ensure understanding of FOIA from the outset
- Be explicit about the responsibility of members related to FOIA

Transition Plan

- Advisory group members serving on a committee in SY 2025-26 will need to **apply** if they are interested in serving on one of the new advisory councils that will convene in SY 2026-27. The application process will open in April 2026, with appointments announced by May 31.
- The School Board should intentionally encourage current advisory group members to apply for membership in the new councils, recognizing the importance of having both new voices and those with institutional knowledge as members.
- For current advisory group members, time served on current advisory groups does not carry over to term limits for the new advisory councils. Everyone has a fresh start.

Proposed Transition Plan__Existing Groups

Current groups	Proposed groups
Arlington Special Education Advisory Committee (ASEAC)	Minor name change: replace “committee” with “council”
Advisory Council on Teaching & Learning	Scope and purpose incorporated into the Academics Advisory Council *Scope and purpose of Student Services Subcommittee incorporated into Student Health & Well-Being Advisory Council
Budget Advisory Council	No longer a stand-alone council. Instead, each of the five proposed councils will include a Budget representative that can be a parent, community member, or subject matter expert. Budget reps will meet quarterly with the Chief Business Officer and may reach out to the Chief Business Officer as needed
Facilities Advisory Council	Scope and purpose incorporated into the Operations Advisory Council
School Health Advisory Board (SHAB)	Scope and purpose incorporated into the Student Health & Well-Being Advisory Council

Partner/Community Engagement Plan

Overview of process to inform and gather feedback from stakeholders
on proposed changes to the APS Advisory Committee structure



September 19 – October 17

Widest Engagement





Questionnaire



Data Collection Period: **September 22 – October 10, 2025**

- APS Staff, APS parents, and Arlington residents will receive link via email from Qualtrics
- Students will receive a link via Canvas
- Community members can access via APS website and external communications (i.e. Friday Five)

Purpose

Gather community input on the **draft structure for a revised School Board Advisory Committee Structure**

Format

- Demographic Questions
- Likert Questions
- Open response
 - Comments or suggestions you have to improve the draft

Students

1 Focus Group
(15 participants per group)
High School
In-Person

Student Advisory Board

October

Families

2 Focus Groups
(15 participants per group)
1 group in each division region
(North and South)
5 elementary, 5 middle, and 5 high
school family members

School leaders select family
representatives based on school
student demographics (gender,
race/identity, exceptionality,
LGBTQIA+, ELL, achievement)

Sept and Oct TBD
(12:00 p.m. – 1:00 p.m.)
AND
Sept and Oct TBD
(6:30 p.m. – 8:00 p.m.)

Staff

6 Focus Groups (Virtual)
(15 participants per group)
Teachers, Elementary P/APs,
Secondary P/APs, Central Office
Leaders, School Classified Staff,
District Classified Staff

Teacher Group
(Elementary, Middle, High)
Principals/APs: North/Central/South
Central Office leaders
Classified Staff: Representatives from
each Job Role

September – October

Community Partners

8 Community Focus Groups
(Virtual)

5 existing School Board
Advisory Committees

ACTL Subcommittees

Superintendent Advisory
Committees

Reps from community
organizations

October



October __, 2025 - 12:00-1:00
Virtual

October __, 2025 - 6:30-8:00
Virtual

October __, 2025- 6:30-8:00
Virtual (Spanish)
*(Session in Spanish with translation
to English)*

Interpretation for additional languages is available upon
request by calling or texting Engage with APS at
571-200-2770.

Who

- Open to all students, staff, families, and community members.

How (Format)

- Whole group presentation
- Breakout sessions
 - Review draft
 - Small group discussion

- Stakeholders may share feedback on any aspect of the Working Group's initial proposal
- In addition, the Working Group is seeking feedback on specific items below which elicited contrasting viewpoints within the Working Group *and* require input from stakeholders to help inform the Working Group's recommendation

Topic	Question
Organization Structure	1) Does the proposed structure help achieve the intended outcomes of the advisory councils?
Membership Composition	2) Is the proposed composition inclusive and does it provide for equitable inclusion of diverse stakeholders?
Recruitment & Application Process	3) Will the proposed recruitment and application eprocess improve APS's ability to form councils comprised of diverse stakeholders?
Scope of Work of Advisory Councils	4) Does the proposed scope of work for each advisory council support progress toward Strategic Plan goals?
Subcommittees	5) Should all subcommittees be established on an ad-hoc basis OR should some subcommittees remain as standing subcommittees?

