

Sabin Middle School
School Accountability Committee Webex Meeting Minutes
Monday, May 3, 2021

Attendance:

Parent Members:

Neil Pettigrew (Chair)
Velvet Stepanek (Secretary)
Alyssa Webb
Casey Drotar
Marion Clawson
Chelle Ehlen

School Members:

Jared Welch (Principal)
Becky Marsh

Community Members:

Jan Rennie

The regular meeting was called to order at 6:00 by Neil in the library with six in attendance. We also had three attendees on Webex, for a total of nine.

1. Introductions

Since this was the first time for some of us to see each other in-person, we did introductions.

2. Approve agenda

Agenda approved with the addition of a discussion of quarantine article in the Gazette and GT parent advisory meeting information.

3. Approve the minutes from the April 5th SAC meeting

Minutes approved.

4. In Person Learning

How is the in-person learning going? How are the quarantines affecting the number of students attending in person and the learning during this time period? The last 3 weeks have been a struggle. Currently, 80 eighth graders are on remote learning and some 7th graders. There have been no positive cases from school exposure. There are 3 weeks to go. Attendance is a struggle with online learners. In-person accountability and work completion has been better but Ds and Fs are still high. There are no field trips, promotions, or camp to motivate students.

The state is only allowing 5 emergency days with online instruction next year. Total asynchronous days won't be allowed.

5. CMAS Testing

The window for CMAS testing is closed. The majority of in-person students completed testing. There were challenges with quarantines. Some eighth graders did not get to take the science test.

6. SAC Training on Thursday, April 8

Topics included:

School Management System Update – there will be a new system next year. This will provide an update of plans for what we will see in the fall.

Summer Symposium – School Improvement Plans are due on October 15 of next school year.

Schools will do analysis of data and planning for improvements for their plans next year.

Breakout sessions:

Family/Staff Wellness

Individual Career and Academic (ICAP) Plans

D11 Comprehensive Literacy Plan Update

Neil attended ICAP session. His son has not done anything with his ICAP in high school. The training of the main session was recorded and is available at:
<https://www.d11.org/Page/17241>

7. 5 Essential Data

The report is at the end of these minutes.

The 5 Essentials are Ambitious Instruction, Effective Leaders, Collaborative Teachers, Involved Families, and Supportive Environment. Sabin scores based on student and teacher surveys did go up in all areas except the Involved Families. The best performance was in Student Teacher Trust, Academic Press, Peer Support for Academic Work, and Teacher Influence. The lowest areas were Collaborative Practices, Teacher-Parent Trust, and Parent Involvement. Professional Learning Communities have not met as much this year. Math Instruction also went down.

One of areas that Sabin concentrated on this year was Academic Press so it is good news that we performed well in this area. See the report at the end for more details.

8. Summer Symposium

Sabin is planning on inviting SAC members to participate in the planning for USIP development in June. The window is June 3-10. Mr. Welch will send out invitation for this. This group will be looking for areas to focus on for next year. They will be looking at data, defining major improvement strategies and defining action steps.

Sabin has been identified as a Title 1 school for next year. This means we will have targeted assistance for intervention support, professional development, and family engagement. The target group will be defined by using CMAS data, universal screener data, grades, behavior, attendance, and course completion. About 180 students will be targeted, this about 1/3 of the building.

There are plans for more parent involvement. Holmes Middle School is doing a program to increase parent involvement where parents get points for participating in different activities and earn school gear. Jenkins has a successful "Bring a Parent to School" each year. There was a suggestion that training could be offered to help Sabin parents with the new School Management System interface next year. We will continue to discuss ideas.

9. GT Parent Meeting

Marion attended this meeting and provided an update. West GMP is hiring new teachers for next school year so district is still supporting this program. Letters are being sent to newly identified students.

<https://www.coloradogifted.org> has resources for families.

Parent groups are still going in the district. Advanced Learning Plans(ALP) are going to become more strength based. Currently it seems that ALPs do not get progress monitored.

