### LAWTON HIGH SCHOOL 2019-2020 ANNUAL PROGRAM REVIEW OSDE School Report Card ~ 2017 - 2020

1) Go to www.oklaschools.com and open the report card	for your sch	ool. 2) Use	ach Indicate	or section of	the Report C	ard to comp			
OSDE School Report Card Overview	2017-2018			2018-2019	)	*	*2019-202	0	
1. Click on OVERVIEW. 2. Enter the letter grade for each category. Points	Letter	Points	Points	Letter	Points	Points	Letter	Points	Points
Earned column will auto-populate as the charts below are completed.	Grade	Possible	Earned	Grade	Possible	Earned	Grade	Possible	Earned
Academic Achievement	D	45	9.80	D	45 10	13.00			
Graduation English Language Proficiency Progress	D C	10 15	4.50 8.00	F C	15	3.50 6.10			
Chronic Absenteeism	F	10	3.75	D	10	4.98			
Postsecondary Opportunities	C	10	5.00	С	10	5.20			
OVERALL GRADE	D	90	31.05	D	90	32.78			
		2017-2018			2018-2019			**2019-2020	)
ACADEMIC ACHIEVEMENT  1. Click on INDICATORS - ACADEMIC ACHIEVEMENT.	% of			% of			% of		
Click on each tab on the right to record the % of points earned & points earned.	Points	Points Possible	Points Earned	Points	Points Possible	Points Earned	Points	Points Possible	Points Earned
(% appear on the on the right and points earned appear on the left of the webpage.)	Earned	Possible	Earned	Earned	Possible	Earned	Earned	Possible	Earned
ELA	31.33%	15	4.70	22.67%	15	3.40			
Mathematics	34.00%	15	5.10	12.67%	15	1.90			
Science COMPOSITE	N/A 21.8%	15 45	N/A 9.80	51.33% 28.9%	15 45	7.70 13.00			
COMIOSITE	21.070	43	9.00	20.970	43	13.00			
GRADUATION		2017-2018			2018-2019			**2019-2020	)
1. Click on INDICATORS - GRADUATION. Use the 1st chart.	% of	Points	Points	% of	Points	Points	% of	Points	Points
2. Click on each tab on the right to record the % of points earned & points earned.	Points	Possible	Earned	Points	Possible	Earned	Points	Possible	Earned
(% appear on the on the right and points earned appear on the left of the webpage.)	Earned			Earned			Earned		
4 Year 5 Year	N/A	5	N/A	50.0%	5 3	2.5			
6 Year	N/A N/A	3 2	N/A N/A	36.7% 0.0%	2	1.1 0.0			
COMPOSITE	45.0%	10	4.5	35.0%	10	3.5			
		2017 2010			2010 2010			****	
ELP PROGRESS	% of	2017-2018		0/ -£	2018-2019			**2019-2020	)
<ol> <li>Click on INDICATORS - ELP PROGRESS. Use the 1st chart.</li> <li>Click on each tab on the right to record the % of points earned &amp; points earned.</li> </ol>	Points	Points	Points	% of Points	Points	Points	% of Points	Points	Points
(% appear on the on the right and points earned appear on the left of the webpage.)	Earned	Possible	Earned	Earned	Possible	Earned	Earned	Possible	Earned
English Language Proficiency Progress	53.3%	15	8.0	40.7%	15	6.1			
	-						-		
		2017 2010			2010 2010			**2010 2020	`
CHRONIC ABSENTEEISM	0/ -£	2017-2018		0/ -£	2018-2019			**2019-2020	)
1. Click on INDICATORS -CHRONIC ABSENTEEISM. Use the 1st chart.	% of	2017-2018 Points	Points	% of	2018-2019 Points	Points	% of	**2019-2020 Points	Points
	% of Points Earned		Points Earned	% of Points Earned		Points Earned			
<ol> <li>Click on INDICATORS -CHRONIC ABSENTEEISM. Use the 1st chart.</li> <li>Click on each tab on the right to record the % of points earned &amp; points earned.</li> </ol>	Points	Points		Points	Points		% of Points	Points	Points
