



July 2022

Dear Program Directors, Evaluators, and Program Management Teams (PMTs):

This memo is to provide you with focused information about the requirements pertaining to **Advisory Boards**. It includes guidance regarding Purpose, Membership, Schedule for convening, Attendance, as well as Recommended Focus Areas. This guidance is for the implementation of the Advisory Board **specific to the NYS 21CCLC grant**; it is not referring to other agency-wide or community-based advisory boards or committees you/your program may be participating in.

▲ Purpose & Function

The responsibility of guiding and empowering programs to succeed in their mission is a shared responsibility, engaging the combined skills, insights and **collective support efforts of all committed partners and stakeholders**. The formation of an Advisory Board acknowledges that each stakeholder has a vital role to play, and it invites each member to make consistent, helpful contributions to the work – whether that’s offering creative ideas, raising awareness of important issues that need to be explored, or recognizing and celebrating the work of others.

▲ Membership & Establishment of Norms

Representation on the Advisory Board must include the following agents and stakeholders:

- Program leaders & staff, school leaders & staff, the Education Liaison, all program partners, parents, the Local Evaluator, and age-appropriate students.
- **For programs operating multiple sites.** It is not a requirement to form individual advisory boards for each, separate site. However, there needs to be **representation** from each site on the program-wide Advisory Board (e.g., site coordinators, principals, partners, parents, and, if age-appropriate, student participants). This is to ensure that awareness of and attention to issues specific to these sites are included in discussions.
- **Full Attendance & Full Presence** at meetings is the goal. Please establish this expectation between all members, so that the Board can function at full capacity.

Each of these members will be included on all Board-related communications, be invited to participate in the co-creation of agreements/commitments, procedures/norms for engagement, and be afforded **meaningful involvement** in program design, planning,

and review of performance. Consider reviewing and adopting norms and agreements that are equitable, inclusive, and encouraging of multiple, diverse perspectives.

Note: While the evaluator is required to attend Advisory Board meetings, they are not a voting member.

Tip. Consider including as a norm of engagement, the goal for members to link the raising of issues of concern, [with accompanying proposals for solutions](#); this welcomes a fruitful probing of areas in need of improvement while keeping the aim on using members' time and energy for constructive collaboration and action planning.

▲ Meeting Schedule & Recommended Focus Areas

Programs are required to convene Advisory Board meetings quarterly.

■ **First Meeting/Kick-Off.** July – September.

Recommended Focus Areas: Review & decide upon norms, agreements, commitments. Conduct comprehensive review of plans: program implementation plan, operational/site-level plans, staffing plan, leader and staff training & networking event participation, family engagement plans, adult learning & support plan, Evaluation Plan & program logic models/theory of change review/revision (consult the Evaluability Process outline, as needed), current student enrollment, recruitment efforts, etc.

■ **Second Meeting.** October – December.

Recommended Focus Areas: Review initial implementation efforts, early indicators of student engagement, family engagement and staff performance. Review internal improvement cycle stage/QSA process, reflecting on findings from Local Evaluator's First Site Visit (if available), and review Evaluability Checklist with Local Evaluator.

■ **Third Meeting.** February – March.

Recommended Focus Areas: Review program progress toward interim goals/mid-year benchmarks. Reflect on staff development, partner agencies' contributions, connection with the school day, and integrate evaluation findings into continuous improvement plans.

■ **Fourth Meeting/Year-End Review.** May – June.

Recommended Focus Areas: Review program accomplishments and areas for improvement. Organize information to communicate out to stakeholder audiences and utilize available information for strategic planning. Revisit and update the Sustainability Plan, as needed.

Tips. ▶ Utilize the opportunity of the Advisory Board meeting to engage and energize stakeholders by focusing on relevant issues in ways that invite connection and contribution. In the design of meeting agendas, feature topics in which all or most members in attendance can meaningfully participate in discussion, while tabling/reserving more specialized topics - that involve only a small, subgroup of stakeholders - for another setting. ▶ Consider creating a way for Advisory Board members to offer suggested topics in advance of the meeting. ▶ Consider creating a standing item to review and update Action Plan(s), integrating new information and findings as they become available.

▲ **Documentation**

Programs are required to document and maintain the records of the Advisory Board's membership roster, meeting attendance, meeting schedule, agendas, and minutes.

- ▶ These records will need to be presented as part of the Site Monitoring Visit document review process.
- ▶ They will also assist the Local Evaluator in their review of indicators of effective program management practices, engagement of stakeholders, communications of findings, and the use/implementation of improvement recommendations in strategic planning.

If you have any questions or seek further assistance regarding this matter, please contact your Technical Assistance Resource Center.

Regards,

the **NYSED 21CCLC Team**