10. Summer Bridge

Sabin will have a summer bridge program for current students from June 7 – July 2. Students with need are being invited personally but all students are welcome to attend up to 180 students maximum. Currently about 50 are signed up. Breakfast and lunch will be provided. Classes will run from 8:35 – 1:00.

11. Schedule for Next Year

Hoping that next school year will be more normal. The school year may start with masks. Remote instruction will only occur because of quarantines. Any students who want to be full time remote need to enroll in the new Spark Online School. The schedule next year will be every class every day 60 minutes long, 4 core classes, and 2 exploratory classes as well as a 20 minute advisory period. There will not be staggered passing periods next year. Lunch will be extended by 5 minutes.

12. Budget

Noticed under the category of Co-Curricular Athletes – Sport that “ add salaries – teachers “ has a deficit of - \$3293.28 and “ empty - teachers “ has a deficit of -\$699.71. Mr. Welch said this is being worked with D11 office downtown.

See attached budget pictures.

13. USIP Goals for next year

These goals will be determined at the Summer Symposium. Sabin SAC members will be invited to participate.

14. Quarantine Article

High school parents and students have protested some of the full closures of our high schools for several days. Sabin has had some large groups of students quarantined.

15. Elect new SAC Chair and Secretary

Neil will not be here next school year as his son is moving on to high school. Neil has information he would like to pass on to the next chair. Mr. Welch is willing to work with any parent willing to step up to chair the committee.

Here's what Neil did as chairman:

- Read the Sabin weekly updates and education articles in the newspaper.
- Prepared the agenda during the week before the SAC meeting, parts of which are standard for every agenda put together.
- Ran the agenda by the principal, Mr. Welch, and by Velvet, who is the secretary and Chair of the DAC, for any changes and additions.
- Before the weekend, email all of our regular Sabin SAC attendees with the agenda as an attachment.
- On the night of the SAC meeting, run the meeting, allowing lots of discussion and questions.

The next Sabin SAC Chairperson is Casey Drotar. Velvet will stay as secretary. Thank you Casey for your willingness to do this role.

Thank you Neil for your work the last two years!

16. Good News

8th grade Battle of Books took first place in the regional competition.
Track meets are happening.

17. Upcoming Events and Announcements.

8th grade graduation is Wednesday, May 26th, 4:30 – 5:30, with a car parade around the parking lot surrounded by teachers and staff.

Band and Orchestra concerts next week.

Musical on May 20th & 21st

First SAC meeting of next school year will be on: Monday, August 30, 2021 , 6 – 7:30 pm in the library and virtually. There will be no meeting in September. Meetings thereafter will be on the 1st Monday of each month.

