GUILFORD COUNTY SCHOOLS
MISSION POSSIBLE PROGRAM

Oak Hill Elementary School
Treatment Year 2 (2007-08) Progress Report

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at the University of North Carolina
at Greensboro

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OAK HILL ELEMENTARY TREATMENT YEAR 2 (2007-08)
PERFORMANCE AGAINST COMPARISON SCHOOLS

Executive Summary

Introduction

In February 2007, Guilford County Schools (GCS) contracted with the SERVE Center at the University of North Carolina at Greensboro to conduct an external evaluation of the Mission Possible (MP) program. The program was in the first year of implementation when a Federal Teacher Incentive Fund (TIF) grant was awarded. The new monies from the TIF grant were allocated to pay for an additional eight schools to participate in Mission Possible and to pay for the external evaluation. The original cohort that began in 2006-07 consisted of 22 schools (20 Mission Possible schools and 2 Cumulative Effects High Schools[1]). The second cohort of eight schools began the program in the 2007-08 school year.

As part of the evaluation, propensity score matching was used to identify three comparison schools for each MP school. This report documents activities that occurred during the 2007-08 academic year of the MP Program, specific to Oak Hill Elementary and its three comparison schools. In addition, the individual reports include results to the annual climate surveys administered within the school.

Background Information About the Mission Possible Program

Mission Possible is a comprehensive teacher incentive program. The program provides recruiting and performance incentives to help recruit and retain highly qualified teachers for schools with critical needs. Recruiting incentives range from $2,500 to $10,000 and performance incentives range from $2,500 to $5,000. Receiving the individual performance incentive hinges on the teacher completing 100% of the yearly prescribed professional development activities and earning value-added scores[2] that are at least one standard error above the mean for the district. Conversely, if MP teachers obtain value-added scores of at least two standard errors below the mean for two consecutive years, they are transferred out of the MP school. This system of accountability is just one tool that the MP program uses in order to try to ensure that MP schools are employing the most effective teachers for any given MP school. Teachers in their first year of participation complete workshops on *Cooperative Learning* and *Undoing Racism*. Teachers in their second year of participation complete workshops on *Differentiated Instruction* and *Teacher Expectations Student Achievement (TESA)*. The program theory is such that offering teachers recruitment and performance incentives will result in a larger applicant pool for any one open MP position, whereas before the MP program, there would be close to zero applicants for open positions. In addition, it is hoped that the performance incentive will encourage teachers to perform at their highest level in order to attain the highest possible academic growth within the classroom. Thus, the recruiting of highly qualified candidates who can show that they contribute to

[1] Cumulative Effects Program is a program to recruit and retain highly qualified math teachers in Guilford County Schools. The program is a collaborative project involving Action Greensboro, the University of North Carolina system, the University of North Carolina at Greensboro, and North Carolina A&T State University. See the following site for more information http://www.guilford.k12.nc.us/depts/mission_possible/cumulative.htm

[2] Value-added is a statistical method used to calculate academic growth among students by comparing test scores from a previous year to test scores of a current year. This is an alternative to traditional achievement testing in North Carolina where the percentage of students who pass the North Carolina End of Course or End of Grade tests is reported. GCS contracts with SAS® EVAAS® to provide the value-added scores.

growth within student achievement would naturally result in higher student achievement overall in the school. It is important to point out that while students may have grown in academic knowledge from one year to the next, this growth is not reflected by current North Carolina End of Course (EOC) and End of Grade (EOG) exams results. The EOC and EOG tests are not designed to measure academic growth, but rather they are criterion/standards-referenced tests and measure whether or not a student has met a certain cutoff or passing score. Failing to meet a cutoff does not mean that a student could not have made a grade level worth of growth in terms of knowledge, given the right learning environment, teacher, and motivation. Ideally, students make academic growth and within a few years time, they catch up with their peers in terms of grade level content and course content measured on the EOC and EOG exams.

Background Information About the SERVE Center

The SERVE Center at the University of North Carolina at Greensboro (UNCG) is a university-based research, development, dissemination, evaluation, and technical assistance center. Its mission is to support and promote teaching and learning excellence in the K-12 education community. The SERVE Center provides contracted evaluation services to state and local education agencies in and around the southeast region. *The Program Evaluation Standards, Second Edition* (The Joint Committee on Standards for Educational Evaluation, 1994) and the *Guiding Principles for Evaluators* (American Evaluation Association, 1995) guide the evaluation work performed at the SERVE Center.

Evaluation Plan

On November 27, 2007 Eric Becoats and Emily Scott from GCS met with Pamela Finney, Kathleen Mooney, and Melissa Williams from the SERVE Center to discuss the external evaluation of MP. Based on those discussions, the SERVE Center created an evaluation plan, timeline, and budget, which was sent to GCS on December 15, 2007. In April 2007, the technical service agreement for the evaluation was signed by GCS and the SERVE Center management. The evaluation agreement covers the length of the TIF grant (until September 30, 2011).

