



2019-20 ANNUAL REVIEW

SUCCESS ACADEMY SOUTH BEND

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Education One, L.L.C.

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OVERVIEW

In order to ensure its schools are operating at the highest level possible, Education One conducts an Annual Review for each school, specifically assessing the school's Academic, Finance, and Governance capabilities. The Annual Review report is a compilation of three key components:

1. Document Review
2. Routine Site Visits
3. Survey Analysis

Evidence of these items is collected throughout the school year and indicators are reported to the school's Board of Directors during regularly scheduled monthly meetings. Through continuous monitoring, Education One is able to identify trends in data over time, address key areas of concern, and highlight key areas of success on a more frequent basis. While the process involves a significant time commitment, Education One believes that this high level of accountability, coupled with strong collaboration will allow its schools to best meet the needs of the student populations served.

Annual Review reports are presented to key stakeholders, including but not limited to: the School Board Chair, School Leader, and EMO/Superintendent (*if applicable*). A final copy of each school's Annual Review is then posted on Education One's website, www.education1.org, for public viewing. Additionally, Education One compiles the Annual Reviews to provide the overall performance of its portfolio. This Education One Performance Report can also be found linked with the Annual Reviews of each school.

Part I: Academic Performance

The Academic Performance review gauges the academic success of the school in serving its target populations and closing achievement gaps. Part I of this review consists of various sub-indicators designed to measure success of local, state, and federal academic guidelines and goals. All sub-indicators are noted in the school's Accountability Plan Performance Framework.

Overall Rating	Year 1	Year 2	Year 3	Year 4	Year 5
	2015-16	2016-17	2017-18	2018-19	2019-20
	Does Not Meet Standard	Does Not Meet Standard	Does Not Meet Standard	Approaching Standard	Approaching Standard

Is the school's educational program successful?	
Performance Targets	<p style="text-align: center; color: #003366;">Exceeds Standard</p> <p>The school consistently and effectively complies with and presents no concerns in the sub-indicators below.</p>
	<p style="text-align: center; color: #006633;">Meets Standard</p> <p>The school complies with and presents no concerns in the sub-indicators below.</p>
	<p style="text-align: center; color: #cc9900;">Approaching Standard</p> <p>The school presents concerns in a minimal number of the sub-indicators and may or may not have a credible plan to address the issues.</p>
	<p style="text-align: center; color: #cc0000;">Does Not Meet Standard</p> <p>The school presents concerns in a majority of the sub-indicators with no evidence of a credible plan to address the issues; or the school requires an Improvement Plan.</p>

Sub-Indicator Ratings	Sub-Indicators	Rating
	Instruction	AS
	Attendance Rate	MS
	Legacy Data: English/Language Arts and Math (Benchmark Assessment)	N/A
	Value Added: English/Language Arts and Math (Benchmark Assessment)	N/A
	Special Education: English/Language Arts and Math (Benchmark Assessment)	N/A
	English Language Learners: English/Language Arts and Math (Benchmark Assessment)	N/A
	State Accountability Grade	ES
	State Assessment Participation Rate	MS
	Legacy Data: English/Language Arts (State Summative Assessment)	DNMS
	Legacy Data: Math (State Summative Assessment)	DNMS
	Value Added: English/Language Arts (State Summative Assessment)	AS
	Value Added: Math (State Summative Assessment)	AS
	Subgroup Growth to Proficiency	DNMS
	IREAD-3	AS
	Comparison to Local Schools	MS
	Federal Accountability Grade	DNMS
	English Language Learner Proficiency Progress	N/A
Chronic Absenteeism	ES	

Instruction: Education One measures and evaluates Instruction on a monthly basis during regularly scheduled site visits where classroom observations are conducted, assessing the following sub-indicators:

- Instructional delivery possesses the appropriate level or rigor;
- Instructional activities use differentiated strategies to meet the individual needs of most learners;
- Checks for understanding are appropriately implemented throughout the lesson;
- Students receive timely, growth oriented feedback from the teacher to improve their instructional practices;
- Classroom management supports content delivery;
- Techniques are implemented to increase active engagement of most learners;
- Instruction is based on core learning objectives; and
- The curriculum is implemented according to its design.

During the 2019-20 school year, Education One implemented a new system for calculating instructional ratings, in order to provide all stakeholders with a more accurate method for determining how effectively a school is delivering instruction. Within this new system, schools receive points ranging from 1 to 4 in each of the sub-indicators noted above. Those points are then weighted based on the effect size of each sub-indicator on overall student achievement and growth. The school's rating for the month is based on the sum of the weighted points. The rubric for Instruction, found in the Accountability Plan Performance Framework, is as follows:

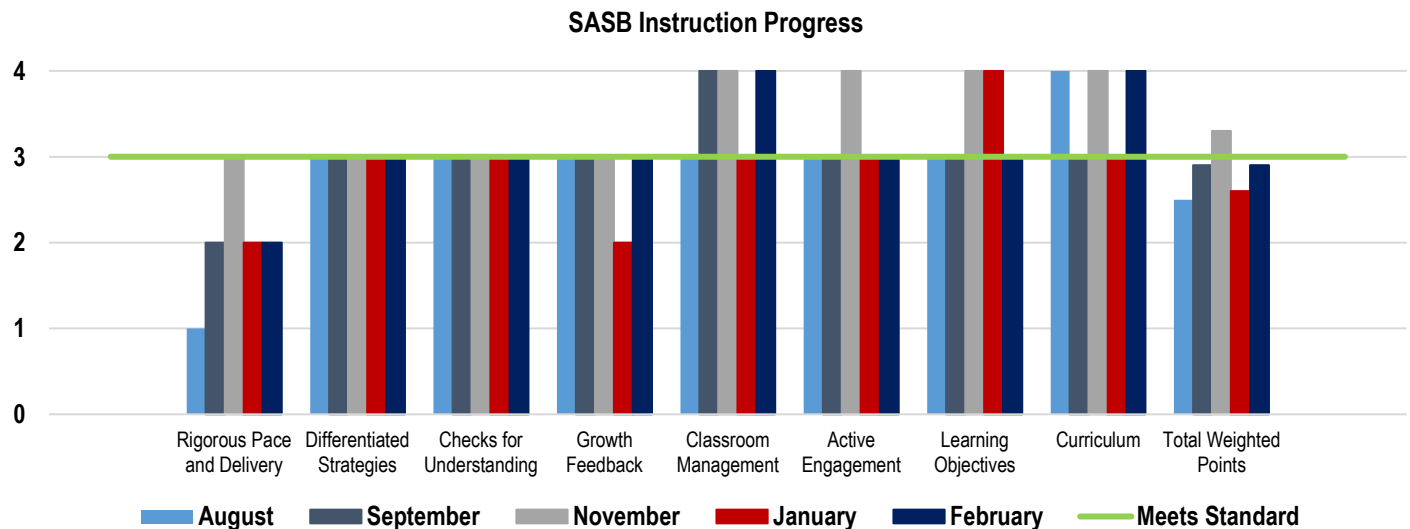
Exceeds Standard	Meets Standard	Approaching Standard	Does Not Meet Standard
The school receives a score of 4.	The school receives a score within the range of 3.0-3.9.	The school receives a score within the range of 2.0-2.9.	The school receives a score within the range of 1.0-1.9.

The following table shows data collected during routine monthly site visits throughout the 2019-20 school year. The data indicates the percentage of classrooms that showed a concern in each sub-indicator as well as the points that were received for that month. Boxes highlighted in yellow indicate a best practice that was a concern in at least half of the classrooms observed. These areas of focus and improvement were documented and shared with the school's board of directors during regularly scheduled board meetings.