18. Budget Pictures

Colorado Springs School District 11

Budget Inquiry Report

Location = Sabin Middle School

Run April 28, 2021 at 06:05

Fund	DeptID	SRE	Program	Acct	Project	BP	Program Descr	Account Descr	Budget	Sum Enc Amt	Sum Exp Amt	Available
10	247	00	12550	061000	0000	2021	Orchestra	General Supplies	3,261.97	0.00	1,376.93	1,885.04
10	247	00	13000	061000	0000	2021	Natural Science	General Supplies	4,506.81	0.00	721.85	3,784.96
10	247	00	13000	073500	0000	2021	Natural Science	Non-Capital Equipment <\$5K ea.	9.93	0.00	0.00	9.93
10	247	00	15000	061000	0000	2021	Social Sciences	General Supplies	3,032.97	0.00	377.04	2,655.93
10	247	00	16000	061000	0000	2021	Tech Ed/Comp Education	General Supplies	3,032.09	0.00	67.72	2,964.37
10	247	00	16000	061000	3120	2021	Tech Ed/Comp Education	General Supplies	500.00	0.00	0.00	500.00
10	247	00	17000	015040	3130	2021	Special Education	Add Salaries - Parapro	0.00	0.00	35.92	(35.92)
10	247	00	17000	020040	3130	2021	Special Education	Empl Bene - Parapro	0.00	0.00	7.64	(7.64)
10	247	00	18000	015020	0000	2021	CoCurricular Athletics - Sport	Add Salaries - Teachers	2,741.00	0.00	6,034.28	(3,293.28)
10	247	00	18000	020020	0000	2021	CoCurricular Athletics - Sport	Empl Bene - Teachers	585.38	0.00	1,285.09	(699.71)
10	247	00	18000	061000	0000	2021	CoCurricular Athletics - Sport	General Supplies	5,486.85	0.00	963.35	4,523.50
10	247	00	18000	073500	0000	2021	CoCurricular Athletics - Sport	Non-Capital Equipment <\$5K ea.	2,238.02	0.00	185.16	2,052.86
10	247	00	21220	061000	0000	2021	Counseling Services	General Supplies	1,162.82	0.00	38.24	1,124.58
10	247	00	24110	013050	0000	2021	Office of Principal	OT Salaries - Clerical	2,392.39	0.00	263.20	2,129.19
10	247	00	24110	015020	0000	2021	Office of Principal	Add Salaries - Teachers	9,938.46	0.00	673.04	9,265.42
10	247	00	24110	015020	2219	2021	Office of Principal	Add Salaries - Teachers	417.00	0.00	0.00	417.00
10	247	00	24110	015050	0000	2021	Office of Principal	Add Salaries - Clerical	4,229.83	0.00	153.15	4,076.68
10	247	00	24110	020020	0000	2021	Office of Principal	Empl Bene - Teachers	2,560.93	0.00	147.44	2,413.49
10	247	00	24110	020020	2219	2021	Office of Principal	Empl Bene - Teachers	105.00	0.00	0.00	105.00
