



COLORADO SCHOOL DISTRICT 27J GOVERNING POLICY OF THE BOARD OF EDUCATION

Board Goal: Academic 1.2 3E (Enrollment in College, Employment in Career, Enlistment in Military)

Goal adopted March 2021

Board Goal 1.2 A) Every student will graduate from High School prepared to enroll in a 2 or 4-year college, enter the workforce with employment credentials, or enlist in the military. B) 27J Schools' matriculation rate will increase by 2% every year.

- I interpret enrollment into a 2-4 year college would mean passing the SAT, passing an AP exam with a 2 or higher, or passing college coursework while in high school or passing the Accuplacer or ACT.
- I interpret workforce preparedness to mean passing an industry certificate, completing a college career certificate or successfully completing the National Career Readiness Certificate (NCRC-ACT Workkeys) .
- I interpret enlistment preparedness to mean passing the ASVAB.
- I interpret matriculation to represent the students who actually took advantage of their 27J preparedness.
- I interpret matriculation as the following:
 - Enrollment into a 2-year or 4-year higher institution of higher education as reported by the Colorado Department of Education.
 - Employment through obtaining a CTE certificate as reported by the Colorado Department of Education.
 - Military enlistment data reported by the Colorado Department of Education.

1.2 A) Every student will graduate from High School prepared to enroll in a 2 or 4 year college, enter the workforce with employment credentials, or enlist in the military.

Every 27J students must demonstrate competency in College, Career, Military or Capstone categories in order to graduate from a 27J High School. The data for this section is drawn from the Colorado Department of Education Graduation Guidelines: Student Completion List from SY 2022-2023.

ENROLL IN A 2 or 4 YEAR COLLEGE

College English and **College Math** scores illustrate successful completion of SAT, ACT, Advanced Placement, Concurrent Enrollment College Course or college placement exam such as the Accuplacer.

AP English and AP Math is a measure where students may demonstrate by scoring a 2 or higher in an approved AP course to meet the English and Math demonstration requirement.

SAT scores that meet the CDE minimum of 470 in English and 500 in Math demonstrate for graduation.

ENTER THE WORKFORCE WITH EMPLOYMENT CREDENTIALS

Career is measured by successful completion of an approved Industry Certificate. Most of those certificates are supported and recognized by the CDE Career Development Incentive Program (CDIP)

<https://www.cde.state.co.us/postsecondary/hb18-1266>

ACT WorkKey is another CDE approved demonstration for graduation. A successful completion of the National Career Readiness Certificate (ACT Workkeys - NCRC) with a Bronze Score demonstrates for 27J Students.

ENLIST IN THE MILITARY

Military is measured by the successful completion of the ASVAB - Armed Forces Qualifying Test (AFQT)

Table 1

School	Graduates	College English	College Math	Industry Cert	ASVAB	Capstone	SAT
BHS	396	120	91	280	52	4	82
PVHS	404	148	55	277	25	5	81
RRHS	307	91	58	235	56	4	79
I&O	103	1	0	0	3	1	3
27J OLA	95	15	2	8	3	0	4
ERA	104	0	0	0	64	38	60
Total	1409	375	206	800	203	52	309

Table 1 provides the number of students who graduated, demonstrated preparedness in English and Mathematics, earned an Industry Certification, and those who utilized a capstone as evidence of completion.

Table 2

School	Graduates	College English	College Math	Industry Cert	ASVAB	Capstone	SAT
BHS	396	30.93%	23.45%	72.16%	13.40%	1.03%	21.13%
PVHS	404	36.63%	13.61%	68.56%	6.19%	1.24%	20.05%
RRHS	307	29.64%	18.89%	76.55%	18.24%	1.30%	25.73%
I&O	103	0.97%	0.00%	0.00%	2.91%	0.97%	2.91%
27J OLA	95	15.79%	2.11%	8.42%	3.16%	0.00%	4.21%
ERA	104	0.00%	0.00%	0.00%	61.54%	36.54%	57.69%
Total	1409	26.77%	14.70%	57.10%	14.49%	3.71%	22.06%

Table 2 provides a comparison between the total number of students from Table 1 compared with the total number of graduates, then expressed as a percent.

In the tables above, duplicates were removed from each category College, Industry/Career and Military. The numbers and percentages above illustrate that many of our 27J students are demonstrating competency in more than one area, and showing preparedness for multiple categories related to the 3E's. There are students who may have met many 3E categories in multiple ways.

