

School Accountability Report Card

School Year 2018-19

(Published during 2019-20)

Sanchez College Preparatory

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Calif.School ID #: 6041545

SAN FRANCISCO UNIFIED SCHOOL DISTRICT

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The School Accountability Report Card (SARC) is required by law to be published annually, by Feb 1st each year. It contains information about the condition and performance of each California public school. Under the Local Control Funding Formula (LCFF), all local educational agencies (LEAs) are required to prepare a Local Control Accountability Plan (LCAP) which describes how they intend to meet annual school-specific goals for all pupils, with specific activities to address state and local priorities. Additionally, data reported in an LCAP is to be consistent with data reported in the SARC.

- For more information about SARC requirements, see the California Department of Education (CDE) SARC Web page at <http://www.cde.ca.gov/ta/ac/sa/>.
- For more information about the LCFF or LCAP, see the CDE LCFF Web page at <http://www.cde.ca.gov/fg/aa/lc/>.
- For more information about the school, parents and community members should contact the school principal or district office.

DataQuest is an online data tool located at <http://dq.cde.ca.gov/dataquest/> 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. test data, enrollment, graduates, dropouts, course enrollments, staffing and data regarding English learners).

Internet access is available at public libraries and other locations that are publicly accessible.

About This School

School Description and Mission Statement

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

Philosophy

The Sanchez community is dedicated to the formation of students who are analytical, curious and happy, through a wide range of experiences and learning guided by high expectations, student success and equal opportunity for students and their families.

Description

Sanchez College Preparatory is one of the 67 elementary school sites that is a part of San Francisco Unified School District. We have a diverse population with 80% Latino, 5% African American, 3% American Indian, 2% Filipino, 2% Caucasian and 8% Other. 65% of our children are English Language Learners and 82% are eligible for free or reduced lunches. We serve families from 16 zip codes throughout San Francisco.

Classrooms

Two Reggio Emilia inspired preschool classrooms serve a total of 40 children.

Six School Age bilingual English/Spanish classrooms serve 113 students ranging from Kindergarten to 5th grade that makes up the Biliteracy Pathway. Our educational goal is to have all students exiting from Sanchez proficient in English and Spanish at the fifth grade level in all subject areas.

Six School Age classrooms serve 115 students ranging from Kindergarten to 5th grade that comprises the English Language Development Pathway. Our educational goal is to have all students exiting from Sanchez proficient in English at the fifth grade level in all subject areas.

Four Special Day Classrooms serve 42 students with special rights and needs. There are two classrooms that serve students in kinder through second grades and two classrooms serving students in third through fifth grades.

Four ateliers provide all students opportunities to explore different languages of learning through visual arts, technology, dance/movement and drama/music.

Schedule and Hours

The Sanchez College Preparatory School is open Monday through Friday from 7:30 am to 6:00 pm. The program for school-age children operates an after school program following the elementary school calendar.

RECOGNIZING THE VALUE OF THE THREE PROTAGONISTS: THE CHILD, TEACHER AND PARENT WHILE INVESTIGATING THE MANY LANGUAGES OF LEARNING

Our central value is to develop strong leadership with each of the three protagonists in this educational system. Initiatives have been specifically designed to build leadership through personal and social responsibility amongst the three protagonists. Children have rich opportunities to explore many languages of learning every week through classroom-based experiences. These learning experiences are enriched through children's involvement in four ateliers that engage students in visual arts, technology, dance/movement and drama/music. Students' leadership is developed through student council, cross-age buddy reading and serving as junior coaches for younger students.

Teacher leadership has been supported by teacher leaders at each grade level facilitating Results Orientated Cycle of Inquiry on a weekly basis. Prior to the launch of these grade level investigations a Retreat is held with the Leadership Team to plan the structure for the school year. Three instructional cycles provide rich opportunities of research to assess how instruction is supporting students' learning towards grade level standards. This process helps to support teachers to become

more effective researchers of their own practice. The School Site Council is another area where teacher leadership has been fostered to ensure that funding allocations support the school’s vision and to monitor the ongoing implementation of the Sanchez Balanced Scorecard.

Parent leadership has become stronger through collaboration with the San Francisco Organizing Project. A range of leadership development strategies have been employed, including an overnight retreat at the Marin Headlands Institute that has been supported with funding through the Zellerbach Family Foundation. The Parent Liaison has emphasized a parent-to-parent leadership development. Parent leadership is manifesting itself on the School Site Council, English Learner Advisory Council and PTA. Every classroom has an active parent support team with parents serving as co-captains.

This schoolwide emphasis on this value of the three protagonists is producing positive student outcomes in the form of improved school attendance and increased student learning through formative/summative assessments.