10	247	00	24110	020050	0000	2021	Office of Principal	Empl Bene - Clerical	3,633.91	0.00	88.72	3,545.19
10	247	00	24110	039000	0000	2021	Office of Principal	Profess./Consultant Services	1,503.18	0.00	0.00	1,503.18
10	247	00	24110	050000	0000	2021	Office of Principal	Other Purchased Services	2,885.83	0.00	0.00	2,885.83
10	247	00	24110	050000	0000	2021	Office of Principal	Printing	5,890.40	0.00	663.69	2,222.14
10	247	00	24110	058000	0000	2021	Office of Principal	Travel & Registration	5,254.71	0.00	4,292.12	1,598.28
10	247	00	24110	058300	0000	2021	Office of Principal	Mileage Reimbursement	1,294.68	0.00	1,785.00	3,469.71
10	247	00	24110	061000	0000	2021	Office of Principal	General Supplies	27,748.91	0.00	23,846.84	3,902.07
10	247	00	24110	073400	0000	2021	Office of Principal	Technology Equipment	102.04	0.00	0.00	102.04
10	247	00	24110	073500	0000	2021	Office of Principal	Non-Capital Equipment <\$5K ea.	2,773.51	0.00	0.00	2,773.51
10	247	00	24110	085200	0000	2021	Office of Principal	Maintenance	1,614.52	0.00	0.00	1,614.52
10	247	00	26210	039000	0000	2021	Operations Custodians	Profess./Consultant Services	0.00	0.00	(0.30)	0.30
10	247	00	26210	061000	0000	2021	Operations Custodians	General Supplies	22,047.41	0.00	13,311.94	8,735.47
22	247	00	00200	015020	2939	2021	General Middle School Ed	Maintenance	2,655.74	0.00	1,726.24	929.50
22	247	00	00200	015040	2939	2021	General Middle School Ed	Add Salaries - Teachers	0.00	0.00	0.00	0.00
22	247	00	00200	020020	2939	2021	General Middle School Ed	Add Salaries - Parapro	0.00	0.00	0.00	0.00
22	247	00	00200	020040	2939	2021	General Middle School Ed	Empl Bene - Teachers	0.00	0.00	0.00	0.00
22	247	00	00200	058000	2939	2021	General Middle School Ed	Empl Bene - Parapro	0.00	0.00	0.00	0.00
22	247	00	00200	061000	2939	2021	General Middle School Ed	Travel & Registration	0.00	0.00	0.00	0.00
22	247	00	00200	065000	2939	2021	General Middle School Ed	General Supplies	0.00	0.00	0.00	0.00
22	247	00	00200	073400	2939	2021	General Middle School Ed	Technology Supplies	18,484.66	0.00	0.00	18,484.66
22	247	00	00200	073400	2987	2021	General Middle School Ed	Technology Equipment	0.00	0.00	0.00	0.00
22	247	00	26210	013060	2939	2021	Operations Custodians	Technology Equipment	0.00	0.00	0.00	0.00
								OT Salaries - Crafts/Trades	0.00	0.00	0.00	0.00