2019-20 Monthly Site Visit Percentage of Classrooms Showing a Concern									
	Rigorous Pace and Delivery	Differentiated Strategies	Checks for Understanding	Growth Feedback	Classroom Management	Active Engagement	Learning Objectives	Curriculum	Total Pts
Aug.	53.3%	20.0%	26.7%	26.7%	26.7%	13.3%	13.3%	0.0%	2.5
Sept.	42.1%	21.1%	26.3%	10.5%	0.0%	15.8%	10.5%	10.5%	2.9
Oct.	Site Visit Cancelled Due to Scheduling Conflicts								
Nov.	30.0%	20.0%	10.0%	20.0%	0.0%	5.0%	5.0%	0.0%	3.3
Dec.	No Site Visit Scheduled Due to Winter Break								
Jan.	35.3%	23.5%	23.5%	41.2%	11.8%	17.6%	5.9%	11.8%	2.6
Feb.	44.0%	20.0%	28.0%	12.0%	4.0%	16.0%	20.0%	8.0%	2.9
Mar.	No Site Visits Due to Statewide School Closures and Implementation of Remote Learning								
Apr.									
Avg.	40.9%	20.9%	22.9%	22.1%	8.5%	13.5%	10.9%	6.1%	2.9

Due to COVID-19, schools across the state were closed by the Governor, in order to ensure the safety of Indiana teachers and students. From March 2020 through the end of 2019-20 school year, Education One schools are implemented remote learning. Therefore, scheduled site visits for March and April were cancelled. However, because Education One conducts routine monthly monitoring and oversight visits at each of our schools, instructional data for each school was collected between the months of August and February. The graph on the following page illustrates the progress of each sub-indicator

throughout the year based on the percentage of classrooms that showed a concern. Consistent with the Instruction rubric, an area receiving a minimum of a '3' would be meeting standard for that month.



Based on the qualitative and quantitative evidence collected throughout the 2019-20 school year, Success Academy South Bend (SASB) receives a rating of **Approaching Standard** according to their Accountability Plan Performance Framework. Education One commends the school for being on the higher end of the Approaching Standard range and so close to performing at Meets Standard.

Attendance Rate: Starting at the age of seven, students in Indiana are required to attend school regularly. The Indiana Department of Education (IDOE) defines habitual truancy as ten or more days absent from school, meaning students are required to attend school for 95% of the 180 days in a school year. The rubric for Attendance Rate is as follows:

Exceeds Standard	Meets Standard	Approaching Standard	Does Not Meet Standard
	The school's attendance rate is 95.0% or greater.	The school's attendance rate is between 90.0 and 94.9%.	The school's attendance rate is less than 90.0%.

The table identifies the average attendance rate per grade level and the school's overall average attendance. SASB has an average attendance rate of 93.3%, and thus, is **Meets Standard** according to their Accountability Plan Performance Framework.

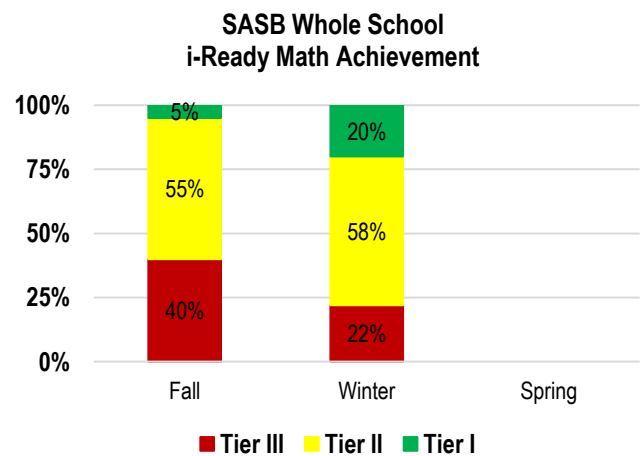
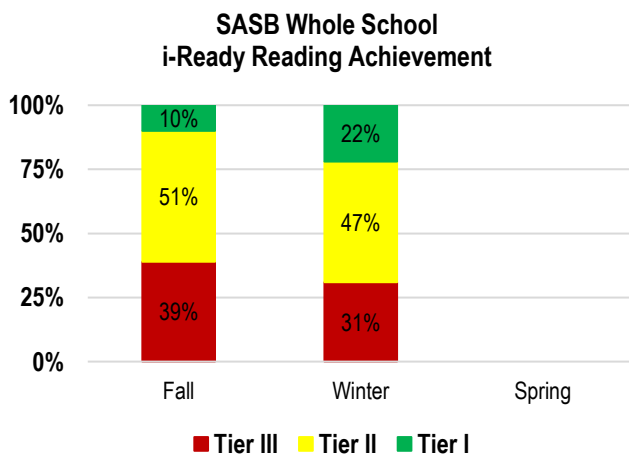
Legacy Data (Benchmark Assessment): Education One requires all schools in its portfolio to measure student progress multiple times throughout the school year using a tool selected by each individual school. SASB utilized i-Ready during the 2019-20 school year. This computer adaptive assessment highlights student learning through measures of performance, including a diagnostic, growth monitoring, and standards mastery.

Attendance Breakdown		
✓ Meets Standard	× Approaching Standard	× Does Not Meet Standard
Kindergarten	97.0%	✓
First Grade	95.5%	✓
Second Grade	94.7%	×
Third Grade	96.4%	✓
Fourth Grade	96.5%	✓
Fifth Grade	97.0%	✓
Overall Average	96.2%	✓

When calculating Benchmark Assessment Legacy Data, Education One looks at students who were enrolled at the school for two or more years and the grade level proficiency of those students. The rubric for Legacy Data, using benchmark assessment data, is as follows:

Exceeds Standard	Meets Standard	Approaching Standard	Does Not Meet Standard
80.0% or more of legacy students demonstrated grade level proficiency according to benchmark assessment standards.	70.0-79.9% of legacy students demonstrated grade level proficiency according to benchmark assessment standards.	60-69.9% of legacy students demonstrated grade level proficiency according to benchmark assessment standards.	Less than 60.0% of legacy students demonstrated grade level proficiency according to benchmark assessment standards.

As previously stated, the state of Indiana closed schools and implemented remote learning in March of 2020 due to a worldwide pandemic. Therefore, SASB was only able to conduct testing during the fall and winter windows. Due to the lack of consistent instructional delivery implemented during the last quarter of the school's year compared to the first three quarters and the inability to complete spring testing, the school receives a rating of **Not Applicable** for the 2019-20 school year in both reading and math. The following graphs illustrate achievement of both legacy and non-legacy students in reading and math during the fall and winter testing windows, according to i-Ready.

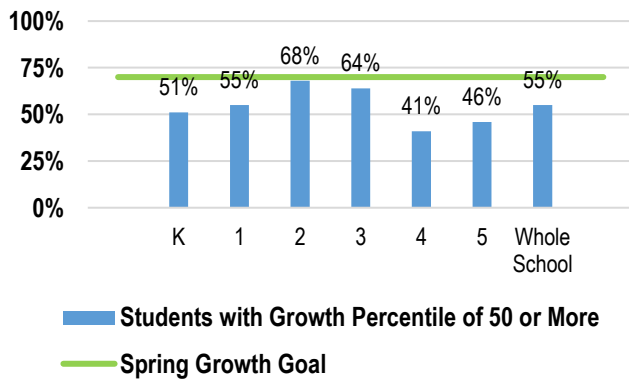


Value Added (Benchmark Assessment): When calculating Benchmark Assessment Value Added, Education One looks at students who had fall and spring scores to provide the school with growth data. The rubric for Value Added, using benchmark assessment data, is as follows:

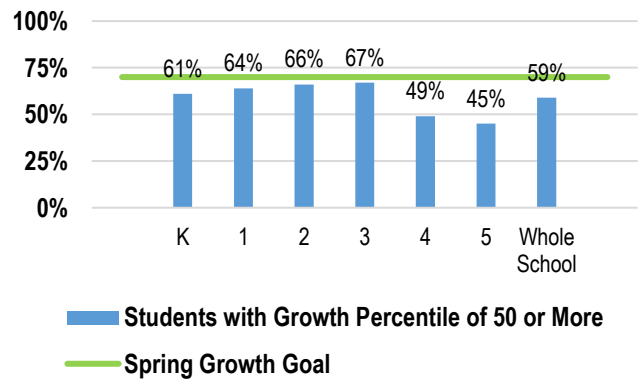
Exceeds Standard	Meets Standard	Approaching Standard	Does Not Meet Standard
80.0% or more of students met or exceeded growth targets.	70.0-79.9% of students met or exceeded growth targets.	60.0-69.9% of students met or exceeded growth targets.	Less than 60.0% of students met or exceeded growth targets.

As noted above, the school was unable to complete spring testing, and therefore, does not have the data to show student growth from the beginning to the end of the school year. For this reason, the school receives a rating of **Not Applicable** for the 2019-20 school year in both reading and math. The graphs on the following page illustrate the growth students experienced between the fall and winter benchmark assessments.

