

Baltimore City Public School System  
Baltimore, Maryland  
Office of the Chief Executive Officer

**Circular No. 27  
Series 2006-2007**

**March 8, 2007**

**School Improvement  
Team Guidelines**

TO: Officers, Principals, and Directors

FROM: Charlene C. Boston, Ph.D., Interim Chief Executive Officer

*Charlene C. Boston*  
Linda Chinnia, Chief Academic Officer

**Please share the information in this circular with all staff members  
and all other stakeholders, as you deem appropriate.**

Guidelines for school improvement team (SIT) membership, selection process, and functions are attached to this circular. An effective SIT is fundamental to the school improvement planning process. Each SIT must use the established guidelines to guide school improvement. The development, implementation, and monitoring of the school improvement plan are the SIT's responsibilities. However, the daily operation and the management of the school are the legal responsibilities of the principal and the school's administrative team.

To guide their work, all school improvement teams should establish and adhere to operating procedures (e.g., establishment of achievement, attendance, climate, and family/community involvement subcommittees; determination of regular meeting days and times with recognition of the need to be flexible; length of service of team, etc.), in regard to development, monitoring, and assessment of the school improvement plan that is formed in each school's dedication to the implementation of the vision and mission of the Baltimore City Public School System Master Plan.

**Having a fully functional SIT constituted according to the established guidelines is mandatory.** Please adhere to the attached guidelines for school improvement team membership, selection, and functions.

If you have questions or concerns related to the attached SIT guidelines, please contact Marsha Taylor, Director of School Improvement, by telephone at 410-545-6322 or via e-mail at [mtaylor@bcps.k12.md.us](mailto:mtaylor@bcps.k12.md.us), or your area academic officer.

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Attachment

c: Board of School Commissioners  
Parent and Community Advisory Board  
Baltimore City Council of PTAs  
AFSCME-Local 44  
Baltimore Teachers Union  
City Union of Baltimore  
Public School Administrators and Supervisors Association

## **Baltimore City Public School System**

### **School Improvement Team (SIT) Membership, Selection Process, and Functions**

School improvement planning is a continual process that provides direction and parameters for school operations as they relate to the school improvement process. More important, school improvement planning is a process that allows stakeholders the opportunity to collaborate on the long-term goals, objectives, and strategies for improved management, teaching, and learning at the school. The SIT is responsible for developing and monitoring the school improvement plan.

Each SIT must have a core membership that includes the following persons:

#### **Core SIT Membership**

1. Principal.
2. Teachers — a minimum of two, one of whom must be the Baltimore Teachers Union (BTU) representative.
3. Student Support Service Providers — a minimum of one counselor, school psychologist, social worker, school nurse, or mental health clinician, etc.
4. Classified staff — a minimum of one to represent both the City Union of Baltimore and AFSCME-Local 44.
5. Paraprofessional — a minimum of one, if applicable.
6. Parents — a minimum of two, one of whom represents the recognized parent group.\*
7. Community leader — a minimum of two, one of whom could be a business partner.\*
8. Business partner — a minimum of one.\*
9. Student — a minimum of one, optional for elementary schools.

In addition to the core membership listed above, each school has the authority to expand its SIT membership in accordance with the needs, interests, and wishes of the individual school.

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*\*The BCPSS Family and Community Engagement Policy, which was approved by the Baltimore City Board of School Commissioners on May 25, 2004, and should be adhered to fully and consistently, requires that each SIT include parent, community, and business members as outlined above.*

Please contact Laverne Sykes, Director of Parent and Community Involvement, by telephone at 410-545-1870 or via e-mail at [lsykes@bcps.k12.md.us](mailto:lsykes@bcps.k12.md.us) if you have questions about the *BCPSS Family and Community Engagement Policy*.

**As attached to Circular No. 27, Series 2006-2007, published on March 8, 2007**

**Baltimore City Public School System**  
**School Improvement Team (SIT)**  
**Membership, Selection Process, and Functions**

**Selection Process**

Each school must employ an elective process, using constituency voting, for selection of the core SIT. Once established, the SIT will select its chair by secret ballot.

**Functions of the SIT**

Once established, the SIT will have the following functions:

1. To develop a school improvement plan that is data-driven and consistent with the vision, mission, goals, and objectives of the *BCPSS Master Plan* and the individual school. \*\*
2. To develop operational procedures (e.g., establishment of committees, meeting days and times, length of service as SIT members) for conducting the work of the SIT, especially in regard to developing, monitoring, and assessing the school improvement plan.
3. To report and analyze relevant data at least once a month to determine if school improvement plan components are being implemented effectively, and adjust the plan as needed.
4. To identify and marshal resources within the neighborhood, the school system, and the wider community to support effective implementation of the school improvement plan.
5. To solicit input from stakeholder groups on matters related to school improvement and the implementation of the school improvement plan.
6. To develop a process for sharing information and involving faculty, staff, parents, community, and other representative groups in the work of the SIT and the effectiveness of school improvement plan implementation.
7. To engage in periodic evaluation of the SIT's effectiveness in school improvement plan development and monitoring.

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\*\*SITs must use the *Guidelines for the Development, Review, Submittal, and Approval of School Improvement Plans for Schools in the BCPSS*. **Schools in Improvement Status**, as designated by the Maryland State Department of Education, must follow the federal and state guidelines for Year-One School Improvement, Year-Two School Improvement, Corrective Action, Year-One Restructuring (Planning), or year-Two Restructuring (Implementation) as they develop their school improvement plans. These guidelines can be found on TS<sup>3</sup>.

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