- I&O and 27J Online require all students to complete the National Career Readiness Certificate (ACT Workkeys - NCRC) which explains the high percentage of students qualifying in the career category.
- Eagle Ridge Academy (ERA) required all 10th grade students to participate in the ASVAB. They also offer a capstone as a demonstration. A Capstone project is a multifaceted body of work that serves as a culminating academic and intellectual experience for students. Capstone projects could:
 - include a portfolio of the student's best work —curriculum or research-based;
 - feature a set of experiments organized around a central problem; and/or
 - showcase a community service project or learning activity.
- Other 27J Schools do not offer a College and Career Capstone except in cases where a student participates in our 3E process.

Table 3

School	Graduates	ACT WorkKeys	AP English	AP Math	SAT English	SAT Math
BHS	396	157	194	115	157	93
PVHS	404	160	113	30	156	88
RRHS	307	55	107	41	145	86
I&O	103	100	0	2	4	5
27J OLA	95	86	3	0	12	4
ERA	104	8	0	0	83	60
Total	1409	566	417	188	557	336

Table 3 provides the number of students who graduated, demonstrated preparedness in AP English and AP Mathematics, ACT WorkKeys, SAT English and SAT Math.

- I&O and 27J Online require all students to complete the National Career Readiness Certificate (ACT Workkeys - NCRC) which explains the high percentage of students qualifying in the career category.

Table 4

School	Graduates	WorkKeys	AP English	Ap Math	SAT English	SAT Math
BHS	388	40.46%	50.00%	29.64%	40.46%	23.97%
PVHS	404	39.60%	27.97%	7.43%	38.61%	21.78%
RRHS	307	17.92%	34.85%	13.36%	47.23%	28.01%
I&O	103	97.09%	0.00%	1.94%	3.88%	4.85%
27J OLA	95	90.53%	3.16%	0.00%	12.63%	4.21%
ERA	104	7.69%	0.00%	0.00%	79.81%	57.69%
Total	1401	40.40%	29.76%	13.42%	39.76%	23.98%

Summary: Every - 100% of 27J graduates completed an approved college and career demonstration. Many completed more than one demonstration.

Conclusion: I report compliance.

1.2 B) 27J Schools' matriculation rate will increase by 2% every year.

The 'Increasing Postsecondary and Workforce Readiness Act' was signed into law on May 26, 2015. The legislation, HB 15-1170, was drafted to encourage matriculation of high school graduates into various post secondary opportunities including higher education and Career and Technical Education (CTE) programs. In regard to district and school accountability, the law requires the inclusion of an additional matriculation sub-indicator within the Post-Secondary and Workforce Readiness (PWR) indicator of the district and school performance frameworks. This sub-indicator was first added during the fall of 2016 and complements the graduation, disaggregated graduation, dropout, and SAT data. It reflects the percentage of high school graduates who enroll in a Career and Technical Education program, community college, or four-year institution of higher education during the summer or fall term immediately following graduation. Starting in 2018, other industry credentials have also been incorporated into the rates based on data submitted by districts on an optional basis. The overall Postsecondary and Workforce Readiness indicator accounts for 30% of the total points assigned to district and high school performance frameworks. Data for this report can be found on the Colorado Department of Education District and School Dashboard <https://www.cde.state.co.us/district-school-dashboard> <https://www.cde.state.co.us/accountability/matriculation-guidance-and-faq>

Table 1: Matriculation Rate All 27J Schools - 2 year, 4 year and CTE.

	2017-18	2018-19	2019-20	2020-21	2021-2022	2022-2023
Colorado Total Matriculation Rate	58.6	58.9	54.7	54.5	51.9	57.2
27J Schools Total Matriculation Rate	49	48	46	49	53	75*
Innovations and Options	10	25	19	9	11	85*
Brighton High School	54	55	53	45	53	89*
Eagle Ridge Academy	69	74	65	64	57	67
Prairie View High School	49	43	43	54	58	81*
Riverdale Ridge High School	-	-	-	65	65	73*
Colorado Connections Academy	36	26	29	30	27	23
27J Online Academy	-	-	-	-	29	91*

Table 1 Notes: 27J Schools demonstrated a 30% increase in Matriculation Rate for 2023 Graduates. This is the highest matriculation rate over the past five years. All schools with exception of Colorado Connections Academy demonstrated a significant improvement in matriculation rate. In our comprehensive high schools this is indicative of the impact industry certifications have made on the CTE portion of the calculated overall matriculation rate. There are asterisks on district managed schools due to the need for some clarifications about the data reported from the state and why the increase was so significant. Our assumption is that the National Career Readiness Certificate (ACT Workkeys - NCRC) has been counted in this particular graduation class as a CTE demonstration of PWR for their graduates.

