

# ***School Accountability Report Card Reported for School Year 2007-08 Published During 2008-09: A.J. Dorsa Elementary School***

## **Introduction**

Since November, 1988, state law has required all public schools receiving state funding to prepare and distribute a School Accountability Report Card (SARC). A similar requirement is also contained in the federal *No Child Left Behind Act* (NCLB). The purpose of the report card is to provide parents and the community with important information about each public school. A SARC can be an effective way for a school to report on its progress in achieving its goals. The public may also use a SARC to evaluate and compare schools on a variety of indicators.

## **Principal's Message**

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It is an honor to serve this unique and vibrant community! On behalf of the entire Dorsa team, I would like to extend a warm welcome to all returning and new students, parents and community members. Dorsa Elementary School is a professional learning community comprised of a group of committed and passionate teacher leaders who believe in the power of collaborative work to ensure that all of our students excel academically and reach their full potential. Our work is grounded on our strong held belief that all students can achieve academic excellence.

We put integrity first and seek excellence in everything we do. As you walk into our campus, you will find professionals using data to guide decision making. We work relentlessly to ensure achievement for all by creating systems of prevention and intervention to meet the diverse needs of all of our students.

We would like to extend a special invitation to all of our parents and community members and neighborhood business' to become active participants in our quest to reach academic excellence for all.

Sincerely,  
Norma Rodriguez,  
Principal

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## **Executive Summary School Accountability Report Card, 2007-08**

### **A. J. Dorsa Elementary School**

Address: 1290 Bal Harbor Dr. , San Jose CA 95122-1902

Phone: 408-928-7400

Principal: Norma Rodriguez

Grade Span: K - 5

This executive summary of the School Accountability Report Card (SARC) is intended to provide parents and community members with a quick snapshot of school accountability. The data presented in this report are reported for the 2007-08 school year, except the School Finances and School Completion data that are reported for the 2006-07 school year. For additional information about the school, parents and community members should review the entire SARC or contact the school principal or the district office.

### **About This School**

#### **School Vision and Mission**

The Dorsa Elementary School vision is to create a safe and nurturing environment where everyone works collaboratively to ensure that all our students have a strong academic foundation and life skills to pursuit and accomplish their goals and aspirations in life.

Our mission is to eliminate the student achievement gap by providing all students with the essential skills and knowledge to excel socially and academically.

#### **School Profile**

Dorsa Elementary is a *Title I* and *Reading First* school. The Dorsa student body is highly transient, immigrant, and primarily composed of students whose primary language is other than English. The current student population is 574 students, of which 100% receive free meals. Dorsa serves its English Learner student population through (SEI) Structured Immersion Program classroom setting. Dorsa Elementary adheres to the instructional minutes laid out in the California Education Code and the schedule and yearly calendar established by the district.

Dorsa Elementary school is guided by 26 full-time K-5 teachers, one full-time *Academic Coach*, one part-time psychologist, one part-time Resource Specialist Program (RSP) teacher, one full-time Special Day Class (SDC) teacher, one full-time Title I Resource Teacher, a Program Improvement Administrator, and a Principal.

Dorsa Elementary communicates with parents through a variety of programs such as the bimonthly, informal Friday Coffee Meetings, English Learners Advisory Committee (ELAC), School Site Council (SSC), and Parent and Teachers Association (PTA) monthly meetings, newsletters, and via the *ParentLink* System (automated phone message system for parents) on a daily or weekly basis. In addition, teachers at each grade level offer parent workshops related to curriculum and standards; as well as our quarterly Family Literacy, Math and Science Nights. Another form of communication is through the traditional *Yearly Back to School* Night and Spring Open House. Parents are very vocal and play an integral part in the development of the school climate. Our parents are beginning to participate more in the *Science Faire* and *Young Author's Faire* and have asked to be provided with a specific rubric to understand the expectations and assist their children accordingly, as they take part ownership of these events. Our partnership with the Cornerstone Project has been instrumental in recruiting parents to establish "Los Dichos Program". Parents meet monthly to read a book, practice a pre-developed lesson plan and co-present the lesson inside the classrooms.

#### **Goals**

As expressed in the Single School Plan, Dorsa's goals are:

- As part of the AYP target, 35.2% of students in grades K-5 will achieve the performance level of

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proficient/advanced on the California Standards Test in English/Language Arts.

- As part of the AYP target, 37.0% of students in grades k-5 will achieve the performance level of proficient/advanced on the California Standards Test in Mathematics.
- All English Learners will increase two proficiency levels for students at proficiency level 1 and one proficiency level for students at proficiency levels 2-5 in one year's time as evidence on the annual CELDT.

### **Progress Monitoring**

1. Use of state and local assessments to modify instruction and improve student achievement.  
Dorsa has adopted a data-driven cycle of inquiry approach to school improvement that impacts budget, curriculum, instruction, assessment, and student achievement and is implementing data-driven instruction by making data readily available to all teachers. Since the current data system is cumbersome and difficult to access, the District invested in a data management system, called the "Cruncher". Easily accessible and simple to use, the "Cruncher" allows teachers to access their students' performance data so that they can compare it to school-wide, district, state and national data to ascertain student performance and guide their efforts to individualize instruction, provide differentiated instruction that is responsive to the students' assessed needs and measure the effectiveness of their own instruction. The Cruncher also allows administrators to assess the effectiveness of curriculum and support intervention programs. In addition, Cruncher information regarding criterion-referenced test performance (STAR, CELDT, etc.), district assessments, and writing samples, suspension, referral, and attendance data, student work samples, authentic assessment data from project-based, inquiry-based, work-based, open-ended, and portfolio assignments, qualitative data to ascertain stakeholder satisfaction, and observations of student performance are used to measure whether all students are meeting the standards.  
In addition to state data, these local assessments are used to monitor teaching and learning:
  - ◆ District Writing Assessment
  - ◆ Reading Lions Assessments/Houghton Mifflin Curriculum Embedded Assessments
  - ◆ Saxon Math Unit Assessments
  - ◆ Marie Clay Observational Survey
  - ◆ DRA (Developmental Reading Assessment)
2. Use of data to monitor student progress on curriculum-embedded assessments and modify instruction.
  - ◆ Dorsa uses the following state and local assessments to modify instruction and improve achievement:
  - ◆ California Standards Test/STAR Testing
  - ◆ District Writing Assessment
  - ◆ Houghton Mifflin Lectura Reading Lions Assessments
  - ◆ DRA fluency assessment
  - ◆ CELDT test program
  - ◆ Entry level placement and diagnostic tests for Holt Literature and Language Arts, High Point, pre-algebra and algebra
  - ◆ Formative assessments based on California State Standards.
  - ◆ Standards Based Tests in Spanish
  - ◆ Observation Survey to assess Kindergarten preparedness

### **Schoolwide Programs**

- ◆ After School Enrichment/Intervention Program
  - This program provides differentiated instruction for students falling below benchmark on Language Art assessments. Students receive 8 weeks of intensive instruction per cycle.
  - Every student at Dorsa attends the after school enrichment program. It is our belief that children will continue to develop academically through different learning modalities. Thus, students attend art,

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music, drama and sports classes through our after school enrichment program.

