

Richard Henry Dana Middle School

School Accountability Report Card

Reported Using Data from the 2018-19 School Year

Published During 2019-20

By February 1 of each year, every school in California is required by state law to publish a School Accountability Report Card (SARC). The SARC 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 and 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 <https://www.cde.ca.gov/ta/ac/sa/>.
- For more information about the LCFF or LCAP, see the CDE LCFF web page at <https://www.cde.ca.gov/fg/aa/lc/>.
- For additional information about the school, parents/guardians and community members should contact the school principal or the district office.

DataQuest

DataQuest is an online data tool located on the CDE DataQuest web page at <https://dq.cde.ca.gov/dataquest/> that contains additional information about this school and comparisons of the school to the district and the county. Specifically, DataQuest is a dynamic system that provides reports for accountability (e.g., test data, enrollment, high school graduates, dropouts, course enrollments, staffing, and data regarding English learners).

Internet Access

Internet access is available at public libraries and other locations that are publicly accessible (e.g., the California State Library). Access to the Internet at libraries and public locations is generally provided on a first-come, first-served basis. Other use restrictions may include the hours of operation, the length of time that a workstation may be used (depending on availability), the types of software programs available on a workstation, and the ability to print documents.

About This School

School Contact Information (School Year 2019-20)

Entity	Contact Information
School Name	Richard Henry Dana Middle School
Street	1401 South First Ave.
City, State, Zip	Arcadia, CA 91006-4134
Phone Number	(626) 821-8361
Principal	Dr. Daniel Hacking
Email Address	dhacking@ausd.net
Website	www.da.ausd.net
County-District-School (CDS) Code	19642616057475

Entity	Contact Information
District Name	Arcadia Unified School District
Phone Number	(626) 821-8300
Superintendent	Dr. David Vannasdall
Email Address	dvannasdall@ausd.net
Website	www.ausd.k12.ca.us

School Description and Mission Statement (School Year 2019-20)

Middle school years are a time of important transition for students. A supportive, nurturing, and positive environment is essential in the creation of a successful middle school. As you review our School Accountability Report Card you will see our core beliefs, which are the foundation of everything we do at Dana. We believe that everyone should be treated with dignity and respect and that a partnership including students, parents, and school personnel is essential to meeting the ever-changing needs of our young people. We believe everyone benefits from an environment that promotes student learning and accountability. All Dana students need to be connected to their school. We recognize that it is the school's responsibility to set high standards for achievement and to support our students in meeting and exceeding those standards.

Dana Middle School's Mission Statement - The Dana community fosters positive relationships, engaged learning, and responsible citizenship. At Dana we are: Positive Communicators, Engaged Learners, and Responsible Citizens.

We have implemented student success programs at Dana, including the following: AVID (Advancement Via Individual Determination), a college awareness and readiness program designed to create a college-going culture school-wide; Leader in Me, a character education program which includes the 7 habits for highly successful teens; Restorative Practices which builds trust, communication, and community among students and staff; and our signature program, Where Everybody Belongs (WEB), which trains 8th graders to be supportive guides to incoming 6th graders and new students.

We feel it is important for students and parents to be an integral part of the Dana community. There is open access to the office and to teachers with proper notification. Please feel free to drop by or call for an appointment.

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

Grade Level	Number of Students
Grade 6	257
Grade 7	228
Grade 8	246
Total Enrollment	731

Student Enrollment by Group (School Year 2018-19)

Student Group	Percent of Total Enrollment
Black or African American	1.5
American Indian or Alaska Native	0.5
Asian	67
Filipino	2.7
Hispanic or Latino	16.6
White	11.1
Two or More Races	0.5
Socioeconomically Disadvantaged	30
English Learners	8.3
Students with Disabilities	8.8
Homeless	0.3

A. Conditions of Learning

State Priority: Basic

The SARC provides the following information relevant to the State priority: Basic (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

Teachers	School 2017-18	School 2018-19	School 2019-20	District 2019-20
With Full Credential	30	32	30	30
Without Full Credential	0	0	0	0
Teaching Outside Subject Area of Competence (with full credential)	0	0	0	0

Teacher Misassignments and Vacant Teacher Positions

Indicator	2017-18	2018-19	2019-20
Misassignments of Teachers of English Learners	0	0	0
Total Teacher Misassignments*	0	0	0
Vacant Teacher Positions	0	0	0

Note: "Misassignments" refers to the number of positions filled by teachers who lack legal authorization to teach that grade level, subject area, student group, etc.