Colorado Springs School District 11

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Run April 28, 2021 at 06:05

Fund	DeptID	SRE	Program	Acct	Project	BP	Program Descr	Account Descr	Budget	Sum Enc Amt	Sum Exp Amt	Available
10	247	00	00200	039000	0000	2021	General Middle School Ed	Profess./Consultant Services	1.00	0.00	0.00	1.00
10	247	00	00200	043100	0000	2021	General Middle School Ed	Repair Copy Machines	18,425.67	0.00	2,117.00	16,308.67
10	247	00	00200	055000	0000	2021	General Middle School Ed	Printing	3,581.59	0.00	915.58	2,666.01
10	247	00	00200	061000	0000	2021	General Middle School Ed	General Supplies	26,284.38	0.00	9,596.51	16,687.87
10	247	00	00200	064200	0000	2021	General Middle School Ed	Textbooks/Curr Res	6,591.81	0.00	2,647.58	3,944.23
10	247	00	00200	064300	0000	2021	General Middle School Ed	Library Books/Periodicals	6,824.48	0.00	3,277.58	3,546.90
10	247	00	00200	065000	0000	2021	General Middle School Ed	Technology Supplies	7,014.64	0.00	4,621.91	2,392.73
10	247	00	00200	073400	0000	2021	General Middle School Ed	Technology Equipment	273.10	0.00	0.00	273.10
10	247	00	00200	085100	0000	2021	General Middle School Ed	Non-Capital Equipment <\$5K ea.	5,300.00	2,216.30	519.18	2,564.52
10	247	00	00200	085200	0000	2021	General Middle School Ed	Trans/Field Trips	2,000.00	0.00	0.00	2,000.00
10	247	00	0021A	061000	0000	2021	Intramurals	Maintenance	244.56	0.00	244.56	0.00
10	247	00	0021A	073500	0000	2021	Intramurals	General Supplies	817.44	0.00	0.00	817.44
10	247	00	00700	061000	3150	2021	Gifted & Talented	Non-Capital Equipment <\$5K ea.	1,200.12	0.00	363.22	836.90
10	247	00	00900	061000	0000	2021	Other General Education	General Supplies	5,283.13	0.00	1,242.27	4,040.86
10	247	00	009ES	061000	3140	2021	English Language Learners	General Supplies	300.00	0.00	20.44	279.56
10	247	00	009ME	061000	0000	2021	Math and Engineering	General Supplies	2,576.72	0.00	36.01	2,540.71
10	247	00	009TP	012020	0000	2021	Tutoring Program	Temp Salaries - Teachers	14,366.04	0.00	0.00	1,040.85
10	247	00	009TP	015020	0000	2021	Tutoring Program	Add Salaries - Teachers	6,559.64	0.00	1,189.40	5,370.24
10	247	00	009TP	015040	0000	2021	Tutoring Program	Add Salaries - Paraprofessionals	14,671.87	0.00	807.12	13,864.75
10	247	00	009TP	020020	0000	2021	Tutoring Program	Empl Bene - Teachers	4,020.55	0.00	254.55	3,766.00
10	247	00	009TP	020040	0000	2021	Tutoring Program	Empl Bene - Paraprofessionals	3,992.52	0.00	171.49	3,821.03
10	247	00	02000	061000	0000	2021	Art	General Supplies	3,385.85	0.00	1,033.85	2,352.00
10	247	00	02000	073500	0000	2021	Art	Non-Capital Equipment <\$5K ea.	130.66	0.00	0.00	130.66
10	247	00	05000	061000	0000	2021	English Language Arts	General Supplies	2,977.52	0.00	467.60	2,509.92
10	247	00	05110	061000	0000	2021	Reading Programs	General Supplies	1,551.31	0.00	828.19	723.12
10	247	00	05450	061000	0000	2021	Yearbook	General Supplies	37.14	0.00	0.00	37.14
10	247	00	05600	061000	0000	2021	Dramatic Arts	General Supplies	1,589.19	0.00	281.94	1,307.25
10	247	00	06000	061000	0000	2021	Foreign Language	General Supplies	1,346.25	0.00	0.00	1,346.25
10	247	00	08300	061000	0000	2021	Physical Education	General Supplies	4,421.77	0.00	106.70	4,315.07
10	247	00	08300	073000	0000	2021	Physical Education	Equipment >\$5K per item	30.49	0.00	0.00	30.49
10	247	00	10000	061000	0000	2021	Industrial Arts/Tech	General Supplies	2,070.84	0.00	0.00	2,070.84
10	247	00	10000	061000	3120	2021	Industrial Arts/Tech	General Supplies	585.25	0.00	0.00	585.25
10	247	00	11000	061000	0000	2021	Mathematics	General Supplies	2,970.08	0.00	77.29	2,892.79
10	247	00	11000	061000	2219	2021	Mathematics	General Supplies	450.00	0.00	0.00	450.00
10	247	00	12000	073500	0000	2021	Music	Non-Capital Equipment <\$5K ea.	192.47	0.00	0.00	192.47
10	247	00	12400	061000	0000	2021	Vocal Music	General Supplies	2,970.77	0.00	752.43	2,218.34
10	247	00	12400	073500	0000	2021	Vocal Music	Non-Capital Equipment <\$5K ea.	500.00	0.00	0.00	500.00
10	247	00	12500	043000	0000	2021	Instrumental Music	Repairs & Maintenance	2,000.00	0.00	0.00	2,000.00
10	247	00	12500	061000	0000	2021	Instrumental Music	General Supplies	3,351.90	0.00	1,650.39	1,701.51
10	247	00	12500	073500	0000	2021	Instrumental Music	Non-Capital Equipment <\$5K ea.	3,250.00	0.00	2,499.88	750.12