- ◆ Saturday Academy
  - This program provides intensive English instruction for our 2<sup>nd</sup> and 3<sup>rd</sup> grade students in preparation for the end of the year CST (California Standards Test).
- ◆ Homework Center
  - Students are provided assistance with their homework as well as tutoring in small groups.

*Narrative to be provided by LEA*

### **Student Enrollment**

| <b>Group</b>                     | <b>Percent</b> |
|----------------------------------|----------------|
| African American                 | 0.35 %         |
| American Indian or Alaska Native | 0.0%           |
| Asian                            | 1.92%          |
| Filipino                         | 1.39%          |
| Hispanic or Latino               | 92.68%         |
| Pacific Islander                 | 3.14%          |
| White (not Hispanic)             | 0.52%          |
| Multiple or No Response          | 0.0%           |
| Socioeconomically Disadvantaged  | 100.0%         |
| English Learners                 | 76.0%          |
| Students with Disabilities       | 8.0%           |
| <b>Total Number of students</b>  | <b>574</b>     |

### **Teachers**

| <b>Indicator</b>                                     | <b>Teachers</b> |
|------------------------------------------------------|-----------------|
| Teachers with full credential                        | 26              |
| Teachers without full credential                     | 2               |
| Teachers Teaching Outside Subject Area of Competence | 0               |
| Misassignments of Teachers of English Learners       | 0               |
| Total Teacher Misassignments                         | 0               |

### **School Facilities**

#### **Summary of Most Recent Site Inspection**

The school was assessed in the following 15 categories: Gas Leaks; Mech/HVAC; Windows/Doors, Gates & Fences; Interior Surfaces; Hazardous Materials; Structural Damage; Fire Safety; Electrical; Pest/Vermin Infestation; Drinking Fountains; Restrooms; Sewer; Roofs; Playground/School Grounds; and Overall Cleanliness.

#### **Repairs Needed**

No repairs are currently needed at Dorsa.

#### **Corrective Actions Taken or Planned**

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No repairs are currently needed at Dorsa.

### Curriculum and Instructional Materials

| Core Curriculum Areas                      | Pupils Who Lack Textbooks and Instructional Materials |
|--------------------------------------------|-------------------------------------------------------|
| Reading/Language Arts                      | 0%                                                    |
| Mathematics                                | 0%                                                    |
| Science                                    | 0%                                                    |
| History-Social Science                     | 0%                                                    |
| Foreign Language                           | 0%                                                    |
| Health                                     | 0%                                                    |
| Visual and Performing Arts                 | 0%                                                    |
| Science Laboratory Equipment (grades 9-12) | 0%                                                    |

### School Finances

| Level       | Expenditures Per Pupil (Unrestricted Sources Only) |
|-------------|----------------------------------------------------|
| School Site | \$3,951                                            |
| District    | \$8,491                                            |
| State       | \$5,300                                            |

### Student Performance

| Subject                | Students Proficient and Above on California Standards Tests |
|------------------------|-------------------------------------------------------------|
| English-Language Arts  | 36%                                                         |
| Mathematics            | 42%                                                         |
| Science                | 20%                                                         |
| History-Social Science | N/A                                                         |

### Academic Progress

| Indicator                                           | Result    |
|-----------------------------------------------------|-----------|
| 2008 Growth API Score (from 2008 Growth API Report) | 715       |
| Statewide Rank (from 2007 Base API Report)          | 2         |
| 2008-09 Program Improvement Status (PI Year)        | Not in PI |

### School Completion

| Indicator       | Result |
|-----------------|--------|
| Graduation Rate | N/A    |

### Postsecondary Preparation

| Measures                                                                                                           | Percent of Graduates |
|--------------------------------------------------------------------------------------------------------------------|----------------------|
| Pupils Who Completed a Career Technical Education Program and Earned a High School Diploma                         | N/A                  |
| Graduates Who Completed All Courses Required for University of California or California State University Admission | N/A                  |

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## **2007-08 School Accountability Report Card Report (SARC)**

The School Accountability Report Card (SARC), which is required by law to be published annually, contains information about the condition and performance of each California public school. More information about SARC requirements is available at the [SARC](#) Web site. For additional information about the school, parents and community members should contact the school principal or the district office.

### **I. Data and Access**

#### **DataQuest**

[DataQuest](#) is an online data tool that contains additional information about this school and comparisons of the school to the district, the county, and the state. Specifically, DataQuest is a dynamic system that provides reports for accountability (e.g. Academic Performance Index [API], Adequate Yearly Progress [AYP]), test data, enrollment, graduates, dropouts, course enrollments, staffing, and data regarding English learners.

#### **Internet Access**

Internet access is available at public libraries and other locations that are publicly accessible (e.g., the California State Library). Access to the Internet at libraries and public locations is generally provided on a first-come, first-served basis. Other use restrictions include the hours of operation, the length of time that a workstation may be used (depending on availability), the types of software programs available on a workstation, and the ability to print documents.

### **II. About This School**

#### **Contact Information (School Year 2008-09)**

This section provides the schools contact information.

| <b>School</b>    |                           | <b>District</b> |                            |
|------------------|---------------------------|-----------------|----------------------------|
| School Name      | A. J. Dorsa Elementary    | District Name   | Alum Rock Union Elementary |
| Street           | 1290 Bal Harbor Dr.       | Phone Number    | 408-928-6800               |
| City, State, Zip | San Jose , CA 95122-1902  | Web Site        | www.arusd.org              |
| Phone Number     | 408-928-7400              | Interim Supt.   | José Manzo                 |
| Principal        | Norma Rodriguez           | E-mail Address  | jose.manzo@arusd.org       |
| E-mail Address   | norma.rodriguez@arusd.org | CDS Code        | 43-69369-6046114           |

#### **School Description and Mission Statement (School Year 2007-08)**

This section provides information about the school's goals and programs.

##### **School Vision and Mission**

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- ◆ Saxon Math Unit Assessments
- ◆ Marie Clay Observational Survey
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- 4. Use of data to monitor student progress on curriculum-embedded assessments and modify instruction.
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### **Schoolwide Programs**

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  - This program provides differentiated instruction for students falling below benchmark on Language Arts assessments. Students receive 8 weeks of intensive instruction per cycle.
  - Every student at *Dorsa* attends the after school enrichment program. It is our belief that children will continue to develop academically through different learning modalities. Thus, students attend art, music, drama and sports classes through our after school enrichment program.
- ◆ Saturday Academy
  - This program provides intensive English instruction for our 2<sup>nd</sup> and 3<sup>rd</sup> grade students in preparation for the end of the year CST (California Standards Test).
- ◆ Homework Center
  - Students are provided assistance with their homework as well as tutoring in small groups.

