



Department of Defense INSTRUCTION

AD-A270 558



March 27, 1987
NUMBER 1342.15

ASD (FM&P)

SUBJECT: Educational Advisory Committees and Councils

- References:
- (a) DoD Instruction 5105.49, "Local Educational Advisory Committees," January 2, 1981 (hereby canceled)
 - (b) Public Law 95-561, "Defense Dependents' Education Act of 1978," November 1, 1978, as amended by Public Law 99-145, "Department of Defense Authorization Act, 1986," November 8, 1985
 - (c) DoD Directive 1342.6, "Department of Defense Dependents Schools (DoDDS)," October 17, 1978
 - (d) DoD Directive 5124.2, "Assistant Secretary of Defense (Force Management and Personnel)," July 5, 1985
 - (e) DoD Directive 5000.19, "Policies for the Management and Control of Information Requirements," March 12, 1976

A. REISSUANCE AND PURPOSE

This Instruction reissues reference (a) to confirm, clarify, and establish objectives, policies, responsibilities, and procedures regarding School Advisory Committees (SACs), Installation Advisory Committees (IACs), Component Command Advisory Councils (CCACs), Theater Education Councils (TECs), and the Dependents Education Council (DEC) for the overseas school system operated by the Department of Defense Dependents Schools (DoDDS), consistent with references (b) and (c).

B. APPLICABILITY

This Instruction applies to the Office of the Secretary of Defense, the Military Departments, the Organization of the Joint Chiefs of Staff, the Unified and Specified Commands, the Defense Agencies, and the employees of DoDDS (hereafter referred to collectively as "DoD Components").

C. DEFINITIONS

The terms used in this Instruction are defined in enclosure 1.

D. POLICY

1. It is DoD policy that family and professional school employee participation be encouraged in the formation and operation of local overseas advisory committees to promote the vitality of these committees and to preserve their integrity and independence of action. The establishment of SACs and IACs, in accordance with references (b), as amended, (c), and (d), fosters

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participation in school affairs by members of the school and military communities and provides a coordinated process to address and resolve issues at the lowest practical level.

a. Each school shall operate a SAC, with membership elected from among parents of students, professional school employees, and students, where appropriate, to advise the principal on school matters.

b. When only one school is located on a military installation, the SAC shall also serve as the IAC. In this case, the SAC shall advise both the school principal and the installation commander.

c. When the military installation has more than one school, an IAC shall be established; it shall be composed of two representatives from each of the SACs and, when appropriate, a student from one or more of the SACs.

2. It is DoD policy to encourage the formation and operation of regional overseas advisory councils to promote communication and problem solving among school administrators, military leaders, and local advisory committees.

a. When determined appropriate by the theater commander, a CCAC may be established to review IAC recommendations, to facilitate resolution of regional issues, and to refer broader issues and unresolved problems to appropriate authorities or the TEC.

b. Each theater commander shall establish a TEC to review recommendations from component commands, DoDDS regions, and CCACs (if applicable) within the theater's area of responsibility. The TEC will also discuss any issue that can affect or is affecting the educational environment within the theater. If an issue cannot be resolved within the theater, the TEC shall forward the issue to the appropriate authority for resolution.

3. The DEC is established by DoD Directive 1342.6 (reference (c)). The chairman of the DEC, or designee, shall respond in writing to any recommendation or request forwarded to the DEC by a TEC, Military Department, or an advisory group (SAC, IAC, CCAC) through appropriate command channels.

E. RESPONSIBILITIES

1. Every parent, teacher, sponsor, student, DoDDS administrator, and military commander shall share the responsibility to work collectively in supporting the schools, in enhancing programs, and improving not only the delivery of educational programs and support services to DoDDS students, but also the overall quality of life shared by all personnel in the American overseas communities, of which the schools are an integral part.

2. Crucial to the success of this program is the leadership provided by the elected chairperson of each of the local SACs and IACs within each community. An advisory committee can only be as successful in meeting its responsibilities as the chairperson is committed to ensuring that the committee becomes a vital adjunct to the school, the community it serves, and the installation on which it is located.

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3. Responsibilities of various categories of personnel who participate in the advisory committees are delineated in more specific detail in enclosure 2.