Student Enrollment By Grade Level (School Year 2018-19)

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

<i>Grade Level</i>	<i>Enrollment</i>
K	34
1	50
2	60
3	42
4	47
5	38
6	0
7	0
8	0
Ungraded Elem	0

<i>Grade Level</i>	<i>Enrollment</i>
9	0
10	0
11	0
12	0
Ungraded Sec	0
Total Enrollment	271

Student Enrollment By Group (School Year 2018-19)

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

<i>Group</i>	<i>Percent of Total Enrollment</i>
African American	4.1
American Indian or Alaska Native	0.7
Asian	3.3
Filipino	1.8
Hispanic or Latino	80.4
Pacific Islander	
White (Not Hispanic)	2.2
Two or More Races	1.5

Socioeconomically Disadvantaged	79
English Learners	69.4
Students with Disabilities	18.1
Foster Youth	0.7
Homeless	4.1

Section A (Conditions of Learning) begins on next page.

A. Conditions of Learning

State Priority: Basic

The SARC provides the following information relevant to the Basic State Priority (Priority 1):

- Degree to which teachers are appropriately assigned and fully credentialed in the subject area and for the pupils they are teaching;
- Pupils have access to standards-aligned instructional materials; and
- School facilities are maintained in good repair.

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 CDE Web site at <http://dq.cde.ca.gov/dataquest/>.

<i>Teachers</i>	<i>School</i>			<i>District</i>
	<i>2017-18</i>	<i>2018-19</i>	<i>2019-20</i>	<i>2019-20</i>
With Full Credential	23	24	20	2747
Without Full Credential	4	2	2	345
Teaching Outside Subject Area of Competence	2	0	0	145

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.

<i>Indicator</i>	<i>2017-18</i>	<i>2018-19</i>	<i>2019-20</i>
Misassignments of Teachers of English Learners	0	0	0
Total Teacher Misassignments	2	0	0
Vacant Teacher Positions	0	0	0

Quality, Currency, and Availability of Textbooks and Instructional Materials

For High Schools (grades 9-12)

The San Francisco Unified School District adopts instructional materials following the cycle of state frameworks and standards, and provides sufficient textbooks for all students to use in class and to take home in the core curriculum areas of reading/language arts, mathematics, science, and history/social studies. Class sets of health instructional materials were provided for high school health teachers. In addition, other Board-adopted core curriculum materials were provided to remedy all insufficiencies identified through a survey and other activities at the annual Instructional Materials Hearing at the October 29, 2019 meeting of the Board of Education. All adopted high school instructional materials have been evaluated and determined locally to meet state standards for grades 9-12. Appropriate science laboratory equipment is available for all laboratory science courses.

For Elementary and Middle Schools (grades K-8)

The San Francisco Unified School District adopts instructional materials following the cycle of state frameworks and standards, and adopts K-8 materials from the list of standards-aligned materials that have been adopted by the State Board of Education. The district provides sufficient textbooks for all students to use in class and to take home in the core curriculum areas of reading/language arts, mathematics, science, and history/social studies. For 2018-2019, instructional materials were provided for all students in grades K-8. Replacements were provided for core curriculum areas as identified through a survey and other activities preceding the annual Instructional Materials Hearing at the October 29, 2019 meeting of the Board of Education.

For complete lists of adopted textbooks, go to:

<http://www.sfusd.edu/en/curriculum-standards/instructional-resources.htm>

School Facility Good Repair Status

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	
Systems: Gas Leaks, Mechanical/HVAC, Sewer	X			
Interior: Interior Surfaces	X			
Cleanliness: Overall and Pest Infestation	X			
Electrical	X			- Entrance/1st Floor Hallway: Various ceiling lights out of order and covers missing. - 2nd Floor Hallway: Several ceiling lights out of order and missing covers.
Restrooms/Sinks/Fountains	X			- 2nd Floor Hallway: Water fountains on the 2nd floor both locations low flow.
Safety: Fire and Hazardous Materials	X			
Structural: Damage, Roofs	X			
External: School Grounds, Windows, Doors	X			

Overall Summary of School Facility Good Repair Status

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	X			
Inspection Date	Fall 2019			

Additional Comments: NOTE: Various ceiling lights out of order and missing covers.

School Facility Conditions and Improvements

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.

Playground has been renovated with a resurfacing and a new play structure. The following are noted as being in good condition: windows, doors, gates, walls, floors, ceilings, drinking fountains, restrooms, and electrical systems. No hazardous materials, gas leaks, or fire hazards.