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Click on INDICATORS -CHRONIC ABSENTEEISM. Use the 1st chart.     Click on each tab on the right to record the % of points earned & points earned. (% appear on the on the right and points earned appear on the left of the webpage.)	Points Earned	Points Possible 10 2017-2018	Earned 3.8	Points Earned	Points Possible 10 2018-2019	Earned 5.0	% of Points Earned	Points Possible **2019-2020	Points Earned
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1. Click on INDICATORS -CHRONIC ABSENTEEISM. Use the 1st chart. 2. Click on each tab on the right to record the % of points earned & points carned. (% appear on the on the right and points earned appear on the left of the webpage.)  English Language Proficiency Progress  POSTSECONDARY OPPORTUNITIES  1. Click on INDICATORS -POSTSECONDARY OPPORTUNITIES. Use the 1st chart. 2. Click on each tab on the right to record the % of points earned & points earned. (% appear on the on the right and points earned appear on the left of the webpage.)  English Language Proficiency Progress  OVERVIEW by PRIORITY GROUPS  1. Click on OVERVIEW and scroll down to view grades. 2. Click on VIEW BY STUDENT GROUPS on the top right. 3. Select each of the subgroups below one at a time and record the report card letter grades for the subgroup in ACADEMIC ACHIEVEMENT, GRADUATION, and OVERALL GRADE. *Select the subgroups as shown below; not the ones labeled as priority in the drop down menu. (This creates a pop-up window. Close the pop-up window before selecting the next subgroup.) *If the site has less than 10 students in a particular priority group, there will not be an option to select that group. Enter N/A in those cells.  Priority Student Groups  Students with Disabilities  Economically Disadvantaged  English Learner  Black  Hispanic  White	Points Earned 38.0%  % of Points Earned 50.0%  ACHIEAEMENT  D  C  N/A  D  C  C	Points Possible  10  2017-2018  Points Possible  10  2017-2018  NOTECTION OF THE PROPERTY OF T	Barned  3.8  Points Earned  5.0  D D N/A F C D	Points Earned 49.8%  % of Points Earned 52.0%  ACHIEAEMENT D D D D D D D D	Points Possible  10  2018-2019  Points Possible  10  2018-2019  FFFFFFFFFFFFFFFFFFFFFFFFFFFFFFFFFFF	Earned  5.0  Points Earned  5.2  5.2  D D D D D D D D D D D D D D D D D D	% of Points Earned % of Points Earned	Points Possible  **2019-2020  Points Possible  **2019-2020	Points Earned  Points Earned
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1) On MEASURED PROGRESS, Click REPORTING and accept the Terms. 2) Program: CCRA; select/check school from the drop down list; GET REPORT. 3) Under OPTIONS, select DISSAGREGATE then check FULL ACADEMIC YEAR and UPDATE. 4) Under OPTIONS, select STATS and uncheck all selections in the SCORES section except "% At or Above Proficient." Then UPDATE. 4) For viewing ease, click on TRANSPOSE on the far right. 5) Carefully complete the charts belowsing only the FAY data for each year Use "% At or Above Proficient."