4. Chairpersons of CCACs, TECs, and the DEC have the following responsibilities:

a. Convene the council at least two times a year.

b. Prepare and distribute an agenda at least 2 weeks in advance of each meeting.

c. Keep minutes of the proceedings and distribute them to all members, appropriate theater commanders, the DoDDS Director, and the Assistant Secretary of Defense (Force Management and Personnel) (ASD(FM&P)).

F. MAINTENANCE OF OPEN CHANNELS OF COMMUNICATION

1. The ASD(FM&P) shall ensure that this program fosters optimum communication on matters relating to administration of DoDDS at all levels within the DoDDS and the military organizational structures.

2. Recommendations received by the DoDDS school principal from the SAC that are within the jurisdiction of DoDDS are expected to be acted upon through internal communication within the DoDDS organization, as appropriate, with the district superintendent, the regional director, the DoDDS Director, and the ASD(FM&P). Similarly, recommendations received by the local installation commander from the IAC that are within military jurisdiction are expected to be acted upon through internal communication with the military chain of command, as appropriate, with the intermediate commands (e.g., Corps), component commands, Unified Commands, the Military Departments, or the Office of the Joint Chiefs of Staff, and the Assistant Secretary. Concurrently, DoDDS administrators and military commanders shall fully use the services of the SACs, IACs, CCACs, and TECs to foster communication, facilitate problem solving, and recommend action to appropriate officials.

3. Recommendations, concerns, and issues regarding local schools shall be solicited jointly by the school principal and local installation commander from parents, sponsors, teachers, and students for review by the SACs and the IACs. The DoDDS district superintendents and intermediate commanders shall maintain regular and open communication on DoDDS administration issues within their geographic areas of responsibility. DoDDS regional directors and the commanders of component commands shall maintain regular and open communication on DoDDS administration issues within their geographic areas of responsibility.

G. INFORMATION REQUIREMENTS

All personnel specified in this Instruction shall follow the review processes, communication procedures, and reporting requirements in sections E. and F., above, and in enclosure 3. The reporting requirements are exempt from formal approval and licensing in accordance with subsection VII.C. of enclosure 3 to DoD Directive 5000.19 (reference (e), as amended).

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H. EFFECTIVE DATE AND IMPLEMENTATION

This Instruction is effective 60 days after date of publication. Forward two copies of implementing documents to the Assistant Secretary of Defense (Force Management and Personnel) not later than 60 days after the date of publication.


Chapman B. Cox
Assistant Secretary of Defense
(Force Management and Personnel)

Enclosures - 3

1. Definitions
2. Responsibilities with Respect to Local Advisory Committees
3. DoD Guidelines for the Establishment and Operation of Local Advisory Committees

DEFINITIONS

1. Component Command Advisory Council. A council that may be established, when determined appropriate by the theater commander, to review IAC recommendations and to facilitate resolution of regional issues. The CCAC shall be co-chaired by the DoDDS regional director, or his or her designee, and the commander of a component command, or his or her designee. In DoDDS regions where component commands are established by country, the DoDDS co-chairperson may be the district superintendent. Membership shall include DoDDS administrators and an equivalent number of representative commanders that fall under the jurisdiction of that region or component. The CCAC, if established, shall meet at least two times a year.

2. Dependents Education Council. A Council, established by DoD Directive 1342.6 (reference (c)), which makes recommendations to the ASD(FM&P) regarding the broad range of issues related to the administration of DoDDS and the delivery of high quality education to the dependents of Service members and DoD civilian employees overseas. The DEC shall be chaired by the ASD(FM&P), or designee, and composed of General and Flag Officers from theater commands, selected major commands and the Military Departments. The DoDDS Director shall serve as the executive secretary. The DEC shall meet at least two times a year.

3. Installation Advisory Committee. A committee that advises the installation commander on matters, including support, within the jurisdiction of the commander and applicable component command. Such a committee shall be established when two or more schools are operated on a military installation. The component commands shall provide the theater command with a list of installations that should have an IAC in operation annually. The theater commander shall ensure that this list of IACs is in compliance with the intent of this Instruction. The IAC is composed of the two representatives from each SAC, the one parent and the one professional school employee, who were elected by the voting members of each SAC to represent them at the IAC. The student member from the senior high school SAC may serve on the IAC. When a military installation supports only one school, the SAC serves as a combination SAC/IAC and advises both the principal and the local commander on issues applicable to the jurisdiction of each. The IAC shall meet at least four times a year.