### **Opportunities for Parental Involvement (School Year 2007-08)**

***FOR MORE PARENT INVOLVEMENT INFORMATION, PLEASE CONTACT  
NORMA RODRIGUEZ AT 408-928-7400***

This section provides information about opportunities for parents to become involved with school activities.

There are several opportunities for parents to involve in the school through a variety of programs such:

- School-linked Program which includes a Social Worker.
- Student Study Team (SST) to address academic and behavioral needs.
- CBET Program to assist non-English speaking parents in acquiring English.
- Parent Institute for Quality Education (PIQUE) program for social and academic development for parents.
- Family Wellness Classes.
- Leadership development for parents to learn how to effectively run SSC and ELAC.
- SSC and ELAC monthly meetings.
- Principal Coffee Meetings held twice a month (last Friday and second Friday of each month).
- Family Literacy, Math, and Science Nights quarterly.
- Parenting skills to support student learning at each grade level.
- Grade level data presentations at Parent Meetings.
- Grade level Curriculum Nights
- Project Cornerstone "Los Dichos" Program
- ECCOP Parent Institute.

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- YWCA Intentional Parenting Institute.
- Neil Soto Parent Home Visitations.
- Parent Volunteer Tutoring Program.

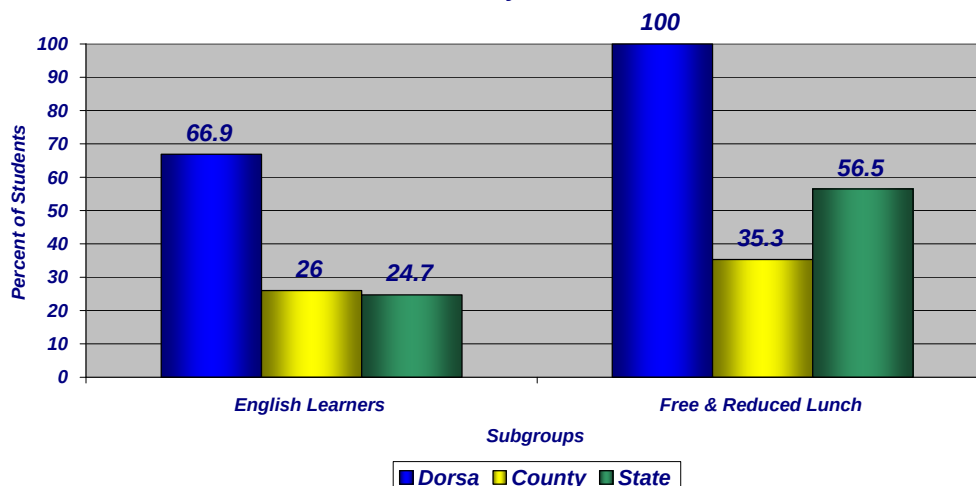
### Student Enrollment by Grade Level (School Year 2007-08)

This table displays the number of students enrolled in each grade level at the school.

| Grade Level         | Number of Students |
|---------------------|--------------------|
| Kindergarten        | 88                 |
| Grade 1             | 90                 |
| Grade 2             | 96                 |
| Grade 3             | 98                 |
| Grade 4             | 100                |
| Grade 5             | 102                |
| Grade 6             | 0                  |
| Grade 7             | 0                  |
| Grade 8             | 0                  |
| Ungraded Elementary | 0                  |
| Total Enrollment    | 574                |

### Student Enrollment by Group (School Year 2007-08)

**2008 Enrollment Comparison: A. J. Dorsa Elementary School  
Santa Clara County and California**



This table displays the percent of students enrolled at the school who are identified as being in a particular group.

| Group                            | Percent of Total Enrollment |
|----------------------------------|-----------------------------|
| African American                 | 0.35%                       |
| American Indian or Alaska Native | 0.0%                        |
| Asian                            | 1.92%                       |
| Filipino                         | 1.39%                       |
| Hispanic or Latino               | 92.68%                      |
| Pacific Islander                 | 3.14%                       |
| White (not Hispanic)             | 0.52%                       |

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|                                 |        |
|---------------------------------|--------|
| Multiple or No Response         | 0.0%   |
| Socioeconomically Disadvantaged | 100.0% |
| English Learners                | 76.0%  |
| Students with Disabilities      | 8.0%   |

### Average Class Size and Class Size Distribution (Elementary)

This table displays by grade level the average class size and the number of classrooms that fall into each size category (a range of total students per classroom).

| Grade Level | 2005-06         |                      |       |     | 2006-07         |                      |       |     | 2007-08         |                      |       |     |
|-------------|-----------------|----------------------|-------|-----|-----------------|----------------------|-------|-----|-----------------|----------------------|-------|-----|
|             | Avg. Class Size | Number of Classrooms |       |     | Avg. Class Size | Number of Classrooms |       |     | Avg. Class Size | Number of Classrooms |       |     |
|             |                 | 1-20                 | 21-32 | 33+ |                 | 1-20                 | 21-32 | 33+ |                 | 1-20                 | 21-32 | 33+ |
| K           | 18.8            | 5                    |       |     | 18.4            | 5                    |       |     | 22.0            |                      | 4     |     |
| 1           | 19.5            | 4                    |       |     | 20.2            | 4                    | 1     |     | 18.5            | 4                    |       |     |
| 2           | 19.8            | 5                    |       |     | 18.8            | 5                    |       |     | 19.2            | 5                    |       |     |
| 3           | 19.4            | 5                    |       |     | 20.0            | 5                    |       |     | 19.0            | 6                    |       |     |
| 4           | 30.0            |                      | 3     |     | 29.7            |                      | 3     |     | 32.7            |                      | 1     | 2   |
| 5           | 31.0            |                      | 2     |     | 31.7            |                      | 3     |     | 31.0            |                      | 3     |     |
| 6           |                 |                      |       |     |                 |                      |       |     |                 |                      |       |     |
| K-3         |                 |                      |       |     |                 |                      |       |     |                 |                      |       |     |
| 3-4         |                 |                      |       |     |                 |                      |       |     |                 |                      |       |     |
| 4-8         | 19.0            | 1                    |       |     |                 |                      |       |     |                 |                      |       |     |
| Other       |                 |                      |       |     |                 |                      |       |     |                 |                      |       |     |

## III. School Climate

### School Safety Plan (School Year 2007-08)

This section provides information about the school's comprehensive safety plan.

At Dorsa, a school of academic excellence, we strive to find and use the best practices, strategies and approaches to bring about optimal learning opportunities within a safe and caring school environment. All staff members play an important function in security at the beginning and ending of school, and training is provided in health and safety, emergency procedures, *Code Red* Training, first aid and communication. A school-wide behavior system is in place with positive rewards. The *Peace Builders* curriculum supports and reinforces positive behavior and violence reduction. In addition, the school focus on scholarly conduct keeps students informed in a consistent way.

