Key Area	Indicator	Effort
District & School Structure & Culture	The school's principal and staff work together to create a safe, respectful, culturally-inclusive environment with consistent school rules and expectations. (3161)	K-12 PBIS • Collectively define expectations • Teach and regularly reinforce expectations • Review data monthly to look for trends and intervene proactively Achievement Gap Analysis in School Improvement Sub Committee • Review of district-wide disaggregated data • Book study • Action planning with recommendations by June
	The school's mission and goals reflect high expectations and a vision for equity for meeting the needs of all stakeholders. (3162)	K-5 • Re-visioning happening with new principals MS • Established vision HS • Re-visioning happening with new principals K-12 • Aligning with AVID Mission to increase equity and access to college and career readiness
	The school's leadership plans for and implements professional development preparing teachers to support parents in the education of their children by providing in-classroom opportunities and at-home opportunities for parents. (3163)	AVID Family Work Shops • K-5, Minimum of one Family Workshop this year • 4/5 Teachers receiving training and planning time in Jan-Feb • MS, AVID Family Nights expanded school-wide • HS, Focusing on building capacity to expand AVID family nights

	School staff identify students who need additional learning time to meet standards and provides timely and effective programs of assistance. (3164)	K-12
		• Year 2 implementation of Response to Instruction Framework
		• 8 week interval review of progress monitoring data and intervention planning
		   ○ Reading
		   ○ Behavior
		   ○ Attendance

	School staff assist students in successful transitions, as applicable, from early childhood into elementary, elementary to middle school, middle school to high school, and high school to post-secondary. (3165)	• Kindergarten Boot Camp • 5th – 6th visitations, 8th – 9th visitations • 6th and 9th Orientations • AVID Family Orientations • Stampede • Cradle to Career
	School staff coordinates and integrates services and programs with the aim of optimizing the entire educational program to improve student learning. (3166)	K-5 • Increasing academic focus of SUN and Boys and Girls Clubs MS • Restorative Justice teaches students how to reconcile mistakes HS • Increasing academic focus of SUN • MESA
Educator Effectiveness	All instructional staff at the school collaboratively plan for sound instruction in a variety of instructional modes. (3167)	K-5 • Looping back to refine PLC practices o How to write and use common assessments to inform instruction MS/HS • Growing PLC leadership

	All teachers use instructional strategies and initiatives that are grounded in evidence-based practices, strengthen the core academic program, increase the quality and quantity of learning time, and address the learning needs of all students. (3168)	K-5
		• Implementing Literacy Framework
		  o Defining explicitly how to use 90 minute literacy block
		• Key leaders will participate in Instructional Shifts in Implementing Common Core Standards
		  o Coaching for all teachers starting in 13.14 as part of CAP plans
		• Master Schedule Audits reviewing use of instructional minutes in the day
		
		K-12
		• AVID school-wide WICOR
		• Credit by Proficiency
		• Standards based grading / Grading as Feedback toward Standards

	Professional development activities for all staff (principals, teachers, and paraprofessionals) are aligned to ensure continued growth in content knowledge as well as in effective instructional delivery. (3169)	K-5 • PD plans will loop back to using common assessment data to inform classroom reading instruction • Defining and delivering curriculum of the home using AVID Family Workshops as a foundation MS • AVID – Inquiry – Socratic Method – Collaboration • Writing • SIOP HS • AVID • Credit by Proficiency • SIOP

	Instructional teams use a variety of data to assess strengths and weaknesses of the curriculum and instructional strategies and make necessary changes. (3170)	K-12
		• Review of academic, attendance and behavior data minimum 3 times per year for all students
		• Comprehensive assessment system under development for launch 2012-2013
		   o Research and review of current and potential assessment tools
		   o Cost benefit analysis of tools