4. Military Installation. A group of facilities located in the same vicinity that supports particular functions. A local geographical area under the jurisdiction of a military commander, where one or more schools in the DoDDS system are located.

5. Parent. Includes father, mother, legal guardian, or person standing in loco parentis whose employment, military status, or payment of tuition is the basis for the enrollment of dependents in DoDDS.

6. Parent-Teacher-Student Association (PTSA). PTSAs, sometimes referred to as PTAs or PTOs, are associated with the National PTA and are established at schools throughout DoDDS. They are not duplicative of or in competition

DEFINITIONS, continued

with SACs. The objectives of the National PTA are: (1) to promote the welfare of children and youth in the home, school community, and place of worship; (2) to raise the standards of home life; (3) to secure adequate laws for the care and protection of children and youth; (4) to bring in closer relation the home and the school, that parents and teachers may cooperate intelligently in the education of children and youth; and (5) to develop between educators and the general public such united efforts as will secure for all children and youth the highest advantages in physical, mental, social, and spiritual education. PTAs support and plan such initiatives as school/community orientation programs, career awareness projects for students, special assistance to newly-arrived teachers and families with school-age dependents, and fund-raising activities to secure student scholarships and supplemental instructional materials and hardware for the school.

7. Professional School Employee. Full-time professional educators employed in a DoD dependents' school. The principal, assistant principal, substitute teachers, teacher aids, and clerical staff are not included in this category.

8. School Advisory Committee. An elected educational advisory committee composed of an equal number of parents of students enrolled in the school and professional school employees employed at the school. When appropriate, a student enrolled in the school may serve on the committee. The membership of each advisory committee shall also include one person to represent the interests of the organization recognized as the exclusive bargaining representative of the employees of the school. The person shall be designated by the appropriate organization and shall be a nonvoting member of the committee. The committee advises the principal on matters within the jurisdiction of the school and DoDDS. The SAC shall meet at least four times a year.

9. School Community. Refers to parents of students enrolled in a school, professional school employees, and students.

10. Theater Commander. A Commander in Chief (CINC) of a Unified Command who has responsibility over a geographic area in which at least five DoDDS schools are located. The theater commanders are CINCs of the European Command, Atlantic Command, Pacific Command, and Southern Command.

11. Theater Education Council. A council established by each theater commander to review recommendations referred to it by a DoDDS region or component command. The TEC shall be chaired by the theater commander, or designee. Membership shall include the DoDDS regional directors and component commanders, or designees, within the theater area of responsibility. The TEC shall meet at least two times a year and will be further governed by theater directives.

12. Voting Age. Eighteen years of age or older.

RESPONSIBILITIES WITH RESPECT TO LOCAL ADVISORY COMMITTEES

1. Chairpersons of advisory committees shall:

- a. Make every reasonable effort to deal with matters brought to their attention by the school and military communities.
- b. Advise the school principal, the installation commander, and, as appropriate, the school and military organizational chains of command on school matters, as specified in enclosure 3.
- c. Ensure that regular committee meetings shall be scheduled four times during the school year or more often, if needed, for SACs and IACs.
- d. Form a planning committee to conduct elections for the next SAC term.
- e. Prepare and furnish one copy of the annual end-of-year SAC and IAC report to the DoDDS school principal, the district superintendent, and the DoDDS regional director, and one copy to the component command through the installation commander by June 15 of each year.

2. Principals of Department of Defense Dependents Schools shall:

- a. Provide logistical and administrative support and pertinent information about the school program to the SAC.
- b. Form a planning committee for the SAC election in a newly established school.
- c. Attend all meetings of the SAC and the IAC.
- d. Assist the SAC chairperson in ensuring that the annual end-of-year report is completed in a timely and comprehensive manner.
- e. Communicate with the DoDDS district superintendent on SAC matters that cannot be resolved at the local level.

3. District Superintendents of Department of Defense Dependents Schools shall:

- a. Provide administrative assistance to local school principals in support of the operation of SACs.
- b. Respond to matters brought to their attention by principals, SACs, or military commands.
- c. Communicate with the DoDDS regional director on advisory matters that cannot be resolved at the local level.
- d. Maintain contact with local military commanders in promoting and strengthening the advisory committee program at both school and installation levels within the superintendent's district.

e. Ensure that one copy of all SAC and IAC annual end-of-year reports from schools and installations within the district superintendent's district are forwarded to reach the DoDDS regional director by July 15 of each year.

f. Prepare and forward an executive summary of the end-of-year reports received from SACs in their district to the regional director by July 15 of each year. The summary should address major issues from these reports.