Dorsa Elementary School has a very detailed, comprehensive safety plan that outlines protocols, systems, and procedures in the event of any/all emergencies. The plan also contains the yearly safety goals as determined by the students, staff, and parents. The Safety Plan is developed by the *Dorsa Safety Committee* before it is presented to the Alum Rock Union Elementary School District Board of Trustees for adoption. The Safety Plan and drill procedures are reviewed during the year with all staff. Safety alerts are shared with all staff as needed throughout the school year. In addition, all required drills are calendared and completed, and the results are shared with the staff. The Dorsa Safety Plan has a comprehensive, enforceable, and continuous:

- Behavior Policy
- Rules and Regulations
- Dress Code Policy
- Protocols for Safety/Emergency Drills

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- Tardy Policy
- Attendance Policy
- Referral Policy
- Nondiscriminatory Policy on Student Rights and Responsibilities
- Campus Security Policy
- Harassment Policy
- Conflict Management Policy
- Internet Safety Policy

### **Suspensions and Expulsions**

This table displays the rate of suspensions and expulsions (the total number of incidents divided by the total enrollment) at the school and district levels for the most recent three-year period.

| Rate        | School  |         |         | District |         |         |
|-------------|---------|---------|---------|----------|---------|---------|
|             | 2005-06 | 2006-07 | 2007-08 | 2005-06  | 2006-07 | 2007-08 |
| Suspensions | 10.1    | 7.0     | 4.5     | 15.0     | 11.6    | 10.6    |
| Expulsions  | 0.0     | 0.2     | 0.0     | 0.1      | 0.1     | 0.0     |

## **IV. School Facilities**

### **Facility Conditions and Planned Improvements (School Year 2008-09)**

This section provides information about the condition of the school's grounds, buildings, and restrooms, and a description of any planned or recently completed facility improvements.

The District makes every effort to ensure that all schools are clean, safe, and functional. To assist in this effort, the district uses a facility survey instrument developed by the State of California Office of Public School Construction. The results of this survey are available at the school office and at the district office. School facilities were constructed and are being renovated according to the Field Act requirements of the State Building Code that is heavily focused on earthquake safety. In the event that asbestos and lead containing building materials are found, they are managed and removed according to EPA and State and local requirements. Deferred maintenance funds have been used to properly maintain and renovate district buildings. Needed repairs and maintenance projected are completed in a timely manner.

School facilities are upgraded whenever possible to support and maintain a safe, clean and secure campus. Sufficient classroom, office, library, playground, staff space, and restroom facilities are allocated to support stakeholders' needs and the instructional program. The Alum Rock School District Maintenance and Grounds staff, in conjunction with day and night custodians, ensures the school buildings and grounds are safe, clean, and in good repair. Rigorous daily custodial schedules ensure that classrooms, lavatories, serving kitchens, eating areas, offices, and playgrounds are clean for both student and staff use. Regular oversight by district maintenance and grounds crews ensure that grass and landscaped areas are well maintained and that the school's buildings, grounds and play areas are safe for use.

All visitors are required to check-in at the school office. Fire drills and disaster procedures are specifically outlined and regularly updated and practiced. Safety programs include drug awareness, personal safety, and personal growth. To ensure a safe environment, the district provides extra yard duty supervisors, and all yard duty supervisors and school staff maintain a welcoming but controlled campus environment. The school grounds and playground are safe because they well-supervised by staff before, during, and after school.

#### ***Age of School Buildings***

Although the main school campus was constructed in 1963, portable buildings have been added to accommodate the growing school population and diverse program needs.

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### ***Maintenance and Repair***

District maintenance and facilities staff to ensure that the repairs necessary to keep the school in good repair and working order are completed in a timely manner. A work order process is used to ensure efficient service and that emergency repairs are given the highest priority.

### ***Cleaning Process and Schedule***

The district's Board of Trustees has adopted cleaning standards for all schools in the district. The Leadership Team works daily with the custodial staff to maintain cleaning schedules to ensure a clean and safe school.

### ***Deferred Maintenance Budget***

The district participates in the State School Deferred Maintenance Program, which provides state matching funds on a dollar-for-dollar basis, to assist school districts with expenditures for major repair or replacement of existing school building components. Typically, this includes roofing, plumbing, heating, air conditioning, electrical systems, interior or exterior painting, and floors systems.

### ***Modernization Projects***

During the 2007-2008 school year, local Measure A funds and state-matching funds were used to renovate existing facilities. The District makes every effort to ensure that all schools are clean, safe, and functional. To assist in this effort, School facilities were constructed and are being renovated according to the Field Act requirements of the State Building Code that is heavily focused on earthquake safety. Deferred maintenance funds have been used to properly maintain and renovate district buildings. Needed repairs and maintenance projects are completed in a timely manner. School facilities are upgraded whenever possible to support and maintain a safe, clean, and secure campus. Major projects for the past year included painting, heating, flooring, and roofing.

### **School Facility Good Repair Status (School Year 2008-09)**

This table displays the results of the most recently completed school site inspection to determine the school facility's good repair status.

| Item Inspected                                  | Repair Status |      |      | Repair Needed and Action Taken or Planned |
|-------------------------------------------------|---------------|------|------|-------------------------------------------|
|                                                 | Good          | Fair | Poor |                                           |
| Gas Leaks                                       | √             |      |      | No repairs are currently needed at Dorsa. |
| Mechanical Systems                              | √             |      |      | No repairs are currently needed at Dorsa. |
| Windows/Doors/Gates (interior and exterior)     | √             |      |      | No repairs are currently needed at Dorsa. |
| Interior Surfaces (walls, floors, and ceilings) | √             |      |      | No repairs are currently needed at Dorsa. |
| Hazardous Materials (interior and exterior)     | √             |      |      | No repairs are currently needed at Dorsa. |
| Structural Damage                               | √             |      |      | No repairs are currently needed at Dorsa. |
| Fire Safety                                     | √             |      |      | No repairs are currently needed at Dorsa. |
| Electrical (interior and exterior)              | √             |      |      | No repairs are currently needed at Dorsa. |
| Pest/Vermin Infestation                         | √             |      |      | No repairs are currently needed at Dorsa. |
| Drinking Fountains (inside and outside)         | √             |      |      | No repairs are currently needed at Dorsa. |
| Restrooms                                       | √             |      |      | No repairs are currently needed at Dorsa. |

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|                           |   |  |  |                                           |
|---------------------------|---|--|--|-------------------------------------------|
| Sewer                     | √ |  |  | No repairs are currently needed at Dorsa. |
| Playground/School Grounds | √ |  |  | No repairs are currently needed at Dorsa. |
| Roofs                     | √ |  |  | No repairs are currently needed at Dorsa. |
| Overall Cleanliness       | √ |  |  | No repairs are currently needed at Dorsa. |

### Overall Summary of School Facility Good Repair Status (School Year 2008-09)

This table displays the overall summary of the results of the most recently completed school site inspection.