**SASB by Grade Level and Whole School
Fall to Winter i-Ready Reading Growth**



**SASB by Grade Level and Whole School
Fall to Winter i-Ready Math Growth**



Special Education: In accordance with federal guidelines, Education One created specific sub-indicators to measure the school’s ability to provide an equitable education to its students with disabilities. The school’s effectiveness is based on the percentage of Special Education students who meet or exceed individual growth targets set by the school’s benchmark assessment. A rating is provided for growth of these students in both reading and math. The rubric for growth of Special Education students, using benchmark assessment data, is as follows:

Exceeds Standard	Meets Standard	Approaching Standard	Does Not Meet Standard
70.0% or more of Special Education students met or exceeded growth targets.	60.0-69.9% of Special Education students met or exceeded growth targets.	50.0-59.9% of Special Education students met or exceeded growth targets.	Less than 50.0% of Special Education students met or exceeded growth targets.

Due to the lack of end of the year benchmark assessment data as mentioned in previous sections, the school receives a rating of **Not Applicable** in both reading and math.

English Language Learners: Similar to the Special Education sub-indicator, Education One created a sub-indicator for English Language Learners to ensure schools were providing access to equitable education opportunities, in accordance with federal law. This is measured by the percentage of English Language Learners who meet or exceed individual growth targets set by the school’s benchmark assessment. A rating is provided for the growth of these students in both reading and math. The rubric for growth of English Language Learners, using benchmark assessment data, is as follows:

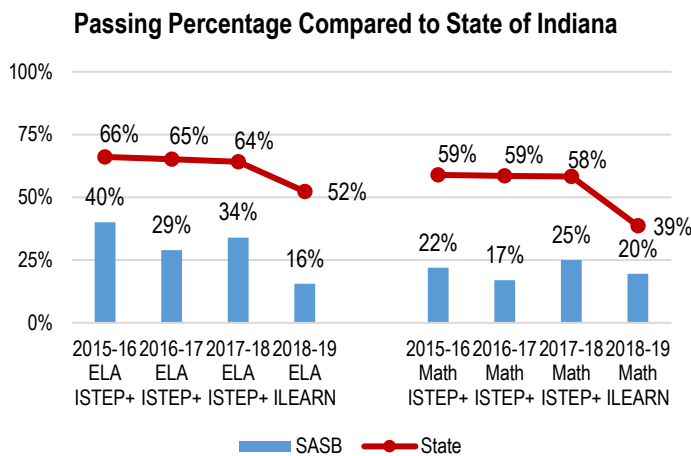
Exceeds Standard	Meets Standard	Approaching Standard	Does Not Meet Standard
70.0% or more of English language learner students met or exceeded growth targets.	60.0-69.9% of English language learner students met or exceeded growth targets.	50.0-59.9% of English language learner students met or exceeded growth targets.	Less than 50.0% of English language learner students met or exceeded growth targets.

Due to the lack of end of the year benchmark assessment data as mentioned in previous sections, the school receives a rating of **Not Applicable** in both reading and math.

State Accountability Grade: In 2015-16, the state of Indiana implemented a new, student-centered accountability system to report school performance in the form of a letter grade. The framework includes three domains: performance, growth, and multiple measures. Each domain has its own indicators that make up a final score. The final scores are weighted accordingly to determine the final accountability grade. For more information, including the history of Indiana’s Student-Centered Accountability for the IDOE, visit: <http://www.doe.in.gov/accountability/indiana-student-centered-accountability>. Education One’s rubric for the State Accountability Grade is as follows:

Exceeds Standard	Meets Standard	Approaching Standard	Does Not Meet Standard
The school received an 'A' or 'B' for the most recent school year.	The school received a 'C' for the most recent school year.	The school received a 'D' for the most recent school year.	The school received an 'F' for the most recent school year OR received a 'D' for at least two or more consecutive years.

The Indiana Learning Evaluation Assessment Readiness Network (ILEARN) measures student achievement and growth according to the Indiana Academic Standards (IAS) and is the summative accountability assessment used to calculate the performance and growth domains for the state's accountability grade. ILEARN was first implemented during the 2018-19 school year, replacing ISTEP+, which had previously been used to assess achievement levels and growth of the IAS that were adopted in 2014. Unfortunately, the state does not release state assessment results until well into the following school year, meaning all sub-indicators that utilize state assessment data are indicative of the previous school year. Therefore, the State Accountability Grade represents the 2018-19 school year.



The state of Indiana saw a decrease in overall student achievement of 11.8% in English/Language Arts and 19.7% in Mathematics in grades three through eight after the first execution of the ILEARN assessment. This was likely due to a combination of the rigors associated with the new assessment and newly established performance cuts. Legislation was passed in early 2020 to hold schools harmless for 2019 and 2020 ILEARN results. Information regarding the IDOE's rationale for lower achievement rates can be found here: <https://www.doe.in.gov/news/indiana-department-education-releases-spring-2019-ilearn-results>.

Due to hold harmless, schools will keep the accountability grade they earned from 2017-18. By maintaining an

accountability grade of a 'B', SASB receives a rating of **Exceeds Standard**.

State Assessment Participation Rate: The participation rate describes the percentage of students who completed the state mandated summative assessment. It is used for state and federal reporting and accountability determinations. The rubric for State Assessment Participation Rate is as follows:

Exceeds Standard	Meets Standard	Approaching Standard	Does Not Meet Standard
	95.0-100% of students enrolled in testing grades participated in the most current state summative assessment.	85.0-94.9% of students enrolled in testing grades participated in the most current state summative assessment.	Less than 85.0% of students enrolled in testing grades participated in the most current state summative assessment.

SASB had an average participation rate of 99.5% on the 2019 ILEARN assessment for both English/Language Arts and Math and receives a rating of **Meets Standard**.

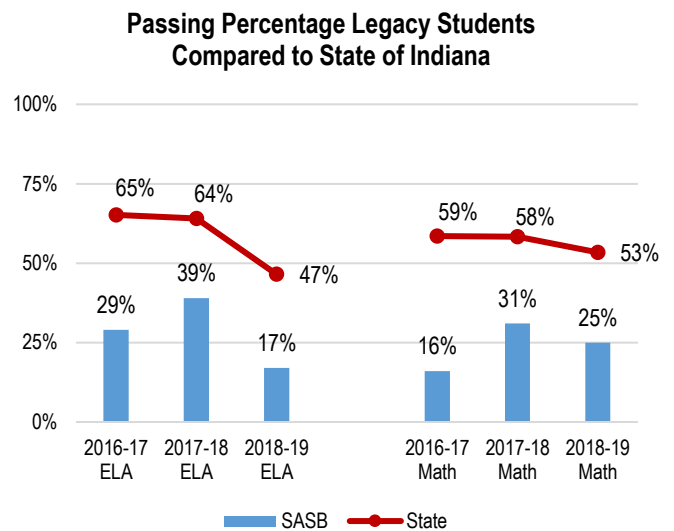
Legacy Data (State Summative Assessment): When calculating legacy data utilizing state summative assessment results, Education One looks at students who have been enrolled for two or more years and how the achievement results of this group of students compare to the state's overall results. The rubric for Legacy Data (State Summative Assessment) is as follows:

Exceeds Standard	Meets Standard	Approaching Standard	Does Not Meet Standard
The passing percentage of legacy students is greater than the state passing percentage.	The passing percentage of legacy students is within 0-10.0% of the state passing percentage.	The passing percentage of legacy students is within 10.1-20.0% of the state passing percentage.	The passing percentage of legacy students is more than 20.0% from the state passing percentage.

The corresponding chart shows trend data for legacy students' achievement percentages compared to the state's during the time that Education One has authorized SASB. Note that there was a change in assessments during the 2018-19 school year.

English/Language Arts: The average passing percentage of students in Indiana in third through fifth grade on the state's summative assessment was 46.5% in English/Language Arts. 17.0% of SASB's legacy students passed the English/Language Arts assessment. With a difference of 29.5% from the state's average passing percentage, the school receives a rating of **Does Not Meet Standard** on their Accountability Plan Performance Framework.