Table 2: Comparison with other Adams County School District

Matriculation Rate	2017-18	2018-19	2019-20	2020-21	2021-2022	2022-2023
Colorado	58.6	58.9	54.7	54.5	51.9	57.2
27J Schools	49	48	46	49	53	75
Adams 12 Five Star Schools	57	54	53	56	52	57
Adams 14	49	34	26	30	54	48
Bennett	62	59	36	34	30	44
Mapleton 1	46	42	40	37	33	42
Strasburg	60	40	52	43	49	47
Westminster Public Schools	-	39	30	29	41	42

Table 2 Notes: The matriculation represents the percentage of high school graduates who enroll in a Career and Technical Education program, community college, or four-year institution of higher education during the summer or fall term immediately following graduation. 27J ranks number one among Adams County School Districts far exceeding the rates from other schools in our county. 27J demonstrated matriculation of students 17.8% higher than the state average of 57.2%.

1.2 B Summary: 27J Schools have much to celebrate with respect to matriculation rate. 27J Schools is currently ranked #1 in Adams County in terms of matriculation rate. Growth in matriculation has been fueled by increased interest in industry certifications and Work Based Learning (CTE Rate), particularly at Prairie View High School, who set a district record of industry certifications (33%) and a 16% increase in industry certifications from the previous year. BHS demonstrated a 5% increase in 4 year College/University Matriculation rate and RRHS demonstrated a 5% increase and PVHS demonstrated a 3% increase in the same category.

More Data to support this monitoring report can be found on Tables A (4 year college rate), Table B (2 year college rate), and Table C (CTE rate)

27J Matriculation Rate increased from 53% to 75%.

Conclusion: I report compliance

Specific Measures of Achievement for Goal 1.2: 3E

Data for this section is drawn from the Colorado Department of Education Graduation Guidelines: Student Completion List from SY 2022-2023.

Specific Measures of Achievement for Goal 1.2: Matriculation

Table A: Four Year College/University Matriculation Rate

	2017-18	2018-19	2019-20	2020-21	2021-2022	2022-2023
Colorado 4 Year Matriculation Rate	41	42	36.9	37.4	36.5	39.7
27J Schools 4 year Matriculation Rate	32	29	27	24	29	25
Innovations and Options	1	2	2	2	1	1
Brighton High School	33	33	28	23	28	27
Eagle Ridge Academy	50	50	43	38	38	44
Prairie View High School	34	30	30	27	30	23
Riverdale Ridge High School	-	-	-	32	37	37
Colorado Connections	19	13	14	16	16	12
27J Online Academy	-	-	-	-	17	0

Table A Notes: Students who attend a 4 year University or College in the months after graduation from high school demonstrated a 4% decrease in 2022-2023. RRHS maintained their percentage in the number of students who enrolled and sustained in a 4 year college/university from the 2022-2023 school year.

Table B: 2 Year College Matriculation Rate

	2017-18	2018-19	2019-20	2020-21	2021-2022	2022-2023
Colorado 2 Year Matriculation Rate	11	12	10	9.2	11.9	12.1
27J Schools 2 year Matriculation Rate	13	10	10	12	11	14
Innovations and Options	9	3	10	5	9	12
Brighton High School	18	14	11	11	11	17
Eagle Ridge Academy	13	15	18	19	16	19
Prairie View High School	10	6	7	12	9	13
Riverdale Ridge High School	-	-	-	14	14	14
Colorado Connections Academy	13	10	10	9	11	9
27J Online Academy	-	-	-	-	7	15

Table B: 27J demonstrated a 3% increase in this category and is 1.9% above the state average. These schools demonstrated an increase in this category: I&O 3%, BHS 6%, ERA 3%, PVHS 4%. RRHS sustained the same rates from the previous year while Colorado Connections Academy dropped 2% in this category.

Table C: CTE Matriculation Rate Per School

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-2023
Colorado CTE Matriculation Rate	6.8	8.1	9.4	11.2	11.6	6.9	8
27J Schools CTE Matriculation Rate	4	4	12	11	16	22	49*
Innovations and Options	2	0	20	8	2	2	84*
Brighton High School	5	3	14	18	14	24	68*
Eagle Ridge Academy	5	7	9	6	8	0	0
Prairie View High School	3	5	9	6	17	33	60*
Riverdale Ridge High School	-	-	-	-	31	22	37*
Colorado Connections Academy	-	3	4	6	5	0	0
27J Online Academy	-	-	-	-	-	5	86*

Table C: 27J demonstrated a 27% increase overall in this category. BHS, PVHS and RRHS all demonstrated significant increases in CTE Matriculation. As stated, this is due to the increase in alignment with CTE pathways and students earning industry certifications that are indicators of PWR. There are asterisks on both I&O and 27J Online Academy due to the need for some clarifications about the data reported from the state and why the increase was so significant. Our assumption is that the National Career Readiness Certificate (ACT Workkeys - NCRC) has been counted in this particular graduation class as a CTE demonstration of PWR for their graduates. ERA and Colorado Connections Academy did not have any students demonstrate PWR in this category.