In Fall, 2010 Sanchez School completed a renovation for handicap accessibility and other structural improvements related to safety compliance. The Campus Greening component of this plan will be completed Summer 2011.

Part B (Pupil Outcomes) begins on the next page.

B. Pupil Outcomes

State Priority: Pupil Achievement

The SARC provides the following information relevant to the Pupil Achievement State Priority (Priority 4):

- Statewide assessments (i.e., California Assessment of Student Performance and Progress [CAASPP] System, which includes the Smarter Balanced Summative Assessments for students in the general education population and the California Alternate Assessments [CAAs] for English language arts/literacy [ELA] and mathematics given in grades three through eight and grade eleven. The CAAs have replaced the California Alternate Performance Assessment [CAPA] for ELA and mathematics, which were eliminated in 2015. Only eligible students may participate in the administration of the CAAs. CAA items are aligned with alternate achievement standards, which are linked with the Common Core State Standards [CCSS] for students with significant cognitive disabilities); and
- The percentage of pupils who have successfully completed courses that satisfy the requirements for entrance to the University of California and the California State University, or career technical education sequences or programs of study.

California Assessment of Student Performance and Progress Results for All Students

Subject	Percent of Students Meeting or Exceeding State Standards					
	School		District		State	
	2017-18	2018-19	2017-18	2018-19	2017-18	2018-19
English Language Arts/Literacy (grades 3-8 and 11)	15	18	55	56	50	50
Mathematics (grades 3-8 and 11)	13	11	50	49	38	39

Note: Percentages are not calculated when the number of students tested is ten or less, either because the number of students in this category is too small for statistical accuracy or to protect student privacy.

See Subject - Subgroup results on next pages:

CAASPP Assessment Results - English Language Arts (ELA)
Grades Three to Eight and Grade Eleven (School Year 2018-19)

<i>Group</i>	<i>Total Enrollment</i>	<i>Number Tested</i>	<i>Percent Tested</i>	<i>Percent Not Tested</i>	<i>Percent Met or Exceeded</i>
All Students	128	119	92.97	7.03	17.65
Male	62	59	95.16	4.84	18.64
Female	66	60	90.91	9.09	16.67
African American	--	--	--	--	--
American Indian/Alaskan	--	--	--	--	--
Asian	--	--	--	--	--
Filipino	--	--	--	--	--
Hispanic or Latino	106	99	93.40	6.60	14.14
Pacific Islander/Hawaiian					
White	--	--	--	--	--
Two or More Races					
Economically Disadvantaged	109	103	94.50	5.50	13.59
English Learners	99	92	92.93	7.07	9.78
Students with Disabilities	17	16	94.12	5.88	0.00
Migrant Education Services	--	--	--	--	--
Foster Youth	--	--	--	--	--
Homeless	--	--	--	--	--

Note: ELA test results include the Smarter Balanced Summative Assessment and the CAA. The “Percent Met or Exceeded” is calculated by taking the total number of students who met or exceeded the standard on the Smarter Balanced Summative Assessment plus the total number of students who met the standard on the CAAs divided by the total number of students who participated in both assessments.

Double dashes (--) appear in the table when the number of students that did not receive a score is 10 or less, either because the number of students is too small for statistical accuracy or to protect student privacy.

The number of students tested includes students that did not receive a score; however, the number of students tested is not the number that was used to calculate the achievement level percentages. The achievement level percentages are calculated using students with scores.

CAASPP Assessment Results - Mathematics
Grades Three to Eight and Grade Eleven (School Year 2018-19)

<i>Group</i>	<i>Total Enrollment</i>	<i>Number Tested</i>	<i>Percent Tested</i>	<i>Percent Not Tested</i>	<i>Percent Met or Exceeded</i>
All Students	127	124	97.64	2.36	11.29
Male	62	61	98.39	1.61	14.75
Female	65	63	96.92	3.08	7.94
African American	--	--	--	--	--
American Indian/Alaskan	--	--	--	--	--
Asian	--	--	--	--	--
Filipino	--	--	--	--	--
Hispanic or Latino	106	105	99.06	0.94	8.57
Pacific Islander/Hawaiian					
White	--	--	--	--	--
Two or More Races					
Economically Disadvantaged	108	105	97.22	2.78	10.48
English Learners	99	97	97.98	2.02	5.15
Students with Disabilities	16	15	93.75	6.25	13.33
Migrant Education Services	--	--	--	--	--
Foster Youth	--	--	--	--	--
Homeless	--	--	--	--	--

Note: Math test results include the Smarter Balanced Summative Assessment and the CAA. The “Percent Met or Exceeded” is calculated by taking the total number of students who met or exceeded the standard on the Smarter Balanced Summative Assessment plus the total number of students who met the standard on the CAAs divided by the total number of students who participated in both assessments.