Mathematics: The average passing percentage of students in Indiana in third through fifth grade on the state's summative assessment was 53.4% in Math. SASB legacy students had a passing rate of 25.0%. With a difference of 28.4% from the state's average passing percentage, the school receives a rating of **Does Not Meet Standard** on their Accountability Plan Performance Framework.



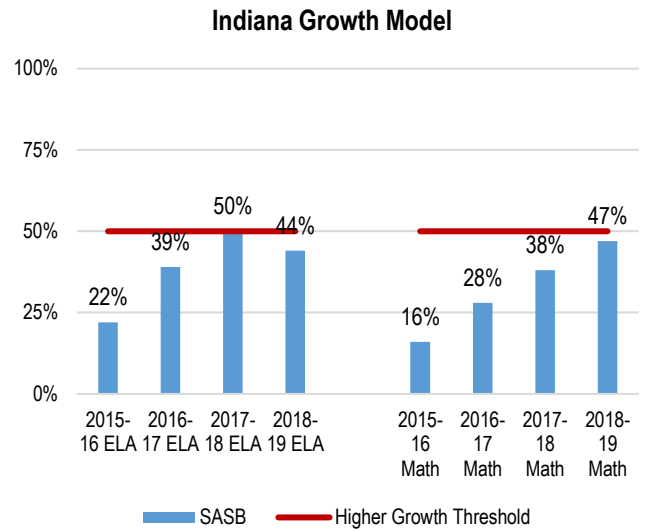
Value Added (State Summative Assessment): Under the Indiana Growth Model, the IDOE compares each student's growth on the state assessment from one year to the next and determines whether students made low, average, or high growth compared to their academic peers. For more information on how growth is determined, visit <http://www.doe.in.gov/accountability/growth>.

Education One measures the median growth percentile of students achieving growth in both English/Language Arts and Math to ensure that students are making adequate or substantial gains over time in comparison to whether or not students are considered proficient on the state assessment. The rubric for Value Added (State Summative Assessment) is as follows:

Exceeds Standard	Meets Standard	Approaching Standard	Does Not Meet Standard
The school's Median Growth Percentile was 75 or more (top quartile).	The school's Median Growth Percentile was between 50 and 74.9.	The school's Median Growth Percentile was between 25 and 49.9.	The school's Median Growth Percentile was less than 25 (bottom quartile).

English/Language Arts: In 2018-19, 44% of SASB students outgrew their peers at the same achievement level in English/Language Arts, which earns them a rating of **Approaching Standard** on their Accountability Plan Performance Framework.

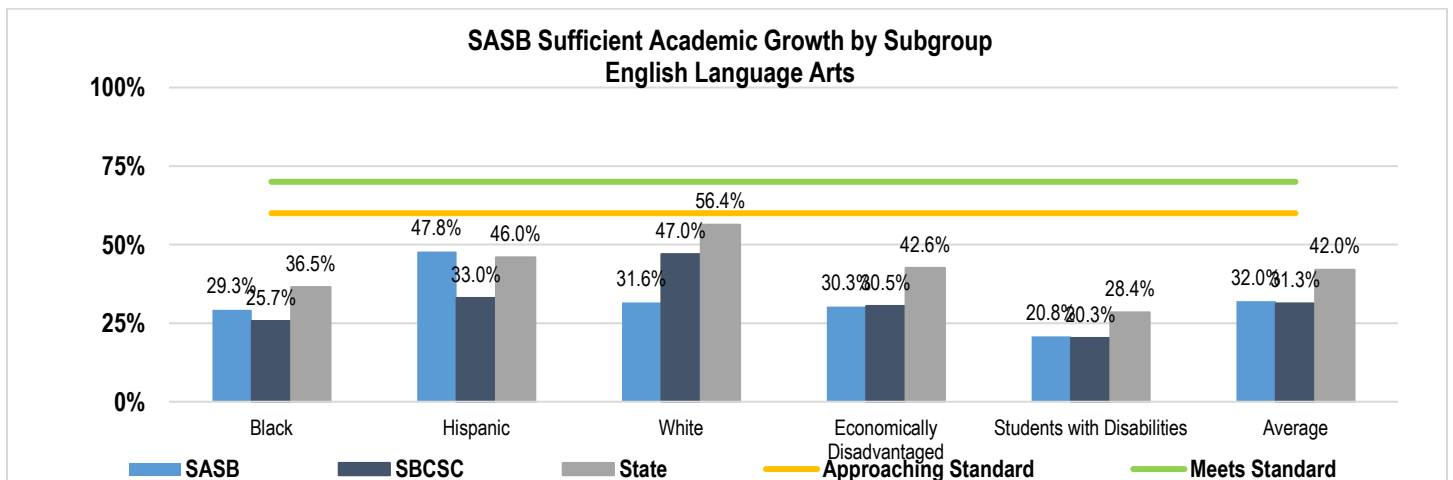
Math: In 2018-19, 47% of SASB students outgrew their peers at the same achievement level in Math, which earns them a rating of **Approaching Standard** on their Accountability Plan Performance Framework.

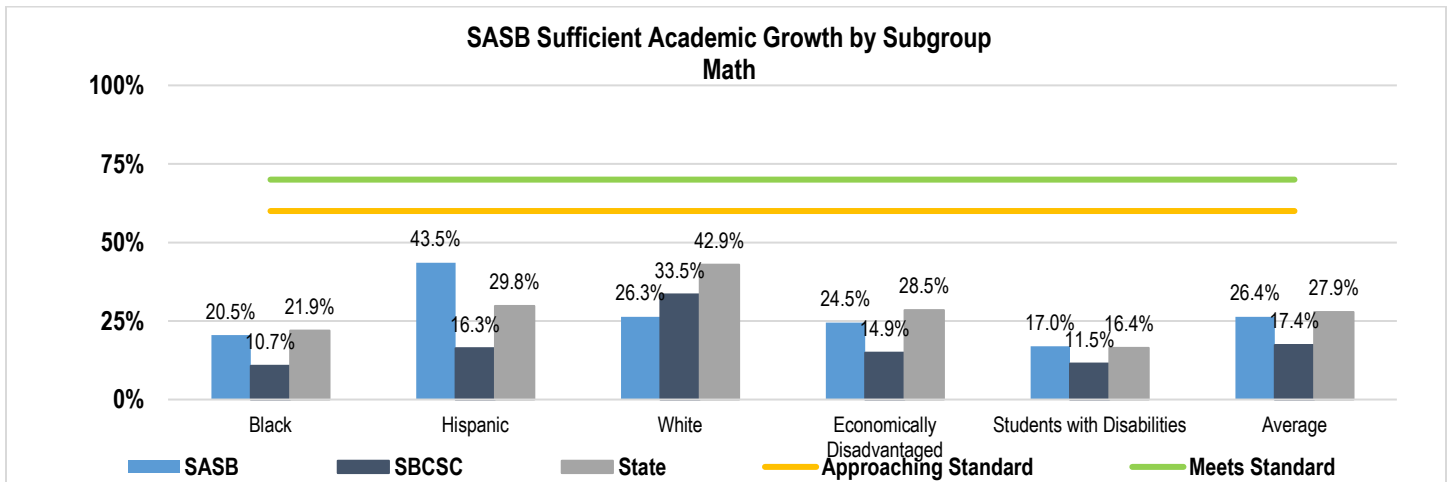


State Assessment Subgroup Growth to Proficiency: Education One identifies subgroups within the testing population to track if students in those subgroups made sufficient academic growth to achieve, maintain, or exceed proficiency in their grade level. The rubric for Subgroup Growth to Proficiency is as follows:

Exceeds Standard	Meets Standard	Approaching Standard	Does Not Meet Standard
The average percentage of student subgroups making sufficient academic growth to achieve, maintain, or exceed proficiency is 80.0% or more.	The average percentage of student subgroups making sufficient academic growth to achieve, maintain, or exceed proficiency is between 70.0-79.9%.	The average percentage of student subgroups making sufficient academic growth to achieve, maintain, or exceed proficiency is between 60.0-69.9%.	The average percentage of student subgroups making sufficient academic growth to achieve, maintain, or exceed proficiency is less than 60%.