*Total Teacher Misassignments includes the number of Misassignments of Teachers of English Learners.

Quality, Currency, Availability of Textbooks and Instructional Materials (School Year 2019-20)

Year and month in which data were collected: November 2019

Subject	Textbooks and Other Instructional Materials/year of Adoption	From Most Recent Adoption?	Percent Students Lacking Own Assigned Copy
Reading/Language Arts	Houghton Mifflin Harcourt: Collections (6) 2017 / 2017-2018 Houghton Mifflin Harcourt: Collections (7) 2017 / 2017-2018 Houghton Mifflin Harcourt: Collections (8) 2017 / 2017-2018	Yes	0
Mathematics	Houghton Mifflin: Big Ideas Course 1 (6th) 2014 / 2015-2016 Houghton Mifflin: Big Ideas Course 2 (7th) 2014 / 2015-2016 Houghton Mifflin: Big Ideas Course 3 (8th) 2014 / 2015-2016 HMH - Algebra 1 - Big Ideas 2014 / 2017-2018 Glencoe / McGraw Hill - Geometry 2018 / 2017-2018 Houghton Mifflin: Big Ideas Course 2 Accelerated 2014/2015-2016	Yes	0
Science	CPO Focus on Earth Science 2007 / 2007-2008 CPO Focus on Life Science 2007 / 2007-2008	Yes	0
History-Social Science	History Alive! The Ancient World (6th) 2005 / 2007-2008 History Alive! The Medieval World & Beyond (7th) 2005 / 2007-2008 History Alive! The U. S. Through Industrialism (8th) 2005 / 2007-2008	Yes	0

School Facility Conditions and Planned Improvements (Most Recent Year)

Dana Middle School was built in 1954 and provides a safe, clean environment for students and staff. The school employs two full-time custodians and one part-time custodian who maintain the facilities and ensure classrooms, restrooms, and campus grounds are kept clean and safe. A scheduled maintenance program is administered by the district to ensure that all classrooms and facilities are well maintained. The Dana Middle School campus currently has 32 classrooms, one staff room, a library/media center, a computer lab, a multipurpose room, two locker rooms, and an onsite daycare.

Dana Middle School underwent two years of construction, which concluded at the end of the 2011-2012 school year. The construction was funded through a general obligation bond approved by the community in 2006. All of our classrooms were remodeled to reflect “classrooms of the future.” The school added a joint-use Dana Gym shared by the school district and the city of Arcadia, a new music building to house our 350+ music students in band and orchestra, a new library and computer lab complete with a reading patio, and a remodeled courtyard with a stage for student productions. In 2018, brand new rubber flooring was installed in the Utility room. The school looks beautiful. The park-like landscaping and college campus feel make Dana Middle School a “jewel in the crown” of AUSD.

School Facility Good Repair Status (Most Recent Year)

Using the **most recently collected** FIT data (or equivalent), provide the following:

- Determination of repair status for systems listed
- Description of any needed maintenance to ensure good repair
- The year and month in which the data were collected
- The overall rating

Year and month of the most recent FIT report: August 2019

System Inspected	Rating	Repair Needed and Action Taken or Planned
Systems: Gas Leaks, Mechanical/HVAC, Sewer	Good	
Interior: Interior Surfaces	Poor	Small cosmetic patch and painting needed due to normal wear and tear. Work orders have been submitted and the work is scheduled to be completed by the end of April 2020.
Cleanliness: Overall Cleanliness, Pest/ Vermin Infestation	Good	
Electrical: Electrical	Fair	Lamps out and/or light covers found hanging in a few areas. Custodians were notified to close covers completely and to replace burnt lamps. Electrical wall plates found broken or missing in a few areas. Work orders have been submitted and the work is scheduled to be completed by the end of April 2020.
Restrooms/Fountains: Restrooms, Sinks/ Fountains	Good	
Safety: Fire Safety, Hazardous Materials	Good	
Structural: Structural Damage, Roofs	Good	

System Inspected	Rating	Repair Needed and Action Taken or Planned
External: Playground/School Grounds, Windows/Doors/Gates/Fences	Good	
Overall Rating	Good	

B. Pupil Outcomes

State Priority: Pupil Achievement

The SARC provides the following information relevant to the State priority: Pupil Achievement (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. Only eligible students may participate in the administration of the CAAs. CAAs items are aligned with alternate achievement standards, which are linked with the Common Core State Standards [CCSS] for students with the most significant cognitive disabilities); and
- The percentage of students 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.