| Item Inspected  | Facility Condition  |      |      |      |
|-----------------|---------------------|------|------|------|
|                 | Exemplary           | Good | Fair | Poor |
| Overall Summary | Exemplary Condition |      |      |      |

## V. Teachers

### Teacher Credentials

This table displays the number of teachers assigned to the school with a full credential, without a full credential, and those teaching outside of their subject area of competence. Detailed information about teacher qualifications can be found at the [DataQuest](#) Web site.

| Teachers                                    | School  |         |         | District |
|---------------------------------------------|---------|---------|---------|----------|
|                                             | 2005-06 | 2006-07 | 2007-08 | 2007-08  |
| With Full Credential                        | 31      | 30      | 26      | 658      |
| Without Full Credential                     | 0       | 0       | 2       | 98       |
| Teaching Outside Subject Area of Competence | 0       | 0       | 0       | N/A      |

### Teacher Misassignments and Vacant Teacher Positions

This table displays the number of teacher misassignments (teachers assigned without proper legal authorization) and the number of vacant teacher positions (not filled by a single designated teacher assigned to teach the entire course at the beginning of the school year or semester). Note: Total Teacher Misassignments includes the number of Misassignments of Teachers of English Learners.

| Indicator                                      | 2006-07 | 2007-08 | 2008-09 |
|------------------------------------------------|---------|---------|---------|
| Misassignments of Teachers of English Learners | 0       | 0       | 0       |
| Total Teacher Misassignments                   | 0       | 0       | 0       |
| Vacant Teacher Positions                       | 0       | 0       | 0       |

### Core Academic Classes Taught by No Child Left Behind Compliant Teachers (School Year 2007-08)

This table displays the percent of classes in core academic subjects taught by No Child Left Behind (NCLB) compliant and non-NCLB compliant teachers at the school, at all schools in the district, at high-poverty schools in the district, and at low-poverty schools in the district. More information on teacher qualifications required under NCLB can be found at the [NCLB](#) Web site.

| Location of Classes              | Percent of Classes In Core Academic Subjects |                                       |
|----------------------------------|----------------------------------------------|---------------------------------------|
|                                  | Taught by NCLB Compliant Teachers            | Taught by Non-NCLB Compliant Teachers |
| This School                      | 84.6                                         | 15.4                                  |
| All Schools in District          | 96.9                                         | 3.1                                   |
| High-Poverty Schools in District | 97.1                                         | 2.9                                   |
| Low-Poverty Schools in District  | 90.9                                         | 9.1                                   |

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## VI. Support Staff

### Academic Counselors and Other Support Staff (School Year 2007-08)

This table displays, in units of full-time equivalents (FTE), the number of academic counselors and other support staff who are assigned to the school and the average number of students per academic counselor. One FTE equals one staff member working full time; one FTE could also represent two staff members who each work 50 percent of full time.

| Title                                           | Number of FTE Assigned to School | Average Number of Students per Academic Counselor |
|-------------------------------------------------|----------------------------------|---------------------------------------------------|
| Academic Counselor                              | N/A                              | N/A                                               |
| Library Media Teacher (Librarian)               | N/A                              | N/A                                               |
| Library Media Services Staff (paraprofessional) | 0.5                              | N/A                                               |
| Psychologist                                    | 0.5                              | N/A                                               |
| Social Worker                                   | N/A                              | N/A                                               |
| (Health Assistant)                              | 0.5                              | N/A                                               |
| Speech/Language/Hearing Specialist              | 0.5                              | N/A                                               |
| Resource Specialist (non-teaching)              | 0.5                              | N/A                                               |
| Other Academic Coach                            | 1.0                              | N/A                                               |

## VII. Curriculum and Instructional Materials

### Quality, Currency, Availability of Textbooks and Instructional Materials (School Year 2008-09)

This table displays information about the quality, currency, and availability of the standards-aligned textbooks and other instructional materials used at the school, and information about the school's use of any supplemental curriculum or non-adopted textbooks or instructional materials.

| Core Curriculum Area       | Quality, Currency, and Availability of Textbooks and Instructional Materials                                                                     | Percent of Pupils Who Lack Their Own Assigned Textbooks and Instructional Materials |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Reading/Language Arts      | 100% SBE Approved<br>SRA Open Court (2003)<br>Open Court ELD Adopted in (2003)<br>Hampton Brown Highpoint (2003)<br>Sopris West Language! (2006) | 0%                                                                                  |
| Mathematics                | 100% SBE Approved<br>Saxon Math (2002)<br>Prentice-Hall PreAlg (2002)<br>McDougall-Littell Course 1(2002)                                        | 0%                                                                                  |
| Science                    | 100% SBE Approved<br>California Science (2006)<br>Focus on Earth (2006)                                                                          | 0%                                                                                  |
| History-Social Science     | 100% SBE Approved<br>History/Soc Sci for California (2006)<br>The Ancient World (2006)<br>The Medieval World & Beyond (2006)                     | 0%                                                                                  |
| Foreign Language           | N/A                                                                                                                                              | N/A                                                                                 |
| Health                     | N/A                                                                                                                                              | N/A                                                                                 |
| Visual and Performing Arts | N/A                                                                                                                                              | N/A                                                                                 |

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|                                            |     |     |
|--------------------------------------------|-----|-----|
| Science Laboratory Equipment (grades 9-12) | N/A | N/A |
|--------------------------------------------|-----|-----|

## VIII. School Finances

### Expenditures Per Pupil and School Site Teacher Salaries (Fiscal Year 2006-07)

This table displays a comparison of the school's per pupil expenditures from unrestricted (basic) sources with other schools in the district and throughout the state, and a comparison of the average teacher salary at the school site with average teacher salaries at the district and state levels. Detailed information regarding school expenditures can be found at the [Current Expense of Education](#) Web page and teacher salaries can be found on the [Certificated Salaries and Benefits](#) Web page.

| Level                                         | Total Expenditures Per Pupil | Expenditures Per Pupil (Supplemental) | Expenditures Per Pupil (Basic) | Average Teacher Salary |
|-----------------------------------------------|------------------------------|---------------------------------------|--------------------------------|------------------------|
| School Site                                   | \$4,617                      | \$702                                 | \$3,915                        | \$56,933               |
| District                                      | N/A                          | N/A                                   | \$8,491                        | \$63,248               |
| Percent Difference – School Site and District | N/A                          | N/A                                   | 53.8%                          | 9.9%                   |
| State                                         | N/A                          | N/A                                   | \$5,300                        | \$64,702               |
| Percent Difference – School Site and State    | N/A                          | N/A                                   | 26.1%                          | 12.0%                  |

### Types of Services Funded (Fiscal Year 2007-08)

This section provides information about the programs and supplemental services that are available at the school and funded through either categorical or other sources.

### Types of Services Funded (Fiscal Year 2007-08)

This section provides information about the programs and supplemental services that are available at the school and funded through either categorical or other sources.