The subgroups identified for SASB based off 2018-19 state testing data were African American, Hispanic, White, Economically Disadvantaged, and Students with Disabilities. With an average percentage of subgroups making sufficient growth in English/Language Arts of 32.0% and in Math 26.4%, the school receives a rating of **Does Not Meet Standard** according to their Accountability Plan Performance Framework. The following graphs illustrated the growth of each subgroup in English/Language Arts and Math, comparing the school with the local school district and the state. It should be noted that the growth percentages for the local school district and the state in each subgroup and overall average would also be rated as Does Not Meet Standard. However, Education One commends SASB for outperforming the school district in almost every subgroup and the overall average in English/Language Arts and Math.





IREAD-3: The purpose of the Indiana Reading Evaluation and Determination (IREAD-3) assessment is to measure foundational reading standards through grade three. IREAD-3 is a summative assessment that requires the evaluation of reading skills for students who are in grade three to ensure that all students can read proficiently before moving to grade four. IREAD-3 is administered two times per year, round one taking place in the spring and round two taking place in the summer for those students who did not pass the first round assessment. Education One compares its schools' passing percentage after both rounds of testing to the passing percentage of the state. The rubric for Subgroup Growth to Proficiency is as follows:

Exceeds Standard	Meets Standard	Approaching Standard	Does Not Meet Standard
The percentage of students receiving a passing score after both spring and summer assessments is greater than the state passing percentage.	The percentage of students receiving a passing score after both spring and summer assessments is within 0-10.0% of the state passing percentage.	The percentage of students receiving a passing score after both spring and summer assessments is within 10.1-20.0% of the state passing percentage.	The percentage of students receiving a passing score after both spring and summer assessments is greater than 20.0% of the state passing percentage.

SASB had a total passing rate of 68.4% passing IREAD-3. The state of Indiana's passing percentage in 2018-19 was 87.3%. With a difference of 18.9%, the school receives a rating of **Approaching Standard**.

Comparison to Local Schools: Education One compares its schools to surrounding schools that serve students with similar demographics and are within 10 miles of the school's location to ensure the charter school is providing a quality choice to the community. The following local school comparison was used to compare the results of the spring 2019 ILEARN assessment. Therefore, 2018-19 enrollment data from IDOE Compass was used to compile the list of schools. Comparison schools were chosen based on their distance from SASB and similarities of the student population served (i.e., Free/Reduced Lunch, Special Education, and English Language Learners). The rubric for Comparison to Local Schools is as follows:

Exceeds Standard	Meets Standard	Approaching Standard	Does Not Meet Standard
	The school's overall performance in proficiency and growth outpaces comparison schools 75.0-100% of the time.	The school's overall performance in proficiency and growth outpaces comparison schools 50.0-74.9% of the time.	The school's overall performance in proficiency and growth outpaces comparison schools less than 50% of the time.

The following table identifies the performance measures that SASB outperformed local comparison schools, which are highlighted in green. SASB performed lower in terms of proficiency and growth in two of the sixteen areas when compared to local schools. Therefore, SASB receives a rating of **Meets Standard** according to their Accountability Plan Performance Rubric.

School Name	E/LA Pass	Math Pass	E/LA Growth	Math Growth
Success Academy South Bend (K-5)	15.6%	19.6%	32.5%	26.6%
Coquillard Elementary School	7.4%	9.3%	32.4%	15.1%
Muessel Elementary School	5.9%	10.4%	17.4%	8.2%
Madison S.T.E.A.M Academy	7.2%	10.9%	13.7%	5.0%
McKinley Elementary School	20.5%	17.8%	34.9%	17.8%

*Areas highlighted in green indicate those in which SASB outperformed comparison schools.

Federal Accountability Grade: The Every Student Succeeds Act (ESSA) was signed into law in December 2015. ESSA requires states to submit consolidated plans regarding state academic standards, assessments, state accountability systems, and school support and improvement activities. Indiana’s Consolidated State Plan was approved in January 2019. Under this plan, each school receives a federal accountability rating that looks at various data points different and similar to those used to calculate the state accountability grade. More information on the plan can be found at <https://www.doe.in.gov/essa>. The rubric for Federal Accountability Grade is as follows:

Exceeds Standard	Meets Standard	Approaching Standard	Does Not Meet Standard
The school received a rating of Exceeds Expectations.	The school received a rating of Meets Expectations.	The school received a rating of Approaches Expectations.	The school received a rating of Does Not Meet Expectation for the most recent school year OR received a rating of Approaches Expectations for at least two or more consecutive years.

SASB received a rating of ‘Does Not Meet Expectations’ for the 2018-19 school year. This is the first year in which the school could receive such a grade. Thus, the school receives a rating of **Does Not Meet Standard** on their Accountability Plan Performance Framework.

English Language Proficiency Progress: Education One understands that proficiency of the English language is significant to the academic success of the English Language Learner (ELL) population a school may serve. The school’s English Language Learner program quality is assessed by the percentage of students who met their growth goal from state mandated assessments or achieved English language proficiency according to World-class Instructional Design and Assessment (WIDA). The rubric for English Language Proficiency Progress is as follows:

Exceeds Standard	Meets Standard	Approaching Standard	Does Not Meet Standard
The percentage of ELL students that met growth goals or achieved proficiency is greater than 67.0%.	The percentage of ELL students that met growth goals or achieved proficiency is between 33.4 and 67.0%	The percentage of ELL students that met growth goals or achieved proficiency is between 25 and 33.3%	The percentage of ELL students that met growth goals or achieved proficiency is less than 25%.

The school receives a rating of **Not Applicable** due to data suppression because of low student population.

Chronic Absenteeism: A student is considered a model attendee under the federal accountability guidelines by having an attendance rate of 96% or higher or an increase in their attendance rate by 3% from the prior year. Rather than averaging an attendance rate similar to the sub-indicator 'Attendance Rate,' this indicator finds the percentage of students who meet the aforementioned criteria. The rubric from Chronic Absenteeism is as follows:

Exceeds Standard	Meets Standard	Approaching Standard	Does Not Meet Standard
The model attendee rate is greater than 82.5%.	The model attendee rate is between 69.2 and 82.5%.	The model attendee rate is between 58.7 and 69.1%	The model attendee rate is less than 58.7%.

SASB had a model attendee percentage of 86.0%, giving the school a rating of Exceeds Standard on their Accountability Plan Performance Framework.

Part II: Financial Performance

The Financial Performance review gauges both short-term financial health as well as long term financial sustainability, while accounting for key financial reporting requirements. Part II of this review consists of various indicators designed to measure the overall financial viability of a school. All indicators are noted in the school's Accountability Plan Performance Framework.

Overall Rating	Year 1	Year 2	Year 3	Year 4	Year 5
	2015-16	2016-17	2017-18	2018-19	2019-20
	Meets Standard	Meets Standard	Approaching Standard	Approaching Standard	Approaching Standard

Is the school's educational program successful?	
Performance Targets	<p>Exceeds Standard</p> <p>The school consistently and effectively complies with and presents no concerns in the sub-indicators below.</p>
	<p>Meets Standard</p> <p>The school complies with and presents no concerns in the sub-indicators below.</p>
	<p>Approaching Standard</p> <p>The school presents concerns in a minimal number of the sub-indicators and may or may not have a credible plan to address the issues.</p>
	<p>Does Not Meet Standard</p> <p>The school presents concerns in a majority of the sub-indicators with no evidence of a credible plan to address the issues; or the school requires an Improvement Plan.</p>

Sub-Indicator Ratings	Sub-Indicators	Rating
	Financial Management	AS
	Enrollment Variance	ES
	Current Ratio	MS
	Days Cash	MS
	Debt/Default Delinquency	MS
	Debt to Asset Ratio	MS
	Debt Service Coverage	N/A

Financial Management: Education One measures the capacity of the school’s financial management by the following characteristics:

- Submission of an annual audit that is timely, complete, and has identified no significant deficiencies or weakness with the school’s financial controls; and
- Submission of quarterly financial statements that are timely, complete, and able to be utilized to assess financial sub-indicators

These characteristics are observed on a quarterly basis as well as annually when new financial information is provided by the school and State Board of Accounts (SBOA). Information that is updated is shared out at regularly scheduled school board meetings. The rubric from Financial Management is as follows:

Exceeds Standard	Meets Standard	Approaching Standard	Does Not Meet Standard
	The school meets standard for both the financial audit and quarterly financial reporting requirements.	The school meets standard for either its financial audit or quarterly financial reporting requirements.	The school does not meet standard for either its financial audit or quarterly financial reporting requirements

At the time of this report, SASB has not submitted a copy of the school’s completed audit for Fiscal Year 2018-19. It should be noted that the school has received an official extension from the State Board of Accounts. Without this document, however, Education One is unable to determine whether SASB shows any significant deficiencies or material weaknesses with the school’s financial controls. Thus, the school is approaching standard in this area.