	All instructional staff in the school use sound classroom management practices that encourage student engagement and effect student learning. (3171)	Repeat of 3161
	Educator evaluations and support systems incorporate the elements of Oregon's framework of educator effectiveness. (3172)	Senete Bill 290 Task Force leading the state in collaboratively building a system to fairly and accurately measure and monitor educator effectiveness.
Family & Community Involvement	School staff create and maintain a welcoming environment for all families and community members. (3173) School staff create and maintain connections between the school community and the broader community to support student learning. (3174)	Repeat of 3163 + • Family Outreach Liaison position created in all elementary schools except Shaver, where SUN plays this role • Review of role and scope of PTOs and Site Councils as leadership bodies within the school • Training for these positions will take place one filled • Increase number of critical documents translated into Spanish and Vietnamese • Family Outreach forums on topics ranging from Implementation of the Common Core State Standards to Budget Prioritizing

	The school's key documents (minimally, the school's improvement plan, parent involvement plan, compact, and student/parent handbook) are annually reviewed for revision and disseminated to all families in the school and translated as needed. (3175)	
	School staff educate families and provide needed resources for supporting their children's learning. (3176)	
	School staff ensure families have the opportunity for meaningful involvement in the school. (3177)	
	School leadership includes families on all decision-making and advisory committees and ensures training for such areas as policy, curriculum, budget, school reform initiatives, and safety. (3178)	
	School staff involves parents and students in setting student goals and preparing the student for post-secondary education and careers. (3179)	
	School staff uses a variety of tools on a regular basis to facilitate two-way communication among stakeholders. (3180)	
Teaching & Learning	All instructional staff at the school are engaged in aligning instruction and local assessments to state standards. (3181)	K-5 • Core Alignment Teams are meeting monthly by grade level to vertically and horizontally align curriculum, instruction and assessment • Facilitators receive formal training twice this year and monthly teaming to move process forward rapidly yet authentically MS • Departments submit Common Core Aligned Curriculum Pacing Guides to Principals at the beginning of each year HS • Departments and grades submit these guides to principals as they are trained in and transition to credit by proficiency

	A system is in place for assessing and monitoring student achievement relative to state standards. (3182)	K-12 • PLCs! • Review and update of authentic process is continuous as standards and assessments change
	All instructional staff at the school are engaged in the analysis of student assessments that are aligned with standards. (3183)	
	All instructional staff at the school use assessment data in planning and delivering differentiated, standards based instruction. (3184)	
Technical & Adaptive Leadership	A distributed leadership process is used to build the capacity of others in the school. (3185)	Prescott and Middle School • Leadership teams existed Sacramento, Russell, Shaver and High School • Leadership teams developed this year and are establishing roles, goals, trust and buy-in
	School leadership ensures that classroom observations and other observations of teacher behaviors are aligned with evaluation criteria and professional development needs. (3186)	K-12 • Evaluation Tools and Cycle align with Evaluation Criteria • Walk-Throughs monitor Professional Development effectiveness and implementation
	School leadership has established team structures with clear and specific duties. (3187)	K-5 • AVID Site Teams • Leadership Teams • PBIS Teams 6-12 • AVID Site Teams • Leadership Teams • PBIS Teams • Priority Committees
	School leadership is afforded proper authority to make necessary decisions that result in increased learning outcomes. (3188)	District Office taking distributed leadership approach this year by establishing critical minimums and allowing for personalization and differentiation based on needs of the school and staff.

School leaders actively promote a shared vision for equity, cultural competence, and high expectations. (3189)	
The principal has the skills to guide, direct, and motivate the staff toward increased student achievement. (3190)	Principals participate in professional development • Summer PD Week • Spring Retreat • Monthly embedded into Principal meetings and A-Team PLC • Principals Academy through MESD CAPs and SIPs include: • AVID Training for Principals • Oregon Data Project Training for new principals
The principal ensures that all teachers are highly qualified in their assignment. (3191)	?
School leadership has a plan to recruit and retain highly qualified staff. (3192)	?
School leadership facilitates an annual evaluation of the implementation and results achieved by the school's improvement plan. (3193)	K-5 • Indistar Self-Assessment • School Appraisal Visitation and Report 6-12 • PSD School Improvement planning cycle, transitioning to Indistar next year in order to tighten alignment • Secondary Administrators and Assistant Director of Student Information, Data and Assessment receive training February 4

| School leadership facilitates a needs assessment based on student achievement and the key areas of effectiveness (technical and adaptive leadership, educator effectiveness, teaching and learning, district and school structure and culture, and family and community involvement. (3194) | |