Dorsa School provides the following categorically funded services to enable under-performing students meet standards:

- Effective practices are used in the Homework Center to help under-performing students meet state standards.
- Use of Standards Master twice yearly to monitor progress on state standards.
- Title I funds provide a Resource Teacher to support the development of literacy and math skills.
- The *Reading First* Specialist is funded through the Reading First grant, to support literacy and reading fluency.
- Para educators are strategically placed to maximize learning opportunities in the classroom.
- School-wide recognition and rewards system recognizes student achievement, effort, and attitude.

*Dorsa School provides the following program services to enable under-performing students to meet standards:*

- Teachers identify at-risk or low-performing students and provide in-class and after school intervention.
- After school intervention is offered across all grade levels.
- Homework Center provides support and assistance.
- Summer school programs provide services to students performing below proficiency levels in language arts.
- Training is provided in differentiated instructional strategies and practices in reading, math, and

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writing.

- Resource Teachers and the *Literacy Coach* assist and support the use of best practices and teaching strategies to meet the needs of students scoring below the 40<sup>th</sup> percentile.
- The after school intervention program provides tutoring, academic support, and recreational enrichment activities.

## Teacher and Administrative Salaries (Fiscal Year 2006-07)

This table displays district-level salary information for teachers, principals, and superintendents, and compares these figures to the state averages for districts of the same type and size. The table also displays teacher and administrative salaries as a percent of a district's budget, and compares these figures to the state averages for districts of the same type and size. Detailed information regarding salaries may be found on the [Certificated Salaries and Benefits](#) Web page.

| Category                                      | District Amount | State Average For Districts In Same Category |
|-----------------------------------------------|-----------------|----------------------------------------------|
| Beginning Teacher Salary                      | \$45211         | \$40667                                      |
| Mid-Range Teacher Salary                      | \$70385         | \$66167                                      |
| Highest Teacher Salary                        | \$82154         | \$84142                                      |
| Average Principal Salary (Elementary)         | \$94543         | \$104640                                     |
| Average Principal Salary (Middle)             | \$99083         | \$107227                                     |
| Average Principal Salary (High)               | \$108,995       | \$131,881                                    |
| Superintendent Salary                         | \$190266        | \$167564                                     |
| Percent of Budget for Teacher Salaries        | 41.2 %          | 42.3 %                                       |
| Percent of Budget for Administrative Salaries | 7.4 %           | 5.4 %                                        |

## IX. Student Performance

### California Standards Tests

The California Standards Tests (CSTs) show how well students are doing in relation to the state content standards. The CSTs include English-language arts (ELA) and mathematics in grades 2 through 11; science in grades 5, 8, and 9 through 11; and history-social science in grades 8, and 10 through 11. Student scores are reported as performance levels. Detailed information regarding CST results for each grade and performance level, including the percent of students not tested, can be found on the [Standardized Testing and Reporting \(STAR\) Results](#) Web page.

### CST Results for All Students - Three-Year Comparison

This table displays the percent of students achieving at the Proficient or Advanced level (meeting or exceeding the state standards).

| Subject                | School  |         |         | District |         |         | State   |         |         |
|------------------------|---------|---------|---------|----------|---------|---------|---------|---------|---------|
|                        | 2005-06 | 2006-07 | 2007-08 | 2005-06  | 2006-07 | 2007-08 | 2005-06 | 2006-07 | 2007-08 |
| English-Language Arts  | 23      | 27      | 36      | 33       | 33      | 35      | 42      | 43      | 46      |
| Mathematics            | 32      | 40      | 42      | 38       | 41      | 43      | 40      | 40      | 43      |
| Science                | 5       | 14      | 20      | 21       | 27      | 37      | 35      | 38      | 46      |
| History-Social Science | N/A     | N/A     | N/A     | 25       | 27      | 29      | 33      | 33      | 36      |

*Note: Scores are not shown when the number of students tested is 10 or less because the number of students in this category is too small for statistical accuracy or privacy protection. In no case shall any group score be reported that would deliberately or inadvertently make public the score or performance of any individual student.*

### CST Results by Student Group – Most Recent Year

This table displays the percent of students, by group, achieving at the Proficient or Advanced level (meeting or exceeding the state standards) for the most recent testing period.

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| Group                                         | Percent of Students Scoring at Proficient or Advanced |             |         |                        |
|-----------------------------------------------|-------------------------------------------------------|-------------|---------|------------------------|
|                                               | English-Language Arts                                 | Mathematics | Science | History-Social Science |
| African American                              | N/A                                                   | N/A         | N/A     | N/A                    |
| American Indian or Alaska Native              | N/A                                                   | N/A         | N/A     | N/A                    |
| Asian                                         | *                                                     | *           | *       | N/A                    |
| Filipino                                      | *                                                     | *           | *       | N/A                    |
| Hispanic or Latino                            | 35                                                    | 42          | 21      | N/A                    |
| Pacific Islander                              | 41                                                    | 29          | *       | N/A                    |
| White (not Hispanic)                          | *                                                     | *           | *       | N/A                    |
| Male                                          | 29                                                    | 43          | 24      | N/A                    |
| Female                                        | 40                                                    | 40          | 16      | N/A                    |
| Economically Disadvantaged                    | 36                                                    | 42          | 20      | N/A                    |
| English Learners                              | 30                                                    | 39          | 15      | N/A                    |
| Students with Disabilities                    | 12                                                    | 39          | *       | N/A                    |
| Students Receiving Migrant Education Services | 19                                                    | 60          | *       | N/A                    |

*Note: Scores are not shown when the number of students tested is 10 or less because the number of students in this category is too small for statistical accuracy or privacy protection. In no case shall any group score be reported that would deliberately or inadvertently make public the score or performance of any individual student.*

### California Physical Fitness Test Results (School Year 2007-08)

The California Physical Fitness Test is administered to students in grades 5, 7, and 9 only. This table displays by grade level the percent of students meeting the healthy fitness zone on all six fitness standards for the most recent testing period. Detailed information regarding this test, and comparisons of a school's test results to the district and state levels, may be found on the [Physical Fitness Testing](#) Web page.

| Grade Level | Percent of Students Meeting Healthy Fitness Zones |
|-------------|---------------------------------------------------|
| 5           | 31.3                                              |
| 7           | N/A                                               |
| 9           | N/A                                               |

*Note: Scores are not shown when the number of students tested is 10 or less because the number of students in this category is too small for statistical accuracy or privacy protection. In no case shall any group score be reported that would deliberately or inadvertently make public the score or performance of any individual student.*

## X. Accountability

### Academic Performance Index

The Academic Performance Index (API) is an annual measure of the academic performance and progress of schools in California. API scores range from 200 to 1,000, with a statewide target of 800. Detailed information about the API can be found at the [API](#) Web page.