The school also approaches standard in regards to its financial reporting requirements for timely submission of quarterly financial statements due to some late submissions throughout the 2019-20 school year.

The school receives a rating of **Approaching Standard** on their Accountability Plan Performance Rubric.

Enrollment Variance: Indiana calculates its state tuition support for schools various times per year. The rubric for Enrollment Variance is as follows:

Exceeds Standard	Meets Standard	Approaching Standard	Does Not Meet Standard
Actual enrollment is greater than the budgeted enrollment.	Actual enrollment is between 98.0 and 100% of the budgeted enrollment.	Actual enrollment is between 93.0 and 97.9% of budgeted enrollment.	Actual enrollment is less than 93.0% of budgeted enrollment.

According to the Indiana Department of Education, SASB had an enrollment count of 624 students as of September 2019. Education One requires that each of the schools in its portfolio are within 98% of their budgeted enrollment in order to meet standard. As a whole, the CASB Network had an enrollment count of 1,332 students in September 2019, with a budgeted enrollment of 1,264 students. Therefore, with an enrollment variance of 105%, the school receives a rating of **Exceeds Standard** on their Accountability Plan Performance Framework.

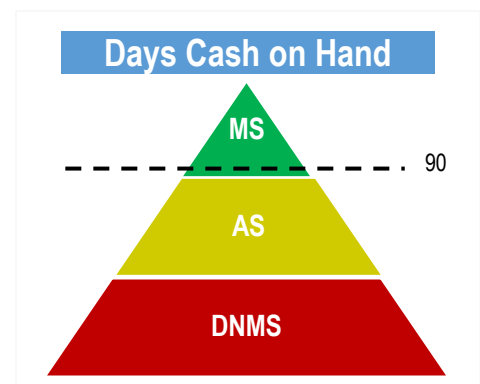
Current Ratio: With regard to its current ratio, the school’s Board Chair, Lawrence Garatoni, submitted a written statement of assurance to Education One on August 11, 2015 that guarantees funds will be provided to cover any capital expenditures or operating deficits of the school through June 30, 2022. This commitment is binding for the Garatoni-Smith Family Foundation both during and after the tenure of Lawrence Garatoni as Board Chair. Based on this, the school’s current assets (cash or other assets that can be accessed in the next 12 months) exceed its current liabilities (debt obligations due in the next 12 months) with a ratio of 1.69 and therefore, the school receives a rating of **Meets Standard** on their Accountability Plan Performance Framework. The rubric for Current Ratio is as follows:

Exceeds Standard	Meets Standard	Approaching Standard	Does Not Meet Standard
	The current ratio is 1.10 or greater		The current ratio is less than 1.10

Days Cash: Additionally, Education One also calculates days cash on hand as an important measure of a charter school's fiscal health. This metric indicates how many more days after June 30, 2020 the school would be able to operate. The rubric for Days Cash is as follows:

Exceeds Standard	Meets Standard	Approaching Standard	Does Not Meet Standard
	Days cash on hand is at least 90.0.	Days cash on hand is between 45.0 and 89.9.	Days cash on hand is less than 45.0.

Additionally, Education One also calculates days cash on hand as an important measure of a charter school's fiscal health. This metric indicates how many more days after June 30, 2020, the school would be able to operate. Noting the aforementioned written statement of assurance submitted by Lawrence Garatoni, Board Chair, however, SASB receives a rating of Meets Standard.



Debt/Default Delinquency: This metric is determined by both the auditors' comments in the audited financial statements and contact with the school's creditors. The rubric for Debt/Default Delinquency is as follows:

Meets Standard	Does Not Meet Standard
The school is not delinquent or in default on any outstanding loans.	The school is delinquent and/or in default on any outstanding loans.

In the case of SASB, neither its auditors nor its creditors provided any indication that the school had defaulted on its debt obligations. Based on the summary of these sub-indicator ratings, SASB receives a rating of Meets Standard according to their Accountability Plan Performance Rubric.

Debt to Asset Ratio: The school Meets Standard for the debt to asset ratio sub-indicator, due to the aforementioned written statement of assurance, indicating the school's debt to asset ratio would be less than 0.90. The rubric for Debt to Asset Ratio is as follows:

Meets Standard	Does Not Meet Standard
The debt to asset ratio is less than 0.90.	The debt to asset ratio is 0.90 or greater.

Debt Service Coverage: Education One monitors the school's debt service coverage ratio on a quarterly basis, reporting out at the school's regularly scheduled board meetings. This ratio is a measurement of the cash flow available to pay current debt obligations. The debt service coverage ratio for the 2019-20 school year was not available, as this is an interim year for SASB. The rubric for Debt Service Coverage is as follows:

Meets Standard	Does Not Meet Standard
The debt service coverage ratio is at least 1.15.	The debt service coverage ratio is less than 1.15.

Part III: Organizational Performance

The Organizational Performance review gauges the academic and operational leadership of schools. Part III of this review consists of various indicators designed to measure how well school administration and the school's Board of Directors comply with the terms of their charter agreement, applicable laws, and authorizer expectations. All indicators are noted in the school's Accountability Plan Performance Framework.

Overall Rating	Year 1	Year 2	Year 3	Year 4	Year 5
	2015-16	2016-17	2017-18	2018-19	2019-20
	Approaching Standard	Approaching Standard	Approaching Standard	Meets Standard	Meets Standard

Is the school's educational program successful?	
Performance Targets	<p>Exceeds Standard</p> <p>The school consistently and effectively complies with and presents no concerns in the sub-indicators below.</p>
	<p>Meets Standard</p> <p>The school complies with and presents no concerns in the sub-indicators below.</p>
	<p>Approaching Standard</p> <p>The school presents concerns in a minimal number of the sub-indicators and may or may not have a credible plan to address the issues.</p>
	<p>Does Not Meet Standard</p> <p>The school presents concerns in a majority of the sub-indicators with no evidence of a credible plan to address the issues; or the school requires an Improvement Plan.</p>

Sub-Indicator Ratings	Sub-Indicators	Rating
	Academic Leader Review	MS
	Governance	MS
	English Language Learner Compliance	MS
	Special Education Compliance	MS
	Charter Accountability Reporting Requirements	MS

Academic Leader Review: Education One measures the quality of the school’s leadership team by looking at various characteristics, including experience, leadership stability, communication with stakeholders, clarity of roles and responsibilities, engagement in continuous improvement and addressing areas of concern, and consistently providing information to and consulting with the school’s board of directors.

Characteristics of a quality leadership team are observed during regularly scheduled site visits, communication with school leadership, and school leader reviews conducted by the governing board. These findings are reported to the school’s board of directors and leadership on a semester basis. To rubric for Leadership is as follows:

Exceeds Standard	Meets Standard	Approaching Standard	Does Not Meet Standard
	The school leader complies with and presents no concerns in the indicator characteristics.	The school leader presents concerns in a minimal number of indicator characteristics with a credible plan to address the issues.	The school leader presents concerns in a majority of the indicator characteristics and/or does not have a credible plan to address the issues.

SASB is a part of the Career Academy South Bend Network (CASB Network), which oversees three schools in South Bend. During the 2019-20 school year, the network delegated daily oversight obligations to Alex Hammel, Superintendent for all three schools, as well as to three School Leaders. The Superintendent, along with the School Leaders and network staff, support each of the three schools in areas such as curriculum and instruction, professional development, reporting, financial management, human resources, and technology.

Dean Fecher served as the School Leader of SASB during the 2019-20 school year. As School Leader, he was primarily responsible for ensuring that academic and instructional development occurred with the Assistant School Leader and Instructional Coach. Mr. Fecher also oversaw the implementation of discipline and behavior strategies. He was also accountable for state and authorizer reporting requirements and special education oversight. Under his leadership, the school has seen an overall increase in enrollment since the school opened its doors in Fall 2015 of almost 200 students. Principal Fecher continues to create an environment that emphasizes the importance of technology integration, project based learning experiences, and Project Lead the Way initiatives.