The evaluation of MP is guided by the main question stated in the original RFP: Are the goals and objectives of the project being met as outlined by the proposal? The goals as outlined in the RFP were:

Goal one: Attracting and retaining the most qualified teachers and administrators at the most highly impacted schools.
Goal two: Increasing student achievement on EOC and EOG tests.
Goal three: Rewarding teachers and administrators who work in participating schools that meet their value-added goals or adequate yearly progress and state ABC goals.

Given these goals, the SERVE Center developed an evaluation plan using the following evaluation questions as a guide:

- To what extent are the most highly qualified teachers and administrators being recruited and retained at MP Schools?
- To what extent were the MP teachers and administrators trained as proposed?
- To what extent did the MP training and incentives impact teacher and student outcomes?

Data used to answer these questions consist primarily of student discipline referrals, student promotion rates, comparison of teacher data between MP and non-MP schools, comparison of AYP and ABC data between MP and non-MP schools, documentation of teacher/administrator participation in professional development activities, surveys of teacher/administrator satisfaction with professional

development activities, compilation of Teacher Working Conditions (TWC) Surveys, interviews/focus groups with teachers and administrators regarding MP project activities, Parent/Student/Staff Climate Surveys, and documentation of incentives paid to teachers. The majority of data come from the North Carolina Department of Public Instruction (NCDPI) through the website www.ncreportcard.org. The complete evaluation plan is available in Appendix A of the district report. The evaluation methodology was approved by UNCG's Institutional Review Board (October 22, 2007, protocol #067328), which ensures the protection of human subjects in evaluation and research activities.

The evaluation plan includes an analysis of MP schools with matched comparison schools identified through propensity score matching. This current report is part of the individual progress reports that each MP school will receive. The reports include data from the three non-MP school matches identified in Year 1. Individual school progress reports should be examined for further detail about a particular school and how it has performed in relation to the comparison school. This will facilitate identifying potential treatment effects at individual schools. In addition, climate survey results for MP schools are included in the individual report. These can be used as a tool for identifying areas of the school that are excelling and areas in need of more attention.

The comparison schools were identified using the variables of enrollment size, 1-year teacher turnover rate, percent free lunch, percent reduced lunch, percent minority, percent of teachers with 0-3 years of experience, performance composite for 2004-05, and performance composite for 2005-06. The comparison schools are not identified by name, but these schools most closely match Oak Hill on the propensity score that was generated using the aforementioned factors.

Points to Highlight

The outcomes for each school can be summarized in relation to the three outcome areas. In the following table, there are indicators of retention, recruitment of teachers, and student achievement. Note that all of GCS data are inclusive of MP schools.

Retention from 2006-07 to 2007-08:

- No principal turnover at Oak Hill or two of the three comparison schools.
- Improved teacher turnover at Oak Hill and all comparison schools.
- Voluntary[3] incentive-paid personnel turnover from Oak Hill was 13%, and involuntary turnover was 0% (See Table 4).

Recruitment from 2006-07 to 2007-08:

- The number of teachers with an initial or continuing license decreased by 4 percentage points from 2007 to 2008 at Oak Hill and increased at all three comparison schools.
- The percentage of classes taught by highly qualified teachers at Oak Hill increased by 4 percentage points in 2008 and increased at Comparison School B and C.
- The percentage of teachers at Oak Hill with 10+ years of experience decreased by 13 percentage points. The percentage decreased at Comparison School A and increased at Comparison Schools B and C.

[3] Voluntary turnover within a school includes those that resigned, transferred to a non-MP school, or transferred to a different MP school. Involuntary turnover includes those that retired, had a VIF contract expiring, or earned a promotion.

Student Achievement from 2006-07 to 2007-08:

- The percentage of AYP goals achieved decreased by 38.1 percentage points at Oak Hill, remained the same at Comparison School A and B, and increased by 15.4 percentage points at Comparison School C.
- The percentage of students who passed the ABC Math decreased at Oak Hill and increased at the three comparison schools.
- The percentage of students who passed the ABC Reading decreased at Oak Hill and all comparison schools by at least 34 points.
- Oak Hill did not achieve ABC Growth in 2007-08 although all three comparison schools did.
- The performance composite decreased by 33.5 percentage points at Oak Hill and also decreased in all three comparison schools.
- No incentive-eligible teachers earned a performance incentive at Oak Hill (based on SAS® value-added calculations of student achievement growth).

Table 1 below is a summary of results. The color coding indicates positive or negative change. The figure within the table is an indicator of amount of change from previous year, unless otherwise noted.