### API Ranks – Three-Year Comparison

This table displays the school's statewide and similar schools API ranks. These ranks are published when the Base API is released each March. The statewide API rank ranges from 1 to 10. A statewide rank of 1 means that the school has an API score in the lowest 10 percent of all schools in the state, while a statewide rank of 10 means that the school has an API score in the highest 10 percent of all schools in the state. The similar schools API rank reflects how a school compares to 100 statistically matched "similar schools." A similar schools rank of 1 means that the school's academic

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performance is comparable to the lowest performing 10 schools of the 100 similar schools, while a similar schools rank of 10 means that the school's academic performance is better than at least 90 of the 100 similar schools.

| API Rank        | 2005 | 2006 | 2007 |
|-----------------|------|------|------|
| Statewide       | 1    | 1    | 2    |
| Similar Schools | 6    | 3    | 4    |

"N/A" means a number is not applicable or not available due to missing data.

"\*" means this API is calculated for a small school, defined as having between 11 and 99 valid Standardized Testing and Reporting (STAR) Program test scores included in the API. The API is asterisked if the school was small either in 2007 or 2008. APIs based on small numbers of students are less reliable and therefore should be carefully interpreted.

"A" means the school or subgroups scored at or above the statewide performance target of 800 in 2008.

"B" 6046114

"C" means the school had significant demographic changes and will not have any growth or target information.

"D" means this is either an LEA, an Alternative Schools Accountability Model (ASAM) school, or a special education school. Target information is not applicable to LEAs, ASAM schools, or special education schools.

"E" indicates this school was an ASAM school in the 2007 Base API Report and has no target information even though the school is no longer an ASAM school.

### API Changes by Student Group – Three-Year Comparison

This table displays by student group the actual API changes in points added or lost for the past three years, and the most recent API score. Note: "N/A" means that the student group is not numerically significant.

| Group                            | Actual API Change |         |         | Growth API Score |
|----------------------------------|-------------------|---------|---------|------------------|
|                                  | 2005-06           | 2006-07 | 2007-08 | 2008             |
| All Students at the School       | 2                 | 31      | 41      | 715              |
| African American                 | N/A               | N/A     | N/A     | N/A              |
| American Indian or Alaska Native | N/A               | N/A     | N/A     | N/A              |
| Asian                            | N/A               | N/A     | N/A     | N/A              |
| Filipino                         | N/A               | N/A     | N/A     | N/A              |
| Hispanic or Latino               | -4                | 32      | 45      | 714              |
| Pacific Islander                 | N/A               | N/A     | N/A     | N/A              |
| White (not Hispanic)             | N/A               | N/A     | N/A     | N/A              |
| Socioeconomically Disadvantaged  | 3                 | 30      | 41      | 715              |
| English Learners                 | -21               | 38      | 45      | 720              |
| Students with Disabilities       | N/A               | N/A     | N/A     | N/A              |

"N/A" means a number is not applicable or not available due to missing data.

"\*" means this API is calculated for a small school, defined as having between 11 and 99 valid Standardized Testing and Reporting (STAR) Program test scores included in the API. The API is asterisked if the school was small either in 2007 or 2008. APIs based on small numbers of students are less reliable and therefore should be carefully interpreted.

"A" means the school or subgroups scored at or above the statewide performance target of 800 in 2008.

"B" means the school did not have a valid 2007 Base API and will not have any growth or target information.

"C" means the school had significant demographic changes and will not have any growth or target information.

"D" means this is either an LEA, an Alternative Schools Accountability Model (ASAM) school, or a special education school. Target information is not applicable to LEAs, ASAM schools, or special education schools.

"E" indicates this school was an ASAM school in the 2007 Base API Report and has no target information even though the school is no longer an ASAM school.

### Adequate Yearly Progress

The federal NCLB act requires that all schools and districts meet the following Adequate Yearly Progress (AYP) criteria:

Participation rate on the state's standards-based assessments in English-language arts (ELA) and mathematics

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Percent proficient on the state's standards-based assessments in ELA and mathematics  
 API as an additional indicator  
 Graduation rate (for secondary schools)

Detailed information about AYP, including participation rates and percent proficient results by student group, can be found at the [AYP](#) Web page.

### **AYP Overall and by Criteria (School Year 2007-08)**

This table displays an indication of whether the school and the district made AYP overall and whether the school and the district met each of the AYP criteria.

| <b>AYP Criteria</b>                        | <b>School</b> | <b>District</b> |
|--------------------------------------------|---------------|-----------------|
| Overall                                    | Yes           | No              |
| Participation Rate - English-Language Arts | Yes           | Yes             |
| Participation Rate - Mathematics           | Yes           | Yes             |
| Percent Proficient - English-Language Arts | Yes           | No              |
| Percent Proficient - Mathematics           | Yes           | No              |
| API                                        | Yes           | Yes             |
| Graduation Rate                            | N/A           | N/A             |

### **Federal Intervention Program (School Year 2008-09)**

Schools and districts receiving federal Title I funding enter Program Improvement (PI) if they do not make AYP for two consecutive years in the same content area (English-language arts or mathematics) or on the same indicator (API or graduation rate). After entering PI, schools and districts advance to the next level of intervention with each additional year that they do not make AYP. Detailed information about PI identification can be found at the [AYP](#) Web page.

| <b>Indicator</b>                                    | <b>School</b> | <b>District</b> |
|-----------------------------------------------------|---------------|-----------------|
| Program Improvement Status                          | Not in PI     | In PI           |
| First Year of Program Improvement                   | N/A           | 2004-2005       |
| Year in Program Improvement                         | N/A           | Year 3          |
| Number of Schools Currently in Program Improvement  | N/A           | 8               |
| Percent of Schools Currently in Program Improvement | N/A           | 28.6            |

## **XI. School Completion and Postsecondary Preparation**

### **Admission Requirements for California Public Universities**

#### **University of California**

Admission requirements for the University of California (UC) follow guidelines set forth in the Master Plan, which requires that the top one-eighth of the state's high school graduates, as well as those transfer students who have successfully completed specified college work, be eligible for admission to the UC. These requirements are designed to ensure that all eligible students are adequately prepared for University-level work. For general admissions requirements please visit the [University of California](#) Web site.

#### **California State University**

Admission requirements for the California State University (CSU) use three factors to determine eligibility. They are specific high school courses; grades in specified courses and test scores; and graduation from high school. Some campuses have higher standards for particular majors or students who live outside the local campus area. Because of the number of students who apply, a few campuses have higher standards (supplementary admission criteria) for all applicants. Most CSU campuses utilize local admission guarantee policies for students who graduate or transfer from high schools and colleges that are historically served by a CSU campus in that region. For general admissions requirements

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please visit the [California State University](http://www.california-state-university.edu) Web site.