### Percentage of FAY Students Showing Mastery on the CCRA 2019

CCRA	Science	Physical Science	Earth Science
Percent At or Above Proficient	21%	28%	35%

Demographic Data from the Last Five (5) Years to Include the Current Year

## STUDENT DEMOGRAPHIC DATA - Transfer data (as shown) from the FY19 and FY20 Demographic Data by Site pdfs in the Training Docs

Student Enrollment by Gender					
Year	Total Enrollment	# Male	% Male	# Female	% Female
2019 - 2020	1742	928	53.3%	1001	46.7%
2018 - 2019	1776	956	53.8%	871	46.2%
2017 - 2018					
2016 - 2017					
2015 - 2016					

Student Enrollment by Ethnicity							
Year	Total Enrollment	% Black	% American Indian	% Hispanic	% Asian/Pacific Islander	% White	% Other
2019 - 2020	1742	29.3%	9.5%	24.3%	2.1%	43.7%	11.4%
2018 - 2019	1776	28.2%	7.5%	20.6%	2.4%	37.4%	8.7%
2017 - 2018							
2016 - 2017							
2015 - 2016							

Students Eligible for Free and Reduced Lunch Program				
Year	Number	% of Population		
2019 - 2020	1321	75.8%		
2018 - 2019	1286	72.4%		
2017 - 2018				
2016 - 2017				
2015 - 2016				

Students Participating in Title I Programs				
Year	Program Enrollment	% of Population		
2019 - 2020	N/A	N/A		
2018 - 2019	N/A	N/A		
2017 - 2018				
2016 - 2017				
2015 - 2016				

<b>Student Attendance</b>						
Year	Average Daily Attendance	Percent of Student Population	# Male	% Male	# Female	% Female
2019 - 2020	1429.26	86.6%	754.95	86.7%	674.31	86.6%
2018 - 2019	1299.43	87.2%	680.82	86.6%	618.61	87.9%
2017 - 2018						
2016 - 2017						
2015 - 2016						

<b>Student Tardy Rate</b>						
Year	Average Daily Tardies	Percent of Student Population	# Male	% Male	# Female	% Female
2019 - 2020	75.16	4.56%	39.59	4.55%	35.58	4.57%
2018 - 2019	99.12	6.65%	57.63	7.33%	41.49	5.90%
2017 - 2018						
2016 - 2017						
2015 - 2016						

Student Mobility Rate					
Year	Full Academ	ic Year (FAY)	NON Full Academic Year (NFAY)		
1 Cai	# Students	% of Student Population	# Students	% of Student Population	
2019 - 2020	1527	87.7%	215	12.3%	
2018 - 2019	1551	87.3%	225	12.7%	
2017 - 2018					
2016 - 2017					
2015 - 2016					

Students Truancy Rate			
Year	Average Daily Truancy	% of Population	
2019 - 2020	148.08	9.0%	
2018 - 2019	143.06	9.6%	
2017 - 2018			
2016 - 2017			
2015 - 2016			

Students Identified as English Learners (EL)				
Year	Program Enrollment	% of Population		
2019 - 2020	48	2.8%		
2018 - 2019	49	2.8%		
2017 - 2018				
2016 - 2017				
2015 - 2016				

Students in Foster Care			
Year	Number	% of Population	
2019 - 2020	0	0.00%	
2018 - 2019	0	0.00%	
2017 - 2018			
2016 - 2017			
2015 - 2016			

### STAFF DEMOGRAPHIC DATA - This data can be summarized using the FY20 Teacher Demographics in the Training Docs

Teachers & Title I Funded Paraprofessionals					
Position	Number				
Certified Teachers/Staff	105				
Certified Paraprofessionals	0				
Non-Certified Paraprofessionals	0				

<b>Teacher Certification</b>	1		
Total # of Certified	Certification Type	Number	% of Total
Teachers/Staff	Traditional		0%
105	Emergency	10	10%
103	Alternative		0%

<b>Student Behavior</b>			
Year	Average Daily Referrals	Average Daily In-School	Average Daily Out-of-
i eai	Average Daily Referrals	Suspensions	School Suspensions
2019 - 2020	0.91	0.25	0.11
2018 - 2019	0.71	0.20	0.11
2017 - 2018			
2016 - 2017			
2015 - 2016			

<b>Students in Military Families</b>						
Year	Number	% of Population				
2019 - 2020	395	22.7%				
2018 - 2019	396	22.3%				
2017 - 2018						
2016 - 2017						
2015 - 2016						