4/28/2021 B_INQL21

Colorado Springs School District 11

Budget Inquiry Report
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Fund	DeptID	SRE	Program	Acct	Project	BP	Program Descr	Account Descr	Budget	Sum Enc Amt	Sum Exp Amt	Available
22	247	00	26210	015060	2939	2021	Operations Custodians	Add Salaries - Crafts/Trades	0.00	0.00	0.00	0.00
22	247	00	26210	020060	2939	2021	Operations Custodians	Empl Bene - Crafts/Trades	0.00	0.00	0.00	0.00
									307,272.55	2,216.30	93,766.97	211,289.28

Colorado Springs School District 11

SSA Balance Report

Location = Sabin Middle School

Run April 27, 2021 at 17:56

<u>Fund</u>	<u>DeptID</u>	<u>Program</u>	<u>Descr</u>	<u>Account Balance</u>
23	247	19010	General Bldg SSA Fund	926.01
23	247	19011	Bad Checks	(28.00)
23	247	19012	Class Fees 1	718.70
23	247	19014	Positive Behavior Support-PBS	35.25
23	247	19015	Student Government	3,807.33
23	247	19016	Student Donation Fund	678.03
23	247	19017	PTA/PTO/PARENT GROUP	2.20
23	247	19018	Yearbook	1,151.85
23	247	19020	School Pictures	686.26
23	247	19021	Field Trips	229.81
23	247	19028	Athletics 1/ Gate Receipts	1,304.45
23	247	19029	Athletics 2/ Concessions	1,237.46
23	247	19030	Athletics 3	335.03
23	247	19031	Athletics 4	3,705.68
23	247	19035	Athletics 8	21.25
23	247	19036	Computer Club	5,812.38
23	247	19037	Gifted & Talented Club	743.99
23	247	19040	Honor Society Club	456.98
23	247	19048	Clubs & Activities Misc 8	1,658.34
23	247	19050	Clubs & Activities Misc 10	1,783.87
23	247	19051	Clubs/Activities Misc 11	24.00
23	247	19052	Clubs/Activities Misc 12	16.25
23	247	19053	Clubs/Activities - Misc 13	79.75
23	247	19057	Office - General	245.27
23	247	19058	Office Misc 1	3,292.38
23	247	19063	Grade Level/Team F,R,3	81.30
23	247	19067	Resource Center Fund Raiser	817.41
23	247	19068	Band Fund Raiser	4,851.73
23	247	19069	Choir Fund Raiser	2,804.45
23	247	19071	Orchestra Fund Raiser	1,072.80
23	247	19072	Magazines Fund Raiser	75.63
23	247	19073	Fund Raiser Misc 1	1,649.58
23	247	19074	Fund Raiser Misc 2	234.36
23	247	19075	Fund Raiser Misc 3	1,453.91
23	247	19076	Fund Raiser Misc 4	823.87
23	247	19077	Fund Raiser Misc 5	1,738.69
23	247	19078	Fund Raiser Misc 6	406.25
23	247	19093	COKE/ ADVERTISING FUNDS	294.04
23	247	19096	Small Grant Awards	3,486.13
23	247	19105	DRAMA CLUB	25.60
23	247	19285	EIGHTH GRADE TEAM 5	1,787.21
23	247	19700	Instrument Usage & Repair Fees	55.17

50,582.65



2020-21 Colorado Springs SD 11 5Essentials Survey / Sabin Middle School / Sabin Middle School Dashboard Summary



Sabin Middle School Dashboard Summary

Overall in 2021, Sabin Middle School is not yet organized for improvement.

The overall performance score is comprised of each of the 5Essential scores. Schools that are at or above benchmark on 3 or more essentials are 10 times more likely to improve than schools that are below the benchmark.

Where is Sabin Middle School performing the highest?



Student-Teacher Trust	52
Academic Press	45
Peer Support for Academic Work	45
Teacher Influence	45

What has improved most for Sabin Middle School?



Peer Support for Academic Work	45	+ 39
Quality of Student Discussion	23	+ 22
Program Coherence	39	+ 22
Quality Professional Development	37	+ 21
Instructional Leadership	22	+ 20

Where is Sabin Middle School performing the lowest?



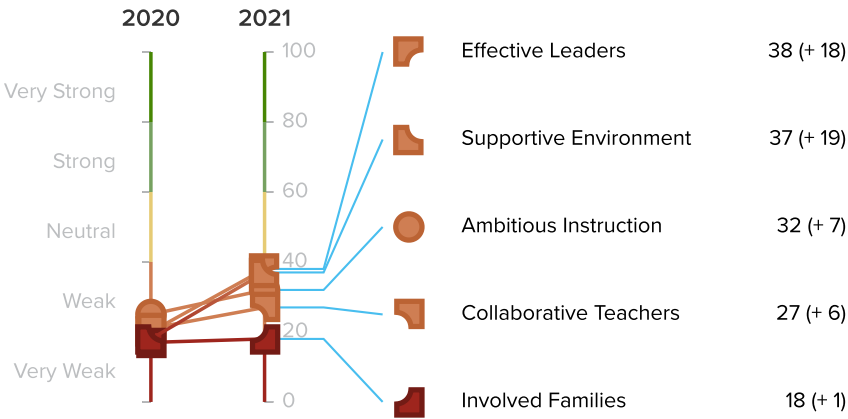
Collaborative Practices	5
Parent Involvement in School	7
Teacher-Parent Trust	7
Instructional Leadership	22

What has decreased most for Sabin Middle School?