CAASPP Test Results in ELA and Mathematics for All Students

Grades Three through Eight and Grade Eleven

Percentage of Students Meeting or Exceeding the State Standard

Subject	School 2017-18	School 2018-19	District 2017-18	District 2018-19	State 2017-18	State 2018-19
English Language Arts/Literacy (grades 3-8 and 11)	73	75	76	78	50	50
Mathematics (grades 3-8 and 11)	79	75	75	76	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.

Note: ELA and mathematics 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 (i.e., achieved Level 3-Alternate) on the CAAs divided by the total number of students who participated in both assessments.

CAASPP Test Results in ELA by Student Group

Grades Three through Eight and Grade Eleven (School Year 2018-19)

Student Group	Total Enrollment	Number Tested	Percent Tested	Percent Not Tested	Percent Met or Exceeded
All Students	728	704	96.70	3.30	75.00
Male	341	329	96.48	3.52	72.95
Female	387	375	96.90	3.10	76.80
Black or African American	--	--	--	--	--
American Indian or Alaska Native	--	--	--	--	--

Student Group	Total Enrollment	Number Tested	Percent Tested	Percent Not Tested	Percent Met or Exceeded
Asian	497	478	96.18	3.82	83.05
Filipino	20	20	100.00	0.00	80.00
Hispanic or Latino	114	112	98.25	1.75	44.64
Native Hawaiian or Pacific Islander					
White	77	74	96.10	3.90	72.97
Two or More Races	--	--	--	--	--
Socioeconomically Disadvantaged	225	216	96.00	4.00	67.13
English Learners	151	130	86.09	13.91	49.23
Students with Disabilities	53	52	98.11	1.89	23.08
Students Receiving 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 (i.e., achieved Level 3-Alternate) on the CAAs divided by the total number of students who participated in both assessments.

Note: Double dashes (--) appear in the table when the number of students is ten or less, either because the number of students in this category is too small for statistical accuracy or to protect student privacy.

Note: The number of students tested includes all students who participated in the test whether they received a score or not; 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 only students who received scores.

CAASPP Test Results in Mathematics by Student Group Grades Three through Eight and Grade Eleven (School Year 2018-19)

Student Group	Total Enrollment	Number Tested	Percent Tested	Percent Not Tested	Percent Met or Exceeded
All Students	728	725	99.59	0.41	75.24
Male	341	340	99.71	0.29	78.40
Female	387	385	99.48	0.52	72.47
Black or African American	--	--	--	--	--
American Indian or Alaska Native	--	--	--	--	--
Asian	497	497	100.00	0.00	86.49
Filipino	20	20	100.00	0.00	75.00
Hispanic or Latino	114	113	99.12	0.88	35.40
Native Hawaiian or Pacific Islander					
White	77	75	97.40	2.60	66.22

Student Group	Total Enrollment	Number Tested	Percent Tested	Percent Not Tested	Percent Met or Exceeded
Two or More Races	--	--	--	--	--
Socioeconomically Disadvantaged	225	225	100.00	0.00	66.07
English Learners	151	151	100.00	0.00	64.90
Students with Disabilities	53	52	98.11	1.89	25.49
Students Receiving Migrant Education Services					
Foster Youth	--	--	--	--	--
Homeless	--	--	--	--	--

Note: Mathematics 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 (i.e., achieved Level 3-Alternate) on the CAAs divided by the total number of students who participated in both assessments.

Note: Double dashes (--) appear in the table when the number of students is ten or less, either because the number of students in this category is too small for statistical accuracy or to protect student privacy.

Note: The number of students tested includes all students who participated in the test whether they received a score or not; 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 only students who received scores.

CAASPP Test Results in Science for All Students

Grades Five, Eight, and Ten

Percentage of Students Meeting or Exceeding the State Standard

Subject	School 2017-18	School 2018-19	District 2017-18	District 2018-19	State 2017-18	State 2018-19
Science (grades 5, 8 and high school)	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cells with N/A values do not require data.

Note: This is a placeholder for the California Science Test (CAST) which 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.

State Priority: Other Pupil Outcomes

The SARC provides the following information relevant to the State priority: Other Pupil Outcomes (Priority 8):

- Pupil outcomes in the subject areas of physical education.