Students Eligible for McKinney-Vento Homeless Program					
Year	Number	% of Population			
2019 - 2020	102	5.90%			
2018 - 2019	102	5.70%			
2017 - 2018					
2016 - 2017					
2015 - 2016					

Teaching Experience of Certified Staff						
Total # of Certified		Years of Experience (# of Teachers)				
Teachers/Staff	0-2	3-5	6-10	11-15	15-20	20+
	24	17	18	16	8	24
105	% of Total					
	22%	16%	17%	15%	7%	22%

<b>Teacher Education</b>						
Total # of Certified		Degree Received (# of Teachers)				National
Teachers/Staff	Bachelor's		Master's		Doctorate	Board
	Dachelol 3		Waster 5		Doctorate	Certification
105	53		51		1	2
103			% of	Total		
	50%		49%		1%	2%

### Stakeholder Perception Data from the Title I Needs Assessment Survey

STAKEHOLDER GROUP	Number of PARENT Responses	Number of COMMUNITY Responses	Number of STAFF Responses
How many representatives form each stakeholder group provided a response on the Needs Assessment Survey?  RECORD THE <u>NUMBER</u> OF RESPONSES FOR EACH STAKEHOLDER GROUP.	100	1	51

Use the results from the Needs Assessment Survey to complete the summary chart below.

Record the <u>percentages</u> for each response option. Record zero percent if there is no data reported for a response option.

Percentage of ALL Stakeholder Responses	NOT HELPFUL	SOMEWHAT HELPFUL	HELPFUL	VERY HELPFUL	NO OPINION
Extended Learning Time					
Tutoring programs for students (beyond the regular school	3.3%	11.8%	31.6%	48.0%	5.3%
Early Intervention					
Additional Staff: Certified teachers and paraprofessionals who	2.0%	8.6%	27.0%	57.2%	5.3%
Computer-Assisted Instruction: Evidenced based educational	2.6%	16.4%	37.5%	42.1%	1.3%
High-Quality Curriculum					
Student Devices: Used in the classroom in coordination with	3.3%	6.6%	29.6% 23.0%	59.2%	1.3%
Technology Rich Classrooms: The use of audio and visual	0.70%	9.9%	23.0%	66.4%	0.0%
Instructional Materials: To provide instructional support in core-	1.3%	11.8%	26.3%	59.2%	1.3%
Library: resources and books, as well as additional classroom	1.3%	9.2%	25.7%	61.8%	2.0%
Behavioral Supports (Counselor)					
Full-time counselors and counseling services provided for	3.3%	16.4%	25.7%	52.6%	2.0%
Professional Development for School Staff					
Instructional Consultant: A professional development coach who	5.3%	18.4%	30.9%	42.8%	2.6%
Professional Development Training opportunities for staff	2.6%	12.5%	30.3%	52.6%	2.0%
Professional Development Training opportunities for staff	0.70%	11.2%	33.6%	53.9%	0.7%
members to address the school's areas of greatest need	0.7076	11.270	33.070	33.970	0.776
Parent & Family Engagement					
Parent Coordinator: A person who helps coordinate family	5.9%	14.5%	34.2%	40.8%	4.6%
Parent Resource Center: Educational materials available for	4.6%	13.8%	33.6%	45.4%	2.6%
School/Home Connection:	7.2%	11.8%	27.6%	33.6% 37.5%	19.7%
School/Home Connection: Transportation provided for those who	3.9%	14.50%	26.3%	37.5%	17.8%
School/Home Connection: Provisions made to accommodate	2.6%	11.8%	27.0%	40.8%	17.8%
School/Home Connection: Provisions made to accommodate	3.9%	9.9%	29.6%	40.1%	16.4%
School/Home Connection: The use of school communication	2.0%	6.6%	27.6%	61.8%	2.0%
Parent Educational Opportunities: Family engagem		uled throughout the school yea	ır. Examples:		
How to become a parent volunteer at school	6.6%	22.4%	29.6%	30.3%	11.2%
information on state academic standards & state/local	6.6%	17.1%	35.5%	38.8%	2.0%
How parents and school staff can work together to support	0.70%	12.5%	38.8%	44.7%	3.3%
classroom instruction at school and at home					
How to monitor student progress in school	0.0% 0.70%	8.6% 7.9%	36.2% 32.9%	53.9% 57.2%	1.3%
How to improve the academic achievement	0.70%	7.9%	32.9%	37.2%	1.3%
Parent Educational Opportunities					
What days are most convenient for you to attend parent	meetings?	MONDAY	TUESDAY	WEDNESDAY	THURSDAY
RECORD THE <u>NUMBER</u> OF RESPONSES FOR EACH DAY.	moonings.	65	87	75	96
		BEFORE SCHOOL	DURING SCHOOL	AFTER SCHOOL	EVENINGS
What time of day is most convenient for you to attend p					
RECORD THE <u>NUMBER</u> OF RESPONSES FOR EACH TIME P	ERIOD.	26	46	87	87