4. Regional Directors of Department of Defense Dependents Schools shall:

a. Provide administrative assistance to district superintendents in support of the operation of SACs.

b. Respond to matters brought to their attention by district superintendents, SACs, or military commands.

c. Review and tabulate all SAC and summary reports and furnish a composite of the reports to the DoDDS Director by August 15 of each year.

d. Provide a comprehensive, ongoing training and orientation program for SAC members and administrators to the extent that funds and personnel resources permit.

5. The Director of Department of Defense Dependents Schools shall:

a. Provide administrative assistance to the DoDDS regional directors in support of the educational advisory committee program.

b. Respond to matters that are referred by the DoDDS regional directors or Unified and Specified Commands.

c. Review all regional summary reports and furnish an analysis of the reports to the ASD(FM&P) by October 1 of each year.

6. Installation Commanders shall:

a. Provide logistical and administrative support to the IAC.

b. Attend all planning and regularly scheduled sessions of the IAC or, if there is only one school on the installation, the SAC.

c. Assist the IAC chairperson in ensuring that the annual end-of-year report is completed in a timely and comprehensive manner.

d. Act as a communication link between the IAC and the military chain of command on school advisory matters of interest and concern to the Unified and Specified Commands.

7. The Commanders in Chief of Component and Unified Commands shall:

a. Ensure that IACs are established and functioning at all military installations within their commands where two or more schools are operating.

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b. Ensure that administrative assistance is provided to local military installation commanders in support of the operations of IACs.

c. Prepare and provide an analysis of end-of-year IAC report summaries in accordance with enclosure 3.

DoD GUIDELINES FOR THE ESTABLISHMENT AND OPERATION
OF LOCAL ADVISORY COMMITTEES

A. FORMATION OF SCHOOL AND INSTALLATION ADVISORY COMMITTEES

1. Election of the SAC

a. Establishment of an Election Planning Committee. Each year the elected chairperson of the SAC shall publish an announcement of the formation of an election planning committee to nominate candidates for election to the SAC and the qualifications necessary for appointment to the planning committee 1 week in advance of the committee's formation. The SAC chairperson shall then form a planning committee and appoint a chairperson to conduct elections for the SAC. (The school principal shall form a planning committee for any newly established school. That committee selects a planning committee chairperson.) The planning committee shall consist of parents of students enrolled in that school, professional employees from that school, the principal (or designee) of that school, the commander (or designee) of the military installation on which the school is located, and, when determined appropriate by the planning committee chairperson, students enrolled in that school. Unless impossible to avoid, members of the existing SAC (except for the chairperson) may not be selected for membership on the planning committee.

b. Responsibilities of the Election Planning Committee. The election planning committee shall:

(1) Publish an announcement of the formation of the election planning committee and solicit candidates who are eligible and willing to serve on the SAC (4 weeks prior to the election).

(2) Publish a subsequent announcement that specifies the election date, hours, location, names of candidates, and voter eligibility (2 weeks prior to the election).

(3) Ensure that all eligible and willing candidates are placed on the ballot, including provisions for write-in candidates on the ballot.

(4) Conduct the election, tabulate and certify the votes, and publish the results (of the election) immediately after the election.

c. Nomination of Candidates. To be eligible for nomination, a person must be:

(1) A parent of a student enrolled in that school. (A parent who is a full-time professional employee in any DoDDS school may not be a candidate for election in this category.)

(2) A full-time professional school employee, other than the principal and assistant principal, assigned to that school, such as a teacher, pupil personnel specialist, special educator, nurse, or library/media specialist. (A substitute teacher, teacher aid, or clerical staff member may not be a candidate for election in this category.)

(3) A student enrolled in that school, if a senior high school, who shall be elected by the student body and appointed by the election planning committee.

d. Family Membership. In order to extend membership among as many families as possible, only one member of a family may serve as parent, full-time professional school employee, or student representatives to SACs. Simultaneous membership by one family on two or more SACs is not permitted.

e. Voter Qualifications. To vote in the SAC election, a person must be of voting age (18 years of age or older) and either:

(1) A parent of a student enrolled in that school (both parents may vote); or

(2) A full-time professional school employee assigned to that school.

f. Voting Procedures

(1) Voting shall be by secret ballot.