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

Grade Level	Percentage of Students Meeting Four of Six Fitness Standards	Percentage of Students Meeting Five of Six Fitness Standards	Percentage of Students Meeting Six of Six Fitness Standards
7	18.9	31.3	28.6

Note: Percentages are not calculated and double dashes (--) appear in the table 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.

C. Engagement

State Priority: Parental Involvement

The SARC provides the following information relevant to the State priority: Parental Involvement (Priority 3):

- Efforts the school district makes to seek parent input in making decisions for the school district and each school site.

Opportunities for Parental Involvement (School Year 2019-20)

Parents and the community are very supportive of the educational programs at Dana Middle School and are encouraged to participate in all aspects of the school's program, including the PTSA (Parent Teacher Student Association). The PTSA provides the school and staff with services and financial aid for activities such as Ports O' Call (student registration), book fairs, chaperoning dances, hosting an eighth grade promotion party, helping with hearing and vision screening, and assisting with grade-level theme days and field trips.

Parents also support Dana Middle School's outstanding music program through the Dana Music Boosters Club. Parents who wish to participate in Dana Middle School's leadership teams, school committees, or school activities or to become a volunteer can contact the school at (626) 821-8361 or visit the school's web site at www.da.ausd.net.

School Site Council is also an opportunity for parents to become involved at Dana. Three parents are elected for two-year terms. Meetings are held six times during the year to discuss the school budget, the school site plan, the Local Control Accountability Plan for the district, and various events and programs throughout the year.

Our English Language Advisory Committee (ELAC) holds three meetings during the year as well. Parents of English Language Learners (ELL) can attend these meetings to find out about the ELL program at Dana, to review the school site plan as it applies to ELL students, and to give input for ELL and the school support of these programs.

State Priority: School Climate

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

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

Suspensions and Expulsions

Rate	School 2016-17	School 2017-18	School 2018-19	District 2016-17	District 2017-18	District 2018-19	State 2016-17	State 2017-18	State 2018-19
Suspensions	1.0	3.3	1.4	1.6	1.3	1.2	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

School Safety Plan (School Year 2019-20)

To safeguard the well-being of students and staff, a Comprehensive School Safety Plan has been developed by the Safety and Disaster Committee, which consists of classified staff, teachers, principal, and is led by the assistant principal. The committee sets goals for the school to continually improve in 3 areas: School Climate (Students, Parents, and Programs), Emergency Preparedness (Disasters and Crisis), and School Environment (Facilities and Campus). The plan addresses various safety issues, including creating procedures that detect and prevent bullying, ensuring appropriate campus supervision, maintaining disaster kits, and monitoring emergency procedures. The Comprehensive School Safety Plan is updated each year and approved by the School Site Council and the Board of Education. The plan is reviewed with all staff members at the beginning of each school year. Safety drills are held on a regular basis; fire drills are held monthly, earthquake drills are held twice a year, and intruder/lockdown drills are held at least once a year. Staff members also receive disaster training on a regular basis.

To ensure student safety, teachers, administrators, and school proctors supervise students on campus before and after school, and during breaks and lunch. Dana Middle School has a closed campus, and permission is always required for students to leave school grounds. Any visitors to the campus are required to check in at the school's main office and must wear the proper identification badge at all times.

Average Class Size and Class Size Distribution (Secondary)

Subject	2016-17 Average Class Size	2016-17 # of Classes* Size 1-22	2016-17 # of Classes* Size 23-32	2016-17 # of Classes* Size 33+	2017-18 Average Class Size	2017-18 # of Classes* Size 1-22	2017-18 # of Classes* Size 23-32	2017-18 # of Classes* Size 33+	2018-19 Average Class Size	2018-19 # of Classes* Size 1-22	2018-19 # of Classes* Size 23-32	2018-19 # of Classes* Size 33+
English	22	14	21	6	23	12	25	2	23	10	18	6
Mathematics	22	8	12	3	25	6	10	6	24	8	7	6
Science	29	1	14	2	29	1	14	2	29	1	10	5
Social Science	26	4	14	1	25	5	14	1	28	4	2	11

*Number of classes indicates how many classrooms fall into each size category (a range of total students per classroom). At the secondary school level, this information is reported by subject area rather than grade level.

Ratio of Academic Counselors to Pupils (School Year 2018-19)

Title	Ratio
Academic Counselors*	731.0

*One Full Time Equivalent (FTE) equals one staff member working full time; one FTE could also represent two staff members who each work 50 percent of full time.