## Perception Data from the Nine Essential Elements Survey ~ Certified Staff at Site

Site Averages for the	EE 1	EE2	EE3	EE4	EE5	EE6	EE7	EE8	EE9
Nine Essential Elements	3.41	3.41	3.40	3.54	3.44	3.51	3.59	3.46	3.53

Site's Strongest Indicators					
4.1	4.10	6.7	7.11		

Site's Weakest Indicators						
5.1	1.4	3.8	2.3			

The highest 5% of indicator score values are shown in green.

The lowest 5% of indicator score values are shown in red.

Additional indicators may be highlighted in the event of equivalent highest/lowest score values.

	Oklahoma Nine Essential Elements of Effective Schools ~ 88 Indicators School Site Averages	
Indicator Number	Elements & Indicators	Rating Avg. (Scores range 1 - 4)
ESSENTIA	AL ELEMENT 1: Academic Performance - Curriculum	Element 1 Average:
standards.	I faculty develops and implements a curriculum that is rigorous, intentional and aligned to state and local  I leader recognizes and encourages implementation practices that motivate and increase student it.	3.41
1.1	Academic expectations are aligned with the Oklahoma Academic Standards (OAS).	3.60
1.2	OAS standards and objectives are clearly articulated.	3.50
1.3	Overlaps and gaps in curriculum are discussed.	3.26
1.4	Key curriculum vertical transition points are communicated.	3.13
1.5	Curriculum links are provided for continued education, career, and life options.	3.45
1.6	A process exists to monitor, evaluate and review curriculum	3.34
1.7	Common academic core is available for all students.	3.62
ESSENTIAL ELEMENT 2: Academic Performance - Classroom Evaluation/Assessment		Element 2 Average:
to meet stu *The schoo	I faculty uses multiple evaluation and assessment strategies to continuously monitor and modify instruction dent needs and support proficient student work.  I leader communicates both a focused mission to improve student achievement and a vision of the critical curriculum and instructional practices that makes high achievement possible.	3.41
2.1	Multiple classroom assessments are frequent, rigorous, and aligned.	3.47
2.2	Teachers collaborate in design of assessment.	3.46
2.3	Students can articulate expectations and know requirements.	3.20
2.4	Test scores are used to identify gaps.	3.38
2.5	Assessments provide meaningful feedback.	3.37
2.6	The state standards (OAS) are communicated and observable.	3.48
2.7	Oklahoma Academic Standards (OAS) are aligned with criterion-referenced tests and end-of-instruction	3.47
2.8	tests. Student work is analyzed.	3.41