Collaborative Practices	5	- 13
Math Instruction	31	- 10
Teacher-Parent Trust	7	- 4

Essential Performance Trends



5Essentials

ABOUT THE SURVEY

The 5Essentials School Reports for Colorado Springs SD11 are derived from 20 years of research on improving schools. The raw data for these reports are based on a comprehensive core of over than 80 student and 150 teacher questions compiled into 22 measures of school climate and practice and formed into five essentials. As measured by the Turner 5Essentials Survey, those five essentials are leading indicators of school improvement. The power of 5Essentials comes from their prediction of school success, the intuitiveness of the overall framework components (Instruction, Environment, Leaders, Teachers, and Families), and the reliability of the survey measures.

As detailed in the seminal book, *Organizing Schools for Improvement: Lessons from Chicago*, UEI researchers determined that there are five essential supports for school success. These “5Essentials” detail the perspectives and processes central to the delivery and support of student learning.

The 5Essentials framework as measured by our survey instruments is a leading indicator of school performance now and predictive of the future. Data from over 650 schools (elementary and high schools) have found our survey measures to predict many aspects of student and school success, before and after controlling for school type, demographic composition, test scores, and socio-economic status. Our principal indication of the power of the 5Essentials is that University of Chicago analysis of two natural experiments spanning a total of 15 years each found that they mattered considerably: Schools strong in 3-5 Essentials were 10 times more likely to improve student learning substantially compared to schools weak in 3-5 Essentials. This evidence came from over 400 elementary schools representing the best and worst in Illinois. Following those natural experiments, we have found our survey measures reliably predict school success on a variety of outcomes for both high school and elementary schools, including:

- ITBS improvement
- ISAT value-add
- EXPLORE to ACT gains
- EXPLORE to PLAN gains
- PLAN to ACT gains
- Attendance rates
- College enrollment
- High school graduation
- Freshman grades
- Teacher mobility
- Grades in college-preparatory classes

References:

(Bryk, et al. 2010)(Selected by Education Next as one of the best education books of the decade: <http://educationnext.org/the-best-books-of-the-past-decade-according-to-ed-next-readers/>)
(Bryk, et al. 2010); (Easton, Ponisciak and Luppescu 2008); (Easton, Ponisciak and Luppescu 2008); (Allensworth, Correa and Ponisciak 2008); (Bryk, et al. 2010); (Roderick, Nagaoka, et al. 2008); (Allensworth and Easton 2007); (Allensworth and Easton 2007); (Allensworth, Ponisciak and Mazzeo 2009); (Allensworth, Nomi, et al. 2009); (Montgomery, Allensworth and Correa 2010)

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Ambitious Instruction

In schools with Ambitious Instruction, classes are challenging and engaging. The instruction is clear, well-structured, and encourages students to build and apply knowledge. When combined with a supportive environment, Ambitious Instruction has the most direct effect on student learning. It is:

- well-defined with clear expectations for student success,
- interactive and encourages students to build and apply knowledge,
- well-paced (not measured), and
- aligned across grades (not measured).

Effective Leaders

In schools with Effective Leaders, principals and teachers work together to implement a shared vision. In such schools, people, programs, and resources are focused on a vision for sustained improvement. Leaders:

- practice shared leadership,
- set high goals for quality instruction,
- maintain mutually trusting and respectful relationships,
- support professional advancement for faculty and staff, and
- manage resources for sustained program improvement (not measured).

Collaborative Teachers

In schools with strong Collaborative Teachers, all teachers collaborate to promote professional growth. In such schools, teachers are:

- active partners in school improvement,
- committed to the school, and
- focused on professional development.

Involved Families

In schools with Involved Families, the entire staff builds strong external relationships. Such schools:

- see parents as partners in helping students learn,
- value parents' input and participation in advancing the school's mission, and
- support efforts to strengthen its students' community resources.

Supportive Environment

In schools with a Supportive Environment, the school is safe, demanding, and supportive. In such schools:

- students feel safe in and around the school,
- they find teachers trust-worthy and responsive to their academic needs,
- all students value hard work, and
- teachers push all students toward high academic performance.