(2) A ballot shall be constructed and the candidates' names arranged alphabetically under one of two categories: "Parents" and "Professional School Employees."

(3) A voter may vote for as many candidates in each category as are authorized for membership on the SAC in that category.

(4) A voter may cast fewer than the maximum number of votes authorized; however, any vote cast shall be weighed as one vote.

(5) Any category on the ballot containing votes that exceed the maximum number authorized shall be invalidated. Voters shall be advised of this consequence before they vote.

(6) An election shall be decided by plurality vote. When there is a tie, the membership shall be determined by flipping a coin in the presence of the planning committee.

(7) Candidates who receive an insufficient number of votes to be elected shall be designated as alternate committee members. Such members shall be ranked by category according to the number of votes received and shall be appointed, in that order, by the SAC chairperson to fill the unexpired term of a vacancy in the appropriate category.

g. Election Dates. Elections shall normally be conducted at the end of the school year with the newly elected members taking office on the closing day of the old school year. At the option of the election planning committee, and in consultation with the SAC membership, elections may be conducted at the beginning of the school year, with the newly elected members taking office no later than October 15.

h. Tenure of Members. Elected members shall serve for 2-year terms with half of the membership being elected each year. If determined by the local SAC and incorporated into the SAC bylaws, members may serve for 1-year terms. Members may not serve more than two consecutive terms.

2. Composition of the SAC

a. Committee Size. The minimum size of elected membership shall be in accordance with the school population, as shown below, and contain an equal number of parents of students enrolled in the school and full-time professional employees of the school. A senior high school student enrolled in the school shall be included as an additional voting member. The current enrollment shall be used in determining the committee's size of elected membership. The suggested committee size for schools with 151 or more students may be modified if determined appropriate by the election planning committee.

<u>Student Enrollment</u>	<u>Committee Size</u>
1-150	2 or 4
151-300	4
301-500	6
501-800	8
Over 800	10

b. Liaison Membership

(1) One member of the exclusive bargaining unit representing the employees of the school shall be appointed for a 1-year term by the bargaining unit to attend meetings of the SAC, but shall not vote.

(2) The school principal shall attend all SAC meetings without vote.

(3) The installation commander shall attend all SAC meetings without vote if the SAC also serves as the IAC. (Attendance of the installation commander, or designee, is encouraged at SAC meetings when there are two or more schools on the installation).

3. Composition of the IAC

a. One School Per Installation. When only one school is operated on a military installation, members of the SAC shall also make up the membership of the IAC. Therefore, election to the SAC constitutes election to the IAC.

b. Two or More Schools Per Installation. When two or more schools are operated on a military installation, the IAC shall be composed of two representatives from each of the SACs, consisting of the one parent and the one professional school employee who are elected by secret ballot during a closed session of the SAC by the voting members of the SAC to represent them on the IAC. Election of IAC members shall take place at the first meeting of the SACs and shall be determined by plurality vote. When there is a tie, the

representative shall be determined by flipping a coin in the presence of the SAC. When determined appropriate by the newly elected IAC, the student member from the senior high school may serve on the IAC. Newly elected IAC members shall take office immediately after election. When a vacancy occurs on the IAC, or when a candidate declines to serve on the IAC, a new election shall be held.

c. Liaison Membership. The school principals and the installation commander shall attend all meetings of the IAC without vote.

B. OPERATION OF SCHOOL AND INSTALLATION ADVISORY COMMITTEES

1. Committee Meetings

a. Announcement. The time, date, and location of advisory committee meetings shall be decided by each SAC and IAC, announced publicly at least 1 week in advance, and conducted after school hours. Such meetings shall be open to the public. At the request of the chair, the committee or executive committee (chair, vice chair, and secretary) may go into closed executive session.

b. Frequency. Regular SAC and IAC meetings shall be scheduled four times during the school year or more often, if needed.

c. Agenda. The committee chairperson shall prepare a proposed agenda for each meeting. The final agenda shall be available in the school's office and in the installation commander's office at least 1 week before the meeting. An item not on the published agenda may be discussed, but any committee action may be deferred until the next meeting.

d. Minutes. Minutes shall be kept of the proceedings of each meeting. If the minutes are from a SAC on an installation with only one school, the minutes shall indicate which items are for the attention of the principal and which items are for the attention of the installation commander. Within 2 weeks, the official minutes shall be approved by the committee members and provided to the principal, the installation commander, the DoDDS district superintendent, the DoDDS regional director, and the component commander.

e. Compensation. SAC and IAC members shall serve without pay.