Double dashes (--) appear in the table when the number of students that did not receive a score is 10 or less, either because the number of students is too small for statistical accuracy or to protect student privacy.

The number of students tested includes students that did not receive a score; however, the number of students tested is not the number that was used to calculate the achievement level percentages. The achievement level percentages are calculated using students with scores.

CAASPP Test Results in Science for All Students

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

<i>Subject</i>	<i>School</i>		<i>District</i>		<i>State</i>	
	<i>17-18</i>	<i>18-19</i>	<i>17-18</i>	<i>18-19</i>	<i>17-18</i>	<i>18-19</i>
Science (Gr 5,8 and high school)	--	--	--	--	--	--

Note: The California Science Test (CAST) was administered operationally during the 2018–19 school year. However, these data are not available for inclusion in the 2018–19 SARC posting due February 1, 2020. These data will be included in the 2019–20 SARC posting due February 1, 2021.

Courses for University of California and/or California State University Admission

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 CDE Web site at <http://dq.cde.ca.gov/dataquest/>.

<i>Indicator</i>	<i>Percent</i>
2018-19 Students Enrolled in Courses Required for UC/CSU Admission	
2017-18 Graduates Who Completed All Courses Required for UC/CSU Admission	N/A

State Priority: Other Pupil Outcomes

The SARC provides the following information relevant to the Other Pupil Outcomes State Priority (8)
 - Pupil outcomes in the subject area of physical education.

California Physical Fitness Test Results (School Year 2018-19)

<i>Grade Level</i>	<i>Percent of Students Meeting Fitness Standards</i>		
	<i>Four of Six Standards</i>	<i>Five of Six Standards</i>	<i>Six of Six Standards</i>
Grade 5	35	20	10
Grade 7			
Grade 9			

Note: To protect student privacy, scores are not shown when the number of students tested is 10 or less.

Part C (Engagement) begins on the next page.

C. Engagement

State Priority: Pupil Engagement

The SARC provides the following information relevant to the Pupil Engagement State Priority (Priority 5):

- High school dropout rates; and
- High school graduation rates.

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 comparison purposes, data are also provided at the district and state levels. Detailed information about dropout rates and graduation rates can be found at the CDE Web site at <http://dq.cde.ca.gov/dataquest/>.

Indicator	School			District			State		
	15-16	16-17	17-18	15-16	16-17	17-18	15-16	16-17	17-18
Dropout Rate				7.6	13.1	11.2	9.7	9.1	9.6
Graduation Rate				86.5	73.1	72.1	83.8	82.7	83

State Priority: School Climate

The SARC provides the following information relevant to the School Climate State Priority (Priority 6):

- Pupil suspension rates;
- Pupil expulsion rates; and
- Other local measures on the sense of safety.

School Safety Plan - Most Recent Year

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

Key Elements of the School Safety Plan are:

1. Ensure a safe, secure school and learning environment relative to cleanliness, management of the facility and student behavior, and consistent with state requirements.
2. Implement tobacco, drug and violence prevention programs.
3. Provide student and parent support and education programs.
4. Provide professional development in Conflict Management, Tribes, health education and Crisis Management, including the Crisis Management Team Disaster Plan.
5. Provide counseling and mental health services to identified students through a collaboration with the Edgewood Family Resource Center coordinated by our full time social worker.

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.

Subject	School			District			State		
	16-17	17-18	18-19	16-17	17-18	18-19	16-17	17-18	18-19
Suspensions	4.2	3.9	3.5	1.6	1.6	1.7	3.6	3.5	3.5
Expulsions	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.1	0.1

State Priority: Parental Involvement

The SARC provides the following information relevant to the Parental Involvement State Priority (Priority 3):
 - Efforts the school district makes to seek parent input in making decisions for the school district and each schoolsite.

Opportunities for Parental Involvement

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

Parent leadership has become stronger through collaboration with the San Francisco Organizing Project. A range of leadership development strategies have been employed, including an overnight retreat at the Marin Headlands Institute that has been supported with funding through the Zellerbach Family Foundation. The Parent Liaison has emphasized a parent-to-parent leadership development. Parent leadership is manifesting itself on the School Site Council, English Learner Advisory Council and PTA. Every classroom has an active parent support team with parents serving as co-captains.

If you are interested in parental involvement opportunities, please contact the principal at the school:

Ann Marin

415-241-6380

Section D (Other SARC Information) begins on next page.

Section D - Other SARC Information

The information in this section is required to be in the SARC but is not included in the state priorities for LCFF.