	Oklahoma Nine Essential Elements of Effective Schools ~ 88 Indicators School Site Averages	
Indicator Number	Elements & Indicators	Rating Avg. (Scores range 1 - 4)
ESSENTIA	AL ELEMENT 3: Academic Performance - Instruction	Element 3 Average:
	l faculty provides an instructional program that actively engages all students by using effective, varied, and	
	sed practices to improve student academic performance.	3.40
	l leader recognizes and encourages implementation of instructional practices that best motivate and dent achievement.	
3.1	Varied instructional strategies are used in all classrooms.	3.49
3.2	Instructional strategies and activities are aligned with goals.	3.52
3.3	Strategies are monitored and aligned to address learning styles.	3.32
3.4	Teachers demonstrate content knowledge	3.53
3.5	Teachers incorporate technology in their classrooms.	3.59
3.6	Sufficient instructional resources are available.	3.28
3.7	Teachers collaborate to review student work.	3.29
3.8	Homework is frequent, monitored, and connected to instructional practice.	3.18
ESSENTIA	AL ELEMENT 4: Learning Environment - School Culture	Element 4 Average:
	l/district leadership team functions as an effective learning community and supports a climate conducive to	
1	e excellence.	3.54
	l leader sets high expectations for all students to learn high-level content.	
4.1	Leadership support is provided for a safe and orderly environment.	3.68
4.2	Leadership beliefs and practices focus on high achievement for all students.	3.64
4.3	Teacher beliefs and practices focus on high achievement for all students.	3.57
4.4	Teachers and nonteaching staff are involved in decision making.	3.43
4.5	Teachers accept their role in student successes or failures.	3.35
4.6	Teacher assignments are based on strengths.	3.34
4.7	Teachers communicate student progress with parents.	3.43
4.8	Teachers care about students and inspire best efforts.	3.58
4.9	Multiple communication strategies are used to disseminate information.	3.64
4.10	Student achievement is valued and publicly celebrated.	3.68
4.11	Equity and diversity are valued and supported.	3.55
	AL ELEMENT 5: Learning Environment - Student, Family, and Community Support	Element 5 Average:
	l/district leadership team works with families and community groups to remove barriers to learning in an	
	et the intellectual, social, career, and developmental needs of students. I leader sets high expectations for all students to learn high-level content. The school leader keeps everyone	3.44
	nd focused on student achievement. The school leader includes parents as partners in education and creates	3.77
	for parent and educator collaboration.	
5.1	Families and communities are active partners.	2.95
5.2	All students have access to all curriculum.	3.55
5.3	School provides organizational structure.	3.50
5.4	Student instructional assistance is provided outside of the classroom	3.59
5.5	The school/district maintains an accurate recordkeeping system.	3.59

	Oklahoma Nine Essential Elements of Effective Schools ~ 88 Indicators School Site Averages	
Indicator Number	Elements & Indicators	Rating Avg. (Scores range 1 - 4)
ESSENTL	AL ELEMENT 6: Learning Environment - Professional Growth, Development, & Evaluation	Element 6 Average:
	ol/district leadership team functions as an effective learning community and supports a climate conducive to	
1	ee excellence.	3.51
	ol leader provides opportunities for research based, results-driven professional development for staff and	
	s performance evaluation procedures in order to improve teaching and learning.	2.42
6.1	Long-term professional development plans are written.	3.42
6.2	There is a plan to build instructional capacity with on-going professional development.	3.55
6.3	Professional development is aligned with student performance goals.	3.40
6.4	School improvement goals are connected to student learning goals.	3.57
6.5	Professional development is on-going and job-embedded.	3.49
6.6	Professional development is aligned to analysis of test data.	3.26
6.7	The school has a clearly defined teacher evaluation process.	3.68
6.8	The district and site leaders provide sufficient professional development resources.	3.53
6.9	Teacher evaluations and professional development plans are used effectively.	3.50
6.10	The evaluation process meets or exceeds statutes.	3.57
6.11	The needs of instructional leaders are addressed.	3.55
6.12	District and site leaders provide evaluation follow-up and support.	3.58
ESSENTL	AL ELEMENT 7: Efficiency - Leadership	Element 7 Average:
*The school	ol/district leadership team provides instructional decisions focusing on support for teaching and learning,	
	nal direction, and high performance expectations. The school/district leadership team creates a learning	
	develops leadership capacity.	3.59
	ol leader creates both a focused mission to improve student achievement and a vision of how to implement	
	elements necessary for the alignment of curriculum, assessment, and instructional practices.	2.61
7.1	The school and district leadership team has developed a shared vision.	3.61
7.2	Leadership decisions are collaborative and data-driven.	3.57
7.3	The leaders develop a professional development plan focused on effective skills.	3.53
7.4	The leadership team disaggregates data.	3.52
7.5	The leadership team provides access to curriculum and data.	3.61
7.6	The school leadership maximizes time effectiveness.	3.56
7.7	The school & district leadership team provides resources, monitors progress & removes barriers to learning.	3.53
7.8	The school and district leaders ensure a safe and effective learning environment.	3.66
7.9	The site and district leadership team develops effective school policies.	3.60
7.10	School policies have an intentional focus on student academic performance.	3.61
7.11	The leadership team has skills in academic performance, learning environment, and efficiency.	3.68