2. Committee Procedures

a. Conduct of Meetings. Each advisory committee shall adopt a set of parliamentary rules (such as Robert's Rules of Order) for conducting regular meetings and shall establish bylaws for governing the committee's internal affairs. Copies of the bylaws shall be provided to the school principal and to the installation commander.

b. Determining Goals and Objectives. To provide focus and direction to the work of the advisory committee, goals and objectives shall be determined by the committee for each school year. Copies of the goals and objectives shall be provided to the school through the principal and to the

community through the installation commander. However, goals and objectives should not deter the committees from addressing issues that are appropriate for committee consideration at the earliest possible date. An annual end-of-year report shall review the progress made in achieving these goals and include recommendations for achieving those goals not accomplished.

c. Election of Officers. The elected members of the advisory committee shall elect a chairperson, vice chairperson, and secretary at their initial meeting. Nonvoting members are not eligible for these offices. The chairperson shall thereafter conduct all meetings of the committee, or, if unable to attend a meeting, delegate responsibility to conduct the meeting to the vice chairperson. In the absence of the vice chairperson, another elected member may be delegated the responsibility of conducting the meeting.

d. Subcommittees. The advisory committee may formulate regular standing or ad hoc committees and subcommittees to address specific goals and objectives and review specific areas of responsibility.

e. Communication with the Community. Information about the advisory committee shall be disseminated to the community through such channels as student, faculty, school, parent-teacher association, and installation news media; special community bulletins; and posted notices. Links shall be established to ensure that information and advice are received from community groups with interests in educational programs.

3. Committee Functional Responsibilities

a. The SAC may make recommendations and advise the principal on all matters within the jurisdiction of the SAC; these include: (1) school policies toward students and parents, student activities, and administrative procedures affecting students; (2) instructional programs and educational resources within the school; (3) allocation of resources within the school to achieve educational goals; (4) pupil services (health, special education, testing, evaluation, counseling, and extracurricular activities); (5) student standards of conduct and discipline; and (6) policies and standards of the dependents' education system related to the above enumerated matters.

b. The IAC may make recommendations and advise the installation commander regarding support provided by the military services to dependents' schools serving that installation. Where there is only one school on an installation, the SAC shall serve concurrently as the IAC. Matters that are within the jurisdiction of the IAC include: (1) quality, availability, maintenance, safety, security, and comfort of the physical school environment; (2) transportation of students; (3) school meal programs; (4) medical services; (5) administrative and logistical support services provided by the installation commander and applicable service command; and (6) policies and standards of the installation command and military services related to the above enumerated matters.

c. SACs and IACs do not address matters pertaining to personnel policies or practices, compensation of school staff, grievances of school employees for which another forum exists, or internal management of DoDDS or their programs. These committees do not raise funds to procure school equipment and supplies, grant student scholarships, financially support special school events, or engage in any other monetary projects traditionally associated with PTSAs, booster clubs, or other similar organizations.

4. Informal Communication Process. Any SAC or IAC may communicate informally at any time with any DoDDS office and the military command structure. This informal communication does not require an official response, but does serve as a flexible and immediate means of advising various levels of DoDDS and military management of achievements and concerns.

5. Formal SAC Communication Process. This procedure shall be followed by formally communicating SAC recommendations regarding school policies, programs, and resources. The review process terminates at any level when the recommendation is approved or an issue is resolved. A SAC recommendation that cannot be approved or disapproved at any level of review because of lack of sufficient authority or resources shall be referred to the next level of review. Any SAC may appeal a disapproval of a recommendation to the next level of review in DoDDS.

a. Recommendations made by a SAC to the school principal shall be communicated formally in writing and summarized as part of the minutes of the SAC meeting. The school principal has 2 weeks to respond in writing. Informal discussion of the recommendations between the principal and the SAC representatives is encouraged before the principal formulates a written response.