Student Support Services Staff (School Year 2018-19)

Title	Number of FTE* Assigned to School
Counselor (Academic, Social/Behavioral or Career Development)	1.0
Library Media Teacher (Librarian)	
Library Media Services Staff (Paraprofessional)	
Psychologist	.5
Social Worker	
Speech/Language/Hearing Specialist	.9
Resource Specialist (non-teaching)	1.0

*One Full Time Equivalent (FTE) equals one staff member working full time; one FTE could also represent two staff members who each work 50 percent of full time.

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

Level	Total Expenditures Per Pupil	Expenditures Per Pupil (Restricted)	Expenditures Per Pupil (Unrestricted)	Average Teacher Salary
School Site	11378	3646	7732	98886
District	N/A	N/A	8152	\$96,806.00
Percent Difference - School Site and District	N/A	N/A	-5.3	1.4
State	N/A	N/A	\$7,506.64	\$78,059.00
Percent Difference - School Site and State	N/A	N/A	6.5	23.3

Note: Cells with N/A values do not require data.

The California Department of Education issued guidance to LEAs on August 1, 2018, regarding how to calculate school-level per-pupil expenditures that will be reported on 2018-19 report cards.

Types of Services Funded (Fiscal Year 2018-19)

Federal Title I funds pay for specialized instruction and intervention. The school also receives additional support from local community partners, including the Arcadia Educational Foundation, Arcadia Rotary Club, and various organizations, businesses and community groups. For example, Dana received a large donation from the Dana PTSA to purchase new lunch tables in 2015 and 2016. Two years ago the PTSA updated our PE Utility Room with air conditioning, new paint, and flooring. With the new Local Control Funding Formula (LCFF) enacted by Governor Brown and the California Legislature, most state funds come in one unrestricted lump sum. This money will pay for salaries, benefits, energy, supplies, technology, training, and all other aspects of school funding.

Teacher and Administrative Salaries (Fiscal Year 2017-18)

Category	District Amount	State Average For Districts In Same Category
Beginning Teacher Salary	\$59,616	\$49,084
Mid-Range Teacher Salary	\$91,256	\$76,091
Highest Teacher Salary	\$118,205	\$95,728
Average Principal Salary (Elementary)	\$144,516	\$118,990
Average Principal Salary (Middle)	\$161,827	\$125,674
Average Principal Salary (High)	\$177,939	\$137,589
Superintendent Salary	\$291,700	\$230,096
Percent of Budget for Teacher Salaries	41%	35%
Percent of Budget for Administrative Salaries	5%	6%

For detailed information on salaries, see the CDE Certificated Salaries & Benefits web page at <https://www.cde.ca.gov/ds/fd/cs/>.

Professional Development (Most Recent Three Years)

Measure	2017-18	2018-19	2019-20
Number of school days dedicated to Staff Development and Continuous Improvement	4	4	4

Under the current Local Control Funding Formula, districts like Arcadia Unified School District, with low numbers of unduplicated students receive far less ongoing money to implement the California Academic Standards compared to neighboring districts with greater numbers of targeted or “unduplicated” students (low income, English Learners, or foster youth). These high unduplicated count districts receive supplemental and concentration grant monies to purchase materials, hire consultants, and pay for hours of professional development for their instructional and student support staffs.

In the Fall of 2013, the Arcadia Unified School District negotiated an interest-based solution for California Academic Standards implementation with its bargaining units to add three days to the school calendar for two years starting in the 2014-15 school year. Negotiations produced an agreement to spread the three days of additional paid time over seven early release days with development time of 2.5 hours per day built into the schedule. Since 2015, AUSD leadership has negotiated annual agreements with its bargaining units to continue the additional three days for professional development.

In the Spring of 2014, a committee grew out of Arcadia’s Education 21 Task Force called the Collaboration Time Advisory Council (C-TAC) with the task of putting legs to the plan. C-TAC is a representative group made up of bargaining unit members and management team members who were charged with serving as an advisory committee to the District in the implementation of the district-wide California Academic Standards Collaboration Time supporting TK-12 instructional programs both vertically and horizontally, as they made dramatic instructional and curricular shifts.

The commitment from both our bargaining units and management was to build research-based professional development around small collaborative working groups. Each group would be designed intentionally to have a vertical alignment of teachers from TK-12 engaged in the work together.