Mr. Fecher attended all CASB Network board meetings as well as bi-weekly meetings with the Assistant Director of Accountability and monthly meetings with the Education One team. During these meetings, he collaborated and provided detailed updates pertaining to student performance, student recruitment and retention, school initiatives and major events. It is evident that Principal Fecher is open to feedback and strives for continuous improvement pertaining to his own professional practices.

Part of this openness led to the collaborative efforts between the school leadership team and the Education One team to maintain and close out a School Improvement Plan after the first semester of the 2019-20 school year that was implemented in 2018-19. Education One understands that school improvement is a process and commends School Leader Fecher and his team for implementing the School Improvement Plan, as well as identifying areas in which the school still needs to improve, specifically around rigorous content delivery and differentiation.

The 2019-20 school year proved to be nothing short of extraordinary due to a worldwide pandemic that caused all schools across the state to implement remote learning plans. Mr. Fecher and the CASB Network leadership team worked tirelessly with teachers and staff to create structures to ensure that the needs of families and scholars were met physically, mentally, emotionally, and academically.

Overall, SASB receives a rating of **Meets Standard** for school leadership.

Governance: Education One measures the quality of a governing board by looking at various characteristics, including timely communication with Education One, a clear understanding of the mission and vision of the school, adherence to board policies and procedures, recruitment and selection of knowledgeable members who represent diverse skill sets, effective and transparent management of conflicts of interest, collaboration with school leadership, adherence to the charter agreement, quarterly board training for all members, and holding all meetings in accordance with Indiana Open Door Law.

Characteristics of quality board governance are observed during attendance of regularly scheduled board meetings, as well as from documentation provided by the president and committees of the board. These findings are reported to the school's board of directors and leadership on a monthly basis. The rubric for Governance is as follows:

Exceeds Standard	Meets Standard	Approaching Standard	Does Not Meet Standard
	The governing board complies with and presents no concerns in the indicator characteristics.	The governing board presents concerns in a minimal number of indicator characteristics with a credible plan to address the issues.	The governing board presents concerns in a majority of the indicator characteristics and/or does not have a credible plan to address the issues.

The Board of Directors for CASB Network is active, experienced, and provides competent oversight for the three schools, with a clear understanding of the mission and vision of the network. The board holds all of its meetings in compliance with Indiana's Open Door Law and adheres to the policies and procedures set forth in the by-laws and its charter.

The CASB Network board is currently comprised of nine members. The board recruits and selects members that are knowledgeable, including individuals with experience in finance, education, community engagement, and business. These board members represent diverse skill sets, and act in the best interest of the school; demonstrating a clear understanding of and commitment to the mission of CASB Network. However, the board lacks an individual with legal expertise, and could benefit from growing in this area as well as developing a self-assessment system to further identify areas of deficiency.

During the 2019-20 school year, the board was very active in the community and worked to secure financial resources as well as additional community partnerships to support expansion and the implementation of mission-aligned programs. Members of the board often attended or took part in school functions. The board also demonstrated effective interactions with the Superintendent and school leaders that allowed for the success of the schools; including requesting and disseminating information in a timely manner, providing continuous and constructive feedback, engaging school leaders in school improvement plans, and establishing clear objectives, priorities, and goals.

Regarding the operations of the board, meetings were scheduled monthly; however, meetings were routinely cancelled. At the time this report was written, the board had ten opportunities to meet, but only met 60% of the time. However, when regularly scheduled board meetings did take place, the CASB Network board met quorum and average attendance was 8 members. Board meeting minutes were provided to Education One in a timely manner and included all necessary information as per Indiana's Open Door Law.

The Board Chair of the CASB Network maintained consistent and transparent communication with Education One, leading to a positive and collaborative relationship between the two entities. The CASB Network board has created a positive and



collaborative working relationship with the leadership team and Education One. Therefore, the board receives a rating of **Meets Standard** according to their Accountability Plan Performance Rubric.

English Language Learner Compliance: To ensure that laws and requirements are being upheld and English Language Learner (ELL) students are being serviced appropriately, Education One conducts an ELL site visit on a quarterly basis and looks for evidence that ILP goals are established, current, appropriately communicated with the classroom teacher, and are implemented. The rubric for English Language Learner Compliance is as follows:

Exceeds Standard	Meets Standard	Approaching Standard	Does Not Meet Standard
	The school complies with all state and federal English Language Learner laws and provides appropriate documentation as evidence meeting each component.	The school presents concerns with documentation and/or compliance in a minimal number of indicator components and has a credible plan to address the issues.	The school presents concerns with documentation and/or compliance in a minimal or majority of the indicator components and/or provides no evidence of a credible plan to address the issues.

Education One's Compliance Officer visited and/or reviewed documents for SASB in September, November, February, and May during the 2019-20 school year. The school received the rating of Meets Standard during all of its compliance checks. Therefore, the school receives a rating of **Meets Standard** for the 2019-20 school year.

Special Education Compliance: To ensure that laws and requirements are being upheld and students with special needs are being serviced appropriately, Education One conducts a special education site visit on a quarterly basis and looks for evidence that IEP goals are established, current, appropriately communicated with the classroom teacher, and are implemented. Similarly, the school must provide evidence that disciplinary actions are appropriate, legal, equitable, and fair as well as the percentage of disciplinary actions of SPED students does not exceed the percentage of students identified as SPED. The rubric for Special Education Compliance is as follows:

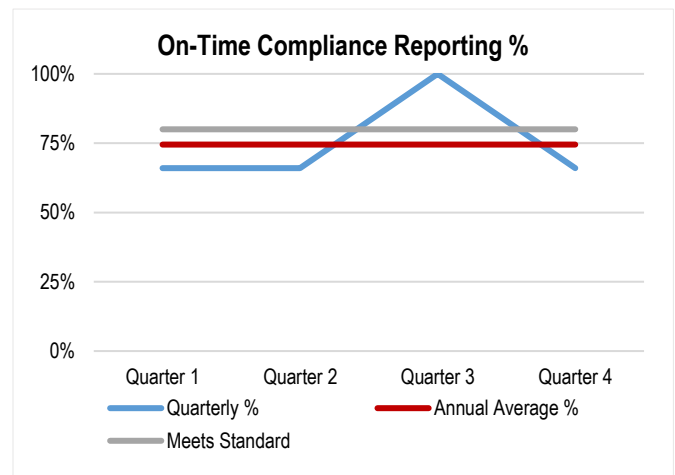
Exceeds Standard	Meets Standard	Approaching Standard	Does Not Meet Standard
	The school complies with all state and federal special education laws and provides appropriate documentation as evidence meeting each component.	The school presents concerns with documentation and/or compliance in a minimal number of indicator components and has a credible plan to address the issues.	The school presents concerns with documentation and/or compliance in a minimal or majority of the indicator components and/or provides no evidence of a credible plan to address the issues.

Education One's Compliance Officer visited and/or reviewed documents for SASB in September, November, February, and May during the 2019-20 school year. The school received the rating of Meets Standard during all of its compliance checks. Therefore, the school receives a rating of **Meets Standard** for the 2019-20 school year.

Charter Accountability Reporting Requirements: Education One requires its schools to submit monthly reports consistent with state reporting and what is required of the authorizer to maintain according to legislation. The school is measured by timely submission of reports, compliance in terms of the school's charter, policies, and federal and state laws, proactive and productive collaboration with the board to meeting governance obligations, and participation during scheduled meetings with Education One. The rubric for Charter Accountability Reporting Requirements is as follows:

Exceeds Standard	Meets Standard	Approaching Standard	Does Not Meet Standard
	The school complies with and presents no concerns in the indicator characteristics.	The school presents concerns in a minimal number of characteristics and has a credible plan to address the issues.	The school presents concerns in a minimal or majority of characteristics and/or with no credible plan to address the issues.

During the 2019-20 school year, Emily Mares, Assistant to the Superintendent, was primarily responsible for compiling and submitting compliance documents to Education One. Documents such as employee spreadsheets, board meeting minutes, and quarterly reports were routinely submitted on time, however sometimes incomplete. Ms. Mares worked to provide any missing submissions when they became available. State reporting documents were submitted in accordance with state law. SASB maintained compliance with all material sections of its charter and submitted amendments as applicable. The school leadership team was consistently and actively engaged in meetings with Education One and maintained sufficient communication with Education One between scheduled meetings. Therefore, SASB receives a rating of Meets Standard according to their Accountability Plan Performance Rubric.