Date	Event	Purpose
Summer 2025	Planning	Plan for SY 25-26 SB advisory agenda items
September 9, 2025	Working Group Meeting #9	Finalize plans for community engagement
September - October 2025	Community Engagement	Gather feedback on Working Group's initial proposal
October 28, 2025	Working Group Meeting #10	Refine proposal based on community input
November 18, 2025	Work Session	School Board input
December 2, 2025	Working Group Meeting #11	Finalize proposal
Winter-Spring 2026	Policy & PIP Revision	Revise School Board Advisory Policy & PIPs
Spring 2026	Application for Advisory Councils	Begin formation of new Advisory Councils



Appendix

- 1. By June 1, 2025, provide the school board with a statement that describes the:**
 - Purpose and value of School Board Advisory Committees
 - Role of School Board Advisory Committees and desired outcomes for the work of the advisory committees
- 2. Work collaboratively with APS staff to:**
 - Evaluate the strengths, effectiveness and limitations of the current APS School Board advisory committee organizational structure.
- 3. By June 1, 2025, provide the school board with a recommendation for a proposed revision to the APS school board advisory committee structure with rationale**
 - The working group will provide the community a draft of its proposed revision to the advisory committee structure by Spring 2025, such that the structure aligns with the priorities in the 2024-30 Strategic Plan; diverse perspectives from APS staff, families, students and community members are included; and committee recommendations are actionable and relevant. The working group will solicit community feedback and use that feedback to develop a recommendation to the school board that defines:

- The name of each proposed school board advisory committee and a charge that aligns the work of the committee with at least one of the priorities in the 2024-30 Strategic Plan
 - The role and purpose of subcommittees and process for forming within each of the proposed school board advisory committees
 - Reporting structure and expectations for the committee's work
 - A proposed membership composition (e.g. # of community members, staff, etc.) for each advisory committee
 - Roles and responsibilities of advisory committee members, including leadership on the committee (e.g. Chairs/Vice Chairs, etc.)
 - Length of term and term limits of committee members
4. **By June 1, 2025, provide the school board with a recommendation on a transition process to the new advisory committee structure with rationale.**
- The recommendation should include:
 - A process, including a proposed timeline, for integrating or transitioning existing committee's structure to its new organization with the aim to institute changes beginning in the 2025-26 school year unless the working group identifies barriers to do so.



Areas of Responsibility: Superintendent v. School Board

Area of Responsibility	Superintendent	School Board
Governance	Executes board strategy; manages operations under Policy C-2.1.	Sets policy; hires and evaluates superintendent.
Policy	Implements and recommends policies and PIPs.	Adopts and maintains APS policies and review cycles.
Instruction	Recommends curriculum aligned with VA standards and APS Strategic Plan.	Approves major curriculum changes and education strategies.
Budget	Proposes and manages APS budget.	Reviews and adopts budget; ensures legal and community alignment.
Personnel	Hires staff (not superintendent); manages HR functions.	Hires/evaluates superintendent; approves bargaining agreements.
Facilities	Oversees daily ops, proposes improvements and bonds.	Approves capital strategy, bonds, long-term planning.
Accountability	Reports performance metrics, legal compliance.	Evaluates superintendent (Policy C-2.7); oversees policy adherence.
Community	Engages families and staff via Superintendent's Office.	Hosts public meetings; incorporates community feedback.

Parents	Students	Community Reps	Staff	Subject Matter Experts
<p>Min 10 - Max 16</p> <p>Per code: “A majority [of members] shall be parents of children with disabilities or individuals with disabilities.”</p> <p>Include mix of:</p> <ul style="list-style-type: none"> - school levels - neighborhood & option schools - geographic diversity 	<p>Min 2 - Max 4</p> <p>Include mix of:</p> <ul style="list-style-type: none"> - neighborhood & option schools - geographic diversity 	<p>Min 0 - Max 4</p> <p>Must be Arlington residents</p> <p>In particular, recruit:</p> <ul style="list-style-type: none"> - Recent APS alums - Civil rights orgs, nonprofits, local business - Current instructors, staff, administrators at regional schools of higher ed (NOVA, GMU, etc.) 	<p>1 teacher</p> <p>Per code: “The committee shall include one teacher. Additional local school division personnel shall serve only as consultants to the committee.”</p>	<p>Min 0 - Max 3</p> <p>Individuals with professional expertise</p>

Budget Rep (1) - Budget rep is included in the above numbers; can be a parent, community member or subject matter expert

Title I reps (2) - At least one parent seat and **the** staff seat are designated for reps from a Title I school