In late Spring of 2014, the C-TAC committee reached out to all certificated staff to assist with generating ideas for the content of the Collaboration Days. The committee, after reviewing and discussing the many ideas that were submitted and looking at survey data, generated a list of themes which became the foundation of the Collaboration Days and assisted in guiding the development of a Course Group Catalogue. The planning of the Collaboration Days was research based, focused on meaningful work, teacher choice, flexibility, and ongoing commitment. The Professional Development was designed around teacher interests that included creating autonomous choice for teachers and support providers in relation to where they felt they could best contribute their training, talents, interests, and education, by participating in Small Working Groups (SWaG) and engaging with other professionals to continue the real work of implementing the California Academic Standards. C-TAC continues to act as the advisory body for the Collaboration Days, reviewing survey data and requests for course offerings, and considering suggestions for improvements to the program.

Each SWaG is led by a self-selected Facilitator from among the various stakeholder groups and has been charged with collaborating both with colleagues at their own site and with fellow professionals from other district sites. Mentor-leaders support Facilitators by providing support throughout implementation of this professional development. The crystal-clear goals of the Collaboration Days include producing a comprehensive and fully articulated Arcadia California Academic Standards Core Curriculum in English-Language Arts and Mathematics; to research and make recommendations for curriculum and instructional shifts towards a more personalized approach to learning in the Social Sciences, Sciences, Foreign Languages, Physical Education, Electives, Visual and Performing Arts, Character Education, Technology implementation, English-Language Development, Next Generation Science Standards implementation, Project-Based Learning, Innovative Instruction, Google Classroom and various online and Open Educational Resources, and Special Education from a Transitional Kindergarten to Grade 12 perspective. Data continues to be collected from the SWaGs through group evaluations and is then dis-aggregated and shared through various modalities to each stakeholder group.

In recent years, additional professional development resources have been designated for Mathematics and English-Language curriculum development and 21st Century instructional skill development, including National Council of Teachers of Mathematics (NCTM) conferences, Thinking Maps, and Write From the Beginning, in support of California Academic Standards implementation, Illuminate data and assessment system, AVID, Advanced Placement, and Next Generation Science Standards. At the high school level, data indicated that a large segment of potentially college-bound students were not being provided access and opportunity to pursue honors and college-level courses, as their high-achieving classmates were. Leadership worked with teachers to engage in professional development around the themes of Advanced Placement (AP) open access and equity for all students over the past two years. Professional Development resources have been designated to send teachers, counselors and leadership to the local and regional College Board/A.P. Forums. Continued professional development will be pursued at the national level.

Full implementation of the Advancement Via Individual Determination (AVID) program continues to be a focus of professional development dollars over the past seven years. Almost all teachers at Dana have been trained in AVID strategies and we have implement school-wide focus at the three different grade levels. In 6th grade, the focus is organizing their planner and backpacks. In 7th grade, the focus is Cornell Notes. In 8th grade, the focus is creating SMART goals.

Individual school sites have been tasked with working with the Instructional Coaches to conduct professional development around the themes of the California Academic Standards, including rigor, focus, coherence, instructional strategies, shifts in curriculum, pacing and instructional materials, writing instruction and problem-solving. Arcadia Instructional Coaches have become regional professional development leaders by presenting at conferences and through their instituting the San Gabriel Valley Instructional Coaches Consortium.

Staff development topics from 2012–2018 school years have included effective instruction and critical thinking, implementation of the electronic grade book, the California Academic Standards, identification, development and curation of online resources, pedagogical shifts, brain research, and Universal Design for Learning (UDL) and Innovative Instruction. The increased focus on UDL and student agency has led to a coalescing of various educational strategies under the Multi-tiered System of Support (MTSS). We have been able to create a clear vision toward professional development and an increased awareness of how all our programs, including the ones listed below, coordinate to better education students through improved classroom and lesson design from both an academic and social-emotional level.

Newer topics include the Leader in Me, a character education program (2016 to the present); Restorative Practices, an alternative approach to communicating, discipline, and community at the school (2016 to the present); as well as the adoption of new curriculum (Big Ideas in mathematics: 2016, HMH in ELA: 2017, NGSS in science 2018. This year we are piloting different history social science curriculum: 2019).

An emphasis is placed on professional development where teachers gather at the district office to learn about new programs, curriculum, and instruction. These are not one-time professional development opportunities, but rather a systemic approach to ongoing professional development.