b. SAC recommendations that cannot be approved or disapproved by the principal shall be forwarded to the DoDDS district superintendent who supervises the principal. The district superintendent shall respond to the recommendations in writing within 2 weeks after receiving them.

c. SAC recommendations that cannot be approved or disapproved by the DoDDS district superintendent shall be forwarded to the DoDDS regional director for action. The DoDDS regional director shall respond to the recommendations in writing within 2 weeks after receiving them.

d. SAC recommendations that cannot be approved or disapproved by the DoDDS regional director shall be forwarded within 2 weeks of receipt to the DoDDS Director. The DoDDS Director shall respond to the recommendations in writing to the SAC that originated them within 1 month of receipt.

e. Throughout this process, DoDDS reviewing officials who forward SAC recommendations to the next level of review shall provide a copy of the correspondence to the SAC that originated the recommendations and to any other personnel previously involved in the review process.

6. Formal IAC Communication Process. This procedure shall be followed in formally communicating IAC recommendations regarding military support services to the schools. The review process terminates at any level when the IAC recommendation is approved or an issue is resolved. An IAC recommendation that cannot be approved or disapproved at any level of review because of lack of sufficient authority or resources shall be referred to the next level of review. Any IAC may appeal a disapproval of a recommendation to the next level of review in the military command structure.

a. Recommendations made by the IAC to the installation commander shall be communicated formally in writing and summarized as part of the minutes of the IAC meeting. The installation commander has 2 weeks to respond in writing. Informal discussion of the recommendations between the installation commander and the IAC representatives is encouraged before formulation of a written response.

b. IAC recommendations that cannot be approved or disapproved by the installation commander shall be forwarded to the next higher level of military review, appropriate to the local military command structure governing the management of the installation. Each level shall have 2 weeks after receipt to respond in writing.

c. Throughout this process, military reviewing officials who forward IAC recommendations to the next level of review shall provide a copy of the correspondence to the IAC which originated the recommendations and to any other personnel involved in the review process.

C. ANNUAL END-OF-YEAR REPORT

1. At the end of each school year, each SAC and IAC shall prepare a report that states its goals and objectives, identifies areas of special interest, assesses its achievements and concerns, and makes recommendations to improve the educational program.

2. The DoDDS Director shall provide each DoDDS regional director with instructions by MARCH 1 of each year for the completion of the annual report. The DoDDS regional director, through the principal, shall provide each SAC and IAC chairperson with a copy of the instructions by APRIL 1. Reports are to be completed and signed by the committee chairperson and furnished to the following officials by JUNE 15 of each year:

a. One copy of the SAC report shall be provided to the school principal, the district superintendent, and the regional director, and to the component command through the installation commander.

b. One copy of the IAC report shall be provided to the component command through the installation commander, principals of schools located on the installation, the district superintendent, and the regional director.

3. Each DoDDS district superintendent shall review all SAC reports and furnish a copy of each report as well as a summary of the reports to the regional director by JULY 15 of each year. Regional directors shall provide a regional summary report of the district reports to the DoDDS Director by

AUGUST 15 of each year. Additional copies of the summary shall be distributed to all school principals, district superintendents, SAC chairpersons, installation commanders, and component and theater commanders that the region serves.

4. Each component commander shall review all IAC reports and furnish a copy of each report as well as a summary of the reports to the theater commander by JULY 15 of each year. A copy of the summary report shall also be provided to the other component commanders and the regional directors in the theater as well as concerned installation commanders and IAC chairpersons.

5. Each theater commander shall review the component commanders' summaries and furnish an analysis of the summaries to the Joint Chiefs of Staff and the DoDDS Director by AUGUST 15 of each year. A copy of the analysis shall also be furnished to the Military Departments, other theater commanders, and DoDDS regional directors within the theater.

6. The DoDDS Director shall review the regional summary reports and the theater commander summary reports and furnish an analysis of the reports, with the attached regional and theater summaries, to the Assistant Secretary of Defense (Force Management and Personnel) by OCTOBER 1 of each year. Copies of the analysis shall be distributed to the Joint Chiefs of Staff, the Military Departments, the DoDDS regional directors, and theater commanders. DoDDS regional directors shall distribute copies to all school principals, district superintendents, and advisory committee chairpersons within each DoDDS region. Copies of the analysis shall be distributed by the theater commanders to the component commanders and installation commanders.