Parents	Students	Community Reps	Staff	Subject Matter Experts
<p>Max 40 [one/school]</p> <p>Include mix of:</p> <ul style="list-style-type: none"> - school levels -neighborhood & option schools -geographic diversity 	<p>Min 2 - Max 4</p> <p>Include mix of:</p> <ul style="list-style-type: none"> - school levels - neighborhood & option schools - geographic diversity 	<p>Min 0 - Max 6</p> <p>Must be Arlington residents</p> <p>In particular, recruit:</p> <ul style="list-style-type: none"> - Recent APS alums - Civil rights orgs, nonprofits, local business - Current instructors, staff, administrators at regional schools of higher ed (NOVA, GMU, etc.) 	<p>School-Based: 4-7</p> <p>Central Office (specialists or non-supervisory): 2-3</p> <p>Include mix of:</p> <ul style="list-style-type: none"> - classroom teachers, counselors, admin, specialists, coaches, interventionists - school levels - content areas - special populations (EL, SWD, Gifted) 	<p>Min 0 - Max 3</p> <p>Individuals with professional expertise, i.e.,</p> <ul style="list-style-type: none"> • Early childhood • Former teachers, staff, admin • Curriculum development • Education research

Budget Rep (1) - Budget rep is included in the above numbers; can be a parent, community member or subject matter expert

Title I reps (2) - At least one parent seat and one staff seat are designated for reps from a Title I school



Parents	Students	Community Reps	Staff	Subject Matter Experts
<p>Min 8 - Max 14</p> <p>Include mix of:</p> <ul style="list-style-type: none"> - school levels - neighborhood & option schools - geographic diversity 	<p>Min 2 - Max 4</p> <p>Include mix of:</p> <ul style="list-style-type: none"> - neighborhood & option schools - geographic diversity 	<p>Min 0 - Max 4</p> <p>Must be Arlington residents</p> <p>In particular, recruit:</p> <ul style="list-style-type: none"> - Recent APS alums - Civil rights orgs, nonprofits, health groups 	<p>Min 5 - Max 8</p> <p>School-Based: 4-6</p> <p>Central Office (specialists or non-supervisory): 1- 2</p> <p>Include a mix of counselors, classroom teachers, assistants, student activities staff (coaches, arts directors), social workers & school psychologists</p> <p>Mostly staff who are either school-based or who are central-based in positions that spend 75%+ of their time in schools</p>	<p>Min 0 - Max 2</p> <p>Individuals with professional expertise, especially</p> <ul style="list-style-type: none"> - Former teaches, staff, admin - Mental health and medical professionals - Professionals from mental health nonprofits

Budget Rep (1) - Budget rep is included in the above numbers; can be a parent, community member or subject matter expert

Title I reps (2) - At least one parent seat and one staff seat are designated for reps from a Title I school



Parents	Students	Community Reps	Staff	Subject Matter Experts
<p>Min 6 - Max 10</p> <p>Include mix of:</p> <ul style="list-style-type: none">- school levels- neighborhood & option schools- geographic diversity	<p>Min 0 - Max 4</p> <p>Include mix of:</p> <ul style="list-style-type: none">- neighborhood & option schools- geographic diversity	<p>Min 0 - Max 3</p> <p>Must be Arlington residents</p>	<p>Min 22 - Max 46</p> <ul style="list-style-type: none">• A-Scale: 1-2• C-Scale: 1-2• D-Scale: 1-2• E-Scale: 1-2• G-Scale: 1-2• M-Scale: 1-2• N-Scale: 1-2• O-Scale: 1-2• P-Scale: 2-3• T-Scale: 3-5• X-Scale: 1-2 <p>T-Scale to include a mix of teachers, counselors, specialists</p>	<p>Min 0 - Max 3</p> <p>Individuals with professional expertise, especially</p> <ul style="list-style-type: none">- Former teaches, staff, admin- HR professionals

Budget Rep (1) - Budget rep is included in the above numbers; can be a parent, community member or subject matter expert

Title I reps (2) - At least one parent seat and one staff seat are designated for reps from a Title I school

Parents	Students	Community Reps	Staff	Subject Matter Experts
<p>Min 6 - Max 11</p> <p>Include mix of:</p> <ul style="list-style-type: none"> - school levels - neighborhood & option schools - geographic diversity <p><i>Aim for a least a third of seats to be filled with parents from Title I schools</i></p>	<p>Min 0 - Max 4</p> <p>Include mix of:</p> <ul style="list-style-type: none"> - neighborhood & option schools - geographic diversity 	<p>Min 0 - Max 4</p> <p>Must be Arlington residents</p>	<p>Min 3 - Max 9</p> <p>Facilities & Operations: 1-2</p> <p>Information services: 1-2</p> <p>School-based: 1-3</p> <p>Central Office (non-supervisory): 0-2</p> <p>Include mix of: T-Scale, school administrators and staff across scales. Note that bus drivers are considered school-based.</p>	<p>Min 0 - Max 3</p> <p>Individuals with professional expertise, especially</p> <ul style="list-style-type: none"> - Former teaches, staff, admin - IT professionals - Facility management professionals - Construction specialists

Budget Rep (1) - Budget rep is included in the above numbers; can be a parent, community member or subject matter expert

Title I reps (2) - At least one parent seat and one staff seat are designated for reps from a Title I school