Military Enlistment rate for 27J Schools is currently at an average of 3% with a 0.9% enlistment rate for the State of Colorado. The 27J enlistment rate increased 2% from the previous year.

Action Steps to Improve 3E Rates:

Investment in High Quality CTE

Through the construction of new facilities, addition of new staff and a renewed commitment to creating not just CTE programs but graduation pathways, 27J is increasing the number of seats available for students in its most popular and most productive career programs. This long term commitment will increase the number of students not only graduating career ready, but also improve academic performance for all of our students.

The Thinking Classroom

Since 2012, 27J Schools have pursued the Thinking Classroom as a conceptual framework for an ideal classroom. GELL (Goal, Evidence and Learning Experiences and Learning Environment) provides our teachers, counselors, and administrators with an intentional planning frame. GELL aligns to our school improvement plans and our strategic efforts. Using this frame consistently has supported aligned efforts that are yielding consistent graduation results that are comparable to the state average for the past 5 years.

Supporting School Leadership

Principals play a pivotal role in K-12 student achievement. A major reason why teachers stay in a school, or stay in teaching, relates to the support by the school leaders so that teachers can have a positive impact. Our leaders have had a positive influence to motivate teachers and students toward high expectations for all. They have also helped to identify and articulate high expectations for all. They are consulting with teachers before making decisions that affect teachers. They allocate resources, and develop, collect and review student data with teachers. Learning leadership is the most powerful incentive to stay in teaching and plays the most pivotal role in student achievement. 27J Schools continues to support flexibility within the system with district resources focused on supporting school leadership and each school's Unified Improvement Plan.

Effective Use of data

The 27J Schools assessment and data team develops, implements, and sustains a balanced assessment system in order to provide evidence that will promote learning by empowering teachers and students through the use of data. The assessment results are utilized by district and school leaders to make intentional decisions about effectiveness of programs and instruction. Teachers utilize the results of assessments to make informed instructional decisions. Ultimately, through a process of continual improvement, this ensures that all students are growing and learning so they are prepared for their future.

Focus on Core Beliefs: Every Student

27J Schools strive to ensure that all students have equitable opportunities to take full advantage of their education. Increasing access generally demands that 27J Schools raise expectations for all students to meet or exceed grade level competencies. More than ever before, 27J Schools are seeking to remove any actual or potential barriers that might prevent students from equitable participation in high level courses or academic programs. Increasing access without support does not increase opportunities for students. 27J Schools strive to provide safe, healthy environments which not only support academic performance but also students' social emotional needs. Every student deserves the best, most supportive learning experiences, environments and instructional opportunities through being accountable for student learning.

Improving Academic Frames and Common Assessments

In the past three years the curriculum framework teams have aligned the 27J school classroom expectations with high school standards and the SAT. School year 2017-2018 marked the first year that in addition to The Thinking Classroom and GELL, high school teachers have used curriculum frames and common assessments aligned to grade level expectations to inform their instruction. High School teachers began realignment of their curriculum around new grade level curriculum frames to ensure that students who pass their coursework also meet high academic expectations.

Academic Planner, Graduation Pathways and Demonstrations

Through evaluation of our Academic Planner we discovered that some of our students were on a pathway to successful course completion, but not skills development. Students did not consistently set 4 year goals based on graduation pathways or their individual college and career goals. A significant change in scheduling to ensure that every student is enrolled in grade level courses and that successful completion of those courses results in a successful demonstration of academic standards. This, along with a technology change beginning in 2018, now places academic planning into the hands of our counselors, parents, teachers, administrators and students to continue the academic planning process. Further refinement of the system will clarify goal setting, evidence of success and provide clarity of learning opportunities for students through the academic planning process. A result of our new found clarity has been a dramatic increase in the number of students expressing interest in high level coursework and dramatic increases in the number of students participating in industry and military assessments such as the ASVAB. Through better planning and coordination, we will move successful completion of high school from a 5, 6 or 7-year plan to a 4 year on time graduation for every student.

Investing in Teachers

We know that changing course requirements and clarifying standards in our curriculum is not enough. We must hire, retain and train our teachers to be the best teachers they can be. To complete this process, we continue to develop the implementation plan for The Thinking Classroom and have rearranged time and professional development to place more resources in the hands of our teachers.

While this global end goal is focused on the improvement of 4-year graduation rates, we know that without improving the entire K-12 learning system, those graduation rates would be short lived. We aim to see incremental gains over the next 3 years in graduation rates and student learning results including increases in SAT scores and matriculation rates.