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	Avg Class Size	2016-17			Avg Class Size	2017-18			Avg Class Size	2018-19		
		Number of Classrooms				Number of Classrooms				Number of Classrooms		
		1-20	21-32	33+		1-20	21-32	33+		1-20	21-32	33+
K	15	4			10	3			17	2		
1	19	1	1		19	3			16	3		
2	18	2	1		22		1		15	4		
3	18	2			20	1	1		21	1	1	
4	20	1			19	2			16	2	1	
5	14	3			14	3			19	2		
6												
Other					15	1	1					

Academic Counselors and Other Support Staff (School Year 2018-19)

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% of full time. Note: For various reasons, including funding sources and employees serving multiple locations, many of the staff in these positions are listed as working at central administrative offices, and so, will not show up under a particular school's staffing count. This includes the following FTE: Counselors - 11.8, Librarians - 31.6, Nurses - 55.3, Psychologists/Social Workers - 111.6 and Resource Specialists - 155. If additional information is needed regarding staffing in these particular support roles, please contact the school.

Title	Number of FTE Assigned to School	Average Number of Students per Academic Counselor
Academic Counselor		
Library Media Teacher (Librarian)	1	----
Library Media Services Staff (Paraprofessional)		----
Psychologist / Social Worker		----
Nurse		----
Speech/Language/Hearing Specialist		----
Resource Specialist (non-teaching)	5	----
Other		----

Expenditures Per Pupil and School Site Teacher Salaries (Fiscal Year 2017-18)

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. The option to report expenditures and salaries for the benefit of all schools in the district equally has been used. Detailed information regarding school expenditures and teacher salaries can be found at the CDE Web site at <http://www.cde.ca.gov/ds/fd/ec/> and <http://www.cde.ca.gov/ds/fd/cs/>.

<i>Level</i>	<i>Total Expenditures Per Pupil</i>	<i>Expenditures Per Pupil (Restricted)</i>	<i>Expenditures Per Pupil (Unrestricted)</i>	<i>Average Teacher Salary</i>
School Site	\$6,103	\$1,036	\$5,067	\$73,379
District	----	----	\$5,067	\$73,379
Percent Difference - School Site and District	----	----	0%	0%
State	----	----	\$7,506.64	\$82,403
Percent Difference - School Site and State	----	----	-33%	-11%

Types of Services Funded (Fiscal Year 2018-19)

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

- Slow Food Movement Garden
- TRIBES for students, parents, and staff
- Reading Partners for students reading below grade level
- Mission Science Workshop
- Two Reggio-Inspired Pre-School classes serving 3 and 4 year olds.
- Counseling/mental health support through PIP and other programs
- Playworks
- San Francisco Organizing Project/Parent Services Program
- Randall Museum Partnership

Teacher and Administrative Salaries (Fiscal Year 2017-18)

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 can be found at the CDE Web site at:

<http://www.cde.ca.gov/ds/fd/cs/>.

<i>Category</i>	<i>District Amount</i>	<i>State Average For Districts In Same Category</i>
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Beginning Teacher Salary	\$47,028	\$48,612
Mid-Range Teacher Salary	\$77,010	\$74,676
Highest Teacher Salary	\$96,368	\$99,791
Average Principal Salary (Elementary)	\$114,660	\$125,830
Average Principal Salary (Middle)	\$120,566	\$131,167
Average Principal Salary (High)	\$124,586	\$144,822
Superintendent Salary	\$310,000	\$275,796
Percent of Budget for Teacher Salaries	33	34
Percent of Budget for Administrative Salaries	6	5

Advanced Placement Courses (School Year 2018-19)

This table displays for the most recent year the number of Advanced Placement (AP) courses that the school offered by subject and the percent of the school's students enrolled in all AP courses. Detailed information about student enrollment in AP courses can be found at the CDE Web site at <http://dq.cde.ca.gov/dataquest/>.

<i>Subject</i>	<i>Number of AP Classes Offered</i>	<i>Percent of Students in AP Courses</i>
Computer Science	0	----
English	0	----
Fine and Performing Arts	0	----
Foreign Language	0	----
Mathematics	0	----
Science	0	----
Social Science	0	----
All Courses	0	0

Professional Development

This section provides information about the program for training the school's teachers and other professional staff.

Professional development is a part of every site plan and a major component of instructional support to departments. The district's professional development program provides opportunities for teachers to implement the district's core curriculum for all students, update subject area expertise, use data to plan instructional improvement strategies and acquire new instructional strategies. Leadership development across content areas is facilitated centrally, and for educators and parents each school continues to provide some full days of professional development during the academic year.

End of SARC Document.