Part IV: School Climate

The School Climate review gauges the culture of the school in meeting the needs of students, staff, and parents in order to ensure overall effectiveness. Part IV of this review consists of indicators designed to measure how well a school is providing the appropriate conditions for stakeholder success. All indicators are noted in the school's Accountability Plan Performance Framework.

Overall Rating	Year 1	Year 2	Year 3	Year 4	Year 5
	2015-16	2016-17	2017-18	2018-19	2019-20
	Approaching Standard	Approaching Standard	Approaching Standard	Meets Standard	Not Applicable

Is the school's educational program successful?	
Performance Targets	Exceeds Standard The school consistently and effectively complies with and presents no concerns in the sub-indicators below.
	Meets Standard The school complies with and presents no concerns in the sub-indicators below.
	Approaching Standard The school presents concerns in a minimal number of the sub-indicators and may or may not have a credible plan to address the issues.
	Does Not Meet Standard The school presents concerns in a majority of the sub-indicators with no evidence of a credible plan to address the issues.

Sub-Indicator Ratings	Sub-Indicators		Rating
	School-Wide Satisfaction		N/A
	Survey Participation		N/A

School-Wide Satisfaction: In order to gauge school-wide satisfaction amongst stakeholders, including parents, students and staff, Education One requires all of the schools in its portfolio to administer an annual survey, created and analyzed by a third party provider. The survey measures overall satisfaction with the school, effectiveness of communication, safety of the school environment, and student/staff/parent interactions. The rubric for School-Wide Satisfaction is as follows:

Exceeds Standard	Meets Standard	Approaching Standard	Does Not Meet Standard
	The average percentage of parents, students, and staff reporting overall satisfaction is at or above 80.0%.	The average percentage of parents, students, and staff reporting overall satisfaction is between 70.0 and 79.9%.	The average percentage of parents, students, and staff reporting overall satisfaction is less than 70.0%.

Due to the circumstances surrounding the worldwide pandemic and the school going to remote learning in March of 2020, the school was unable to provide a survey that would yield both the quality and quantity of responses to measure this indicator. Therefore, the school receives a rating of **Not Applicable**.

Survey Participation: While survey participation is not a metric that is calculated in the Accountability Plan Performance Framework, understanding the survey’s population size as well as its sample size is valuable in determining the validity of the overall survey. A school’s population size is defined as the total number of possible respondents. The sample size is the number of completed responses the survey received.

Due to the lack of survey data for the 2019-20 school year for reasons stated above, the school receives a rating of **Not Applicable** for this indicator.

Part V: Continuous Learning Plan

Starting in March 2020, Indiana school buildings were closed to traditional face to face instruction and remote learning was implemented throughout the state due to the worldwide COVID-19 pandemic. Eventually the Governor of Indiana would close school buildings for the remainder of the school year, which was defined as June 30, 2020. As a response to this extensive closure the Indiana Department of Education required all traditional public, public charters, and private schools to submit a Continuous Learning Plan (CLP) that covered the following areas:

- Delivery of Learning;
- Achievement and Attendance; and
- Staff Development

Success Academy South Bend submitted their CLP by the deadline provided by the state and it was accepted by officials as written. The Education One team met with the leadership team of SASB on a bi-weekly basis to support in the implementation of the plan and provide resources and feedback as needed.

Delivery of Learning: SASB implemented a remote learning plan that saw minimal pause in instruction due to the processes and procedures put in place surrounding curriculum mapping and the implementation of one-to-one technology. SASB continued to provide Special Education and English Language Learner services based off of IEPs and ILPs through telehealth initiatives and SASB staff support. The leadership team and staff maintained transparent and consistent communication of expectations of remote learning with students and parents through various communications systems, emails, and outreach based on family feedback.

Achievement and Attendance: Teachers and staff were able to continue learning and progress towards achievement of grade level standards through standards based recorded lessons and Class Dojo. Attendance was documented through the students' interaction with these various digital avenues and weekly check-ins with students and families. The school documented attendance at 94.7%.

Staff Development: Education One commends SASB for utilizing this time to drive professional development not only in the CLP but also to further develop staff to improve upon general best practices and curriculum development. Staff meetings were held on a weekly basis but the leadership team also provided one-on-one support to teachers as needed.

Part VI: Next Steps

Does the school or organization require interventions moving forward?

Education One provides tiered support to its portfolio of schools to ensure that students and families are receiving the best possible educational experience. Education One believes the process for turn around, improvement, and maintaining quality practices happens through a differentiated, tiered approach to authorizing.

Tier I: High-Quality Authorization, Screening and Group Interventions

All schools within Education One's portfolio receive a foundation of high-quality authorization best practices to ensure that any difficulties seen at the school are not due to inadequate authorization. All schools are monitored to identify areas of improvement on a monthly basis through Monthly Site Visits and Monthly Reporting Requirements that monitor the status of the school's Accountability Plan and documents academic, board governance, and financial processes.

All schools receive supplemental authorization support in identified areas of improvement based off the continuous monitoring through Mid-Month Accountability Visits that provide schools an opportunity to collaborate with the Education One Team on school-specific initiatives. Schools not showing adequate progress in Tier I are moved to Tier II. Inadequate progress is receiving a rating of "Does Not Meet Standard" in academics, board governance, or finance on the school's Annual Review.

Tier II: Targeted Interventions

Schools not making adequate progress in Tier I are provided with increasingly rigorous support to match their needs on the basis of levels of performance on the Annual Review and rates of progress from the Monthly Site Visits and Monthly Reporting Requirements. A School Improvement Plan will be created, identifying areas of improvement, goals, strategies to be implemented to support the goals created, and a timeline for application of the strategies identified. The Education One Team and School Leadership Team will collaborate and create the School Improvement Plan together to ensure the plan is rigorous and that the team has the capacity to carry out the plan.

The intensity of support will vary in frequency and duration based on the team's ability to implement the identified strategies. The school will have one academic year to implement the School Improvement Plan to show progress in their area of growth. Schools that move out of the "Does Not Meet Standard" rating on the next Annual Review will move back to Tier I. Schools that show progress towards the goals in their School Improvement Plan but maintain a "Does Not Meet Standard" rating on the next Annual Review will remain in Tier II. Schools that continue to have a rating of "Does Not Meet Standard" on the next Annual Review with little to no progress towards goals outlined in their School Improvement Plan will move to Tier III.

Tier III: Intensive Interventions and Comprehensive Evaluation

Schools not making adequate progress in Tier II are provided with increasingly intensive support to match their needs on the basis of levels of performance on the Annual Review, rates of progress from the Monthly Site Visits and Monthly Reporting Requirements, and lack of progress towards goals created in previous School Improvement Plan. The school will receive individualized, intensive interventions that target deficits through a specialized Emergency Accountability Plan. While each school has an Accountability Plan that monitors broad, best practices regarding academics, board governance, and finances, the Emergency Accountability Plan will be specific to the targeted deficits, including implementation components and timelines that are non-negotiable. Schools that meet the desired level of progress will be moved back to Tier II with the implementation of a School Improvement Plan to ensure progress towards meeting standard continues. If schools do not achieve the desired level of progress, within the allotted period, in response to these targeted interventions, the school may be referred for a comprehensive evaluation and considered for nonrenewal or closure.

Overall, the 2019-20 school year was a continue year of growth and success for Success Academy South Bend. The systems and processes put into place for continuous improvement continue to remain positive. Instructional best practices were evident in majority of classrooms, professional development was targeted and purposeful throughout the year, and all stakeholders created an academic environment of high expectations and excellence.

SASB maintained its rating of Approaching Standard in Academic Performance and was able to be taken off its School Improvement Plan from 2018-19 after the first semester of the 2019-20 school year. SASB will be identified as a Tier I school for the 2020-21 school year.

Improvement in the following areas is necessary for the coming school year:

- Continued development of staff and implementation of instructional best practices as it relates to rigor, differentiation, and project based learning methods
- Improved processes to analyze data that drives whole and small group instruction and student centers
- Improved efforts to support and maintain staff in fourth and fifth grade classrooms to increase academic achievement and growth