	Oklahoma Nine Essential Elements of Effective Schools ~ 88 Indicators School Site Averages	
Indicator Number	Elements & Indicators	Rating Avg. (Scores range 1 - 4)
ESSENTIA	AL ELEMENT 8: Efficiency - Organizational Structure & Resources	Element 8 Average:
	ol/district leadership is organized to maximize use of all available resources to support high quality	
1	the of students and staff.	3.46
	ol leader acquires and uses resources wisely for the purpose of student achievement. The school leader uses tes time in innovative ways to meet the goals and objectives of school improvement.	
8.1	The school/district maximizes organization of resources for achievement.	3.44
8.2	Master schedule provides all students access to all curriculum.	3.41
8.3	Staffing is based on student needs.	3.38
8.4	The staff use of instructional time is efficient in order to maximize learning.	3.50
8.5	Vertical and horizontal team planning is focused on the improvement plan.	3.36
8.6	Schedule is aligned with student learning needs.	3.42
8.7	Resources are used equitably.	3.49
8.8	Budget for discretionary funds is directed by an assessment of needs.	3.48
8.9	Funds are aligned with school goals.	3.57
8.10	State and federal funds are allocated to align with school goals and data needs.	3.53
ESSENTIA	AL ELEMENT 9: Efficiency - Comprehensive & Effective Planning	Element 9 Average:
that commu	ol/district leadership team develops, implements, and evaluates a comprehensive school improvement plan unicates a clear purpose, direction, and action plan focused on teaching and learning.  ol leader uses data to initiate and continue improvement in school and classroom practices and student at.	3.53
9.1		
-	A collaborative process is used that engages the entire school community.	3.53
9.2	A collaborative process is used that engages the entire school community.  The planning process involves collecting, managing, and analyzing data.	3.53 3.43
9.2	A collaborative process is used that engages the entire school community.  The planning process involves collecting, managing, and analyzing data.  Data is used for school improvement planning.	3.53 3.43 3.53
	The planning process involves collecting, managing, and analyzing data.	3.43
9.3	The planning process involves collecting, managing, and analyzing data.  Data is used for school improvement planning.	3.43 3.53
9.3 9.4	The planning process involves collecting, managing, and analyzing data.  Data is used for school improvement planning.  Plans reflect research-based expectations for learning.	3.43 3.53 3.48
9.3 9.4 9.5	The planning process involves collecting, managing, and analyzing data.  Data is used for school improvement planning.  Plans reflect research-based expectations for learning.  The school/district analyzes student learning needs.	3.43 3.53 3.48 3.47
9.3 9.4 9.5 9.6	The planning process involves collecting, managing, and analyzing data.  Data is used for school improvement planning.  Plans reflect research-based expectations for learning.  The school/district analyzes student learning needs.  Desired learning results are defined.	3.43 3.53 3.48 3.47 3.55
9.3 9.4 9.5 9.6 9.7	The planning process involves collecting, managing, and analyzing data.  Data is used for school improvement planning.  Plans reflect research-based expectations for learning.  The school/district analyzes student learning needs.  Desired learning results are defined.  Data is used to determine strengths and limitations.	3.43 3.53 3.48 3.47 3.55 3.51