### Dropout Rate and Graduation Rate

This table displays the school's one-year dropout rates and graduation rates for the most recent three-year period for which data is available. For comparison purposes, data are also provided at the district and state levels. Detailed information about dropout rates and graduation rates can be found on the [DataQuest](http://www.dataquest.org) Web site.

| Indicator             | School  |         |         | District |         |         | State   |         |         |
|-----------------------|---------|---------|---------|----------|---------|---------|---------|---------|---------|
|                       | 2004-05 | 2005-06 | 2006-07 | 2004-05  | 2005-06 | 2006-07 | 2004-05 | 2005-06 | 2006-07 |
| Dropout Rate (1-year) | N/A     | N/A     | N/A     | N/A      | N/A     | N/A     | 3.1     | 3.5     | 4.4     |
| Graduation Rate       | N/A     | N/A     | N/A     | N/A      | N/A     | N/A     | 85.0    | 83.0    | 79.5    |

### Completion of High School Graduation Requirements

Students in California public schools must pass both the English-language arts and mathematics portions of the California High School Exit Examination (CAHSEE) to receive a high school diploma. For students who began the 2007-08 school year in the 12th grade, as evidenced by that school year's October CBEDS enrollment, this table displays by student group the percent who met all state and local graduation requirements for grade 12 completion, including having passed both portions of the CAHSEE or received a local waiver or state exemption. Detailed information about the CAHSEE can be found at the [CAHSEE](http://www.cahsee.org) Web page. Note: "N/A" means that the student group is not numerically significant.

| Group                            | Graduating Class of 2008 |          |       |
|----------------------------------|--------------------------|----------|-------|
|                                  | School                   | District | State |
| All Students                     | N/A                      | N/A      | N/A   |
| African American                 | N/A                      | N/A      | N/A   |
| American Indian or Alaska Native | N/A                      | N/A      | N/A   |
| Asian                            | N/A                      | N/A      | N/A   |
| Filipino                         | N/A                      | N/A      | N/A   |
| Hispanic or Latino               | N/A                      | N/A      | N/A   |
| Pacific Islander                 | N/A                      | N/A      | N/A   |
| White (not Hispanic)             | N/A                      | N/A      | N/A   |
| Socioeconomically Disadvantaged  | N/A                      | N/A      | N/A   |
| English Learners                 | N/A                      | N/A      | N/A   |
| Students with Disabilities       | N/A                      | N/A      | N/A   |

### Career Technical Education Programs (School Year 2007-08)

This section provides information about the degree to which pupils are prepared to enter the workforce, including a list of career technical education (CTE) programs offered at the school.

Currently, the district is negotiating with the local Trades Union and the feeder high school district to establish a vertical slice career technical educational program partnership which will provide students with structured pathways for immediate entry into technical apprenticeships; prepare them for additional vocational training; and or prepare them to enter 4-year college/university technical programs. However, at this time, there are no Career Technical Education Programs at this school. However, technology is integrated into all curriculum areas to enhance instruction and provide opportunities for students to participate in project-based assignments as well as to provide them with the skills that are necessary to compete for jobs in a technology-based society.

### Career Technical Education Participation (School Year 2007-08)

This table displays information about participation in the school's CTE programs.

| Measure | CTE Program Participation |
|---------|---------------------------|
|---------|---------------------------|

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|                                                                                                                         |     |
|-------------------------------------------------------------------------------------------------------------------------|-----|
| Number of the school's pupils participating in CTE                                                                      | N/A |
| Percent of the school's pupils completing a CTE program and earning a high school diploma                               | N/A |
| Percent of school's CTE courses sequenced or articulated between the school and institutions of postsecondary education | N/A |

### **Courses for University of California and/or California State University Admission (School Year 2007-08)**

This table displays, for the most recent year, two measures related to the school's courses that are required for University of California (UC) and/or California State University (CSU) admission. Detailed information about student enrollment, in and completion of, courses required for UC/CSU admission can be found at the [DataQuest](#) Web site.

| <b>UC/CSU Course Measure</b>                                      | <b>Percent</b> |
|-------------------------------------------------------------------|----------------|
| Students Enrolled in Courses Required for UC/CSU Admission        | N/A            |
| Graduates Who Completed All Courses Required for UC/CSU Admission | N/A            |

## **XII. Instructional Planning and Scheduling** **Professional Development**

This section provides information on the annual number of school days dedicated to staff development for the most recent three-year period.

Professional development opportunities for staff members are multifaceted and clearly and consistently linked to the state's standards and the school's core values. Professional development is driven by student data and directly linked to teaching and learning. All professional development opportunities are personalized to address the needs of all teachers, staff, and administrators. Not only do professional development activities for teachers reflect a best practices approach, but they also align with the California Standards for the Teaching Profession. Teachers and staff participate in professional development that is aligned with their individual needs at multiple levels. At the school level, professional development is structured to have a generalized focus (e.g., standards-based instruction), and specific facets of the professional development program (e.g., specific instructional strategies) are personalized to address the specific content area dynamics and needs. The district also offers a multitude of professional development opportunities and teachers have multiple opportunities to select from a menu of ongoing staff development opportunities to broaden their knowledge, enhance their classroom management skills, and learning support strategies. Teachers have multiple opportunities to participate in District workshops; attend conferences; participate in District-sponsored new teacher workshops on classroom management, teaching and learning, etc.; in the Beginning Teacher Support and Assessment Program (BTSA); Peer Assistance and Review (PAR); and many literacy and teaching and learning seminars. In addition, many teachers take professional growth classes at local colleges and universities and attend workshops offered by the Santa Clara County Office of Education. Teacher selection for paid professional development activities is predicated on the value of the activity to identified student learning needs, teacher needs (based on assignment and performance data), and resource availability. To ensure that all school staff have the same opportunities for ongoing learning, the district offers classified staff a number of professional development activities that are designed to address their individual job descriptions. For example, classes are offered in Excel, eSchoolPlus, and other computer applications; safety and organizational maintenance; landscaping; and computer maintenance and repair. Similarly, administrators are offered ongoing professional development through their monthly meetings, professional organizations (Association of California School Administrators), and conferences.

To ensure that professional development opportunities are effective, teachers and administrators regularly analyze data and use their findings to inform decisions regarding teaching and learning, use of time, and overall professional development program integrity. To support teachers to implement new strategies, the site administrator makes frequent classroom visits and provides timely feedback to increase instructional effectiveness. In addition, the district employs literacy and math coaches who are available to work with teachers in developing and implementing appropriate and innovative instructional strategies that are aligned

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with the California Standards, are infused with higher level thinking skills, and are differentiated to accommodate the needs of all students.

Because teachers share “best practices”, work towards common goals, collaboration and collegiality permeate the school culture. Consequently, teachers, as a group, realize the need to reach consensus about curriculum, instruction, discipline, teacher and program evaluation, and school operations. School wide and grade-level meetings are held routinely so that teachers can continue to work on professional development to support school-wide efforts to align curriculum with rigorous state content standards as well as to provide instructional support for literacy and differentiation to assure the achievement of all students. In addition to collaborating with their peers, our teachers also collaborate with middle schools to articulate curricula, gather data on student performance with which to refine the instructional program, share best practices, and gain new perspectives.