9.3 9.4 9.5 9.6 9.7 9.8	The planning process involves collecting, managing, and analyzing data.  Data is used for school improvement planning.  Plans reflect research-based expectations for learning.  The school/district analyzes student learning needs.  Desired learning results are defined.  Data is used to determine strengths and limitations.  School goals are defined.	3.43 3.53 3.48 3.47 3.55 3.51 3.58
9.3 9.4 9.5 9.6 9.7 9.8 9.9	The planning process involves collecting, managing, and analyzing data.  Data is used for school improvement planning.  Plans reflect research-based expectations for learning.  The school/district analyzes student learning needs.  Desired learning results are defined.  Data is used to determine strengths and limitations.  School goals are defined.  School improvement action steps are aligned with goals and objectives.	3.43 3.53 3.48 3.47 3.55 3.51 3.58 3.60
9.3 9.4 9.5 9.6 9.7 9.8 9.9 9.10	The planning process involves collecting, managing, and analyzing data.  Data is used for school improvement planning.  Plans reflect research-based expectations for learning.  The school/district analyzes student learning needs.  Desired learning results are defined.  Data is used to determine strengths and limitations.  School goals are defined.  School improvement action steps are aligned with goals and objectives.  The plan identifies resources, timelines, and personnel responsibility.	3.43 3.53 3.48 3.47 3.55 3.51 3.58 3.60 3.59
9.3 9.4 9.5 9.6 9.7 9.8 9.9 9.10 9.11	The planning process involves collecting, managing, and analyzing data.  Data is used for school improvement planning.  Plans reflect research-based expectations for learning.  The school/district analyzes student learning needs.  Desired learning results are defined.  Data is used to determine strengths and limitations.  School goals are defined.  School improvement action steps are aligned with goals and objectives.  The plan identifies resources, timelines, and personnel responsibility.  A process is established to effectively evaluate plan.  The plan is aligned with mission, beliefs, school profile, and desired results.  The plan is implemented as developed.	3.43 3.53 3.48 3.47 3.55 3.51 3.58 3.60 3.59 3.56
9.3 9.4 9.5 9.6 9.7 9.8 9.9 9.10 9.11 9.12	The planning process involves collecting, managing, and analyzing data.  Data is used for school improvement planning.  Plans reflect research-based expectations for learning.  The school/district analyzes student learning needs.  Desired learning results are defined.  Data is used to determine strengths and limitations.  School goals are defined.  School improvement action steps are aligned with goals and objectives.  The plan identifies resources, timelines, and personnel responsibility.  A process is established to effectively evaluate plan.  The plan is aligned with mission, beliefs, school profile, and desired results.	3.43 3.53 3.48 3.47 3.55 3.51 3.58 3.60 3.59 3.56 3.58
9.3 9.4 9.5 9.6 9.7 9.8 9.9 9.10 9.11 9.12 9.13	The planning process involves collecting, managing, and analyzing data.  Data is used for school improvement planning.  Plans reflect research-based expectations for learning.  The school/district analyzes student learning needs.  Desired learning results are defined.  Data is used to determine strengths and limitations.  School goals are defined.  School improvement action steps are aligned with goals and objectives.  The plan identifies resources, timelines, and personnel responsibility.  A process is established to effectively evaluate plan.  The plan is aligned with mission, beliefs, school profile, and desired results.  The plan is implemented as developed.	3.43 3.53 3.48 3.47 3.55 3.51 3.58 3.60 3.59 3.56 3.58 3.54