Legend	
Positive Change	
Negative Change	
No Change	
Change Unknown-First Year of data-Unable to Categorize	

Table 1. Summary of Results for Oak Hill Elementary and Comparison Schools-Percentage Point Changes from 2006-07 to 2007-08

Category	Oak Hill Status	Comparison A Status	Comparison B Status	Comparison C Status	State Overall	GCS Overall
Retention Indicators						
Principal Turnover	No	No	No	Yes	N/A	N/A
Teacher Turnover	-18	-16	-10	-12	-9	-12
Incentive-paid turnover	2008= 13%	N/A	N/A	N/A	N/A	N/A
Recruitment of Quality Teacher Indicators						
Teachers with Initial or Continuing License	-4	6	29	15	0	0
Classes Taught by Highly Qualified Teachers	4	0	18	24	1	0
Teachers 0-3 experience	23	2	-7	-11	0	0
Teachers 4-	-10	5	4	4	0	1

Category	Oak Hill Status	Comparison A Status	Comparison B Status	Comparison C Status	State Overall	GCS Overall
10 experience						
Teachers 10+ experience	-13	-8	3	6	-1	-1
Student Achievement Indicators						
Percentage of AYP Goals	-38.1	0	0	15.4	N/A	-7.9
ABC Math	-18.4	14.8	11.5	15.2	3.5	4
ABC Reading	-55.9	-34.5	-46.6	-39.4	-29.9	-29.7
ABC Growth	No	Yes	Yes	Yes	N/A	N/A
Performance Composite	-33.5	-10.1	-10.3	-9.5	7.6	-7.7
Incentives Earned	2008=0%	N/A	N/A	N/A	N/A	N/A

Note. The numbers in the table represent percentage point change from 2007 to 2008.

The data from Oak Hill Elementary School and the three comparison schools suggests that the Mission Possible program is not showing a treatment effect specific to Oak Hill Elementary School. However, in comparison to Guilford County schools on a whole, Oak Hill appears to be narrowing the gap in teacher turnover. This narrowing is not likely due to the Mission Possible program, since all comparison schools also saw reduced teacher turnover in 2008. The climate results in Appendix B and C could provide administrators and principals with some insight for improving the school.

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The cohorts include the following:

Cohort 1 (began 2006-07 with local funds)	**Cohort 2 (began in 2007-08 with federal funds)**
Andrews High	Academy at Central (Opened in January 2008)
Dudley High	Allen Middle
Eastern Guilford High	Aycock Middle
Fairview Elementary	Bessemer Elementary
Ferndale Middle	Cone Elementary
Foust Elementary	Falkener Elementary
Gillespie Elementary	Penn Griffin Middle
Hairston Middle	Union Hill Elementary
Hampton Elementary	
High Point Central High	
Jackson Middle	
Kirkman Park Elementary	
Middle College at Bennett	
Middle College at NC A&T	
Oak Hill Elementary	
Parkview Elementary	
Smith High	
Academy at Smith	
Southern Guilford High	
Washington Elementary	
Welborn Middle	
Wiley Elementary	

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[4] Cumulative Effects Program is a program to recruit and retain highly qualified math teachers in Guilford County Schools. The program is a collaborative project involving Action Greensboro, the University of North Carolina system, the University of North Carolina at Greensboro, and North Carolina A&T State University. See the following website for more information http://www.guilford.k12.nc.us/depts/mission_possible/cumulative.htm

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Not every teacher in a MP school is part of the program. In addition, not every teacher in the MP program who receives a recruitment incentive is eligible for a performance incentive. Each position has a corresponding contract which the employee signs, indicating their eligibility for a performance incentive. For example, though K-2 teachers receive a recruitment incentive, they are not eligible for a performance incentive because their students do not have test scores. Many math teachers in high school receive the $9,000 recruitment incentive but if they are teaching a non-EOC-tested math course, they are not eligible for a performance incentive. Similar to K-2 teachers, these math teachers do not have students with state test data, which is how the achievement growth is calculated by SAS®. In addition, if a MP teacher is placed on an action plan for inappropriate conduct, the teacher does not earn a recruitment incentive during the time that they are on the action plan.

[5] Value-added is a statistical method used to calculate academic growth among students by comparing test scores from a previous year to test scores of a current year. This is an alternative to traditional achievement testing in North Carolina where the percentage of students who pass the North Carolina End of Course or End of Grade tests is reported. GCS contracts with SAS® EVAAS® to provide the value-added scores. For more information on EVAAS® see http://www.sas.com/govedu/edu/services/effectiveness.html

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Results

The following results are organized by outcome type and show the outcomes for the specific MP school as well as the three comparison schools. The results document progress of the goals as they pertain to the MP schools. Where results are reported for GCS overall, it is important to note that the GCS results are inclusive of MP schools.

Principal Turnover

The percentage of principal turnover is calculated by examining the principal on record for each MP school during each data year (taken from www.ncreportcard.org). If the principal on record changes from one year to the next, it is counted as turnover. Turnover for each school is shown in Table 2.

Table 2. Principal Turnover

School	2004-05 to 2005-06	2005-06 to 2006-07	2006-07 to 2007-08
Oak Hill Elementary	No	No	No
Comparison School A	No	No	No
Comparison School B	No	No	No
Comparison School C	No	No	Yes

Note. Data taken from http://www.ncreportcard.org. Yes=New principal from previous year to current year. No=the principal stayed the same from one year to the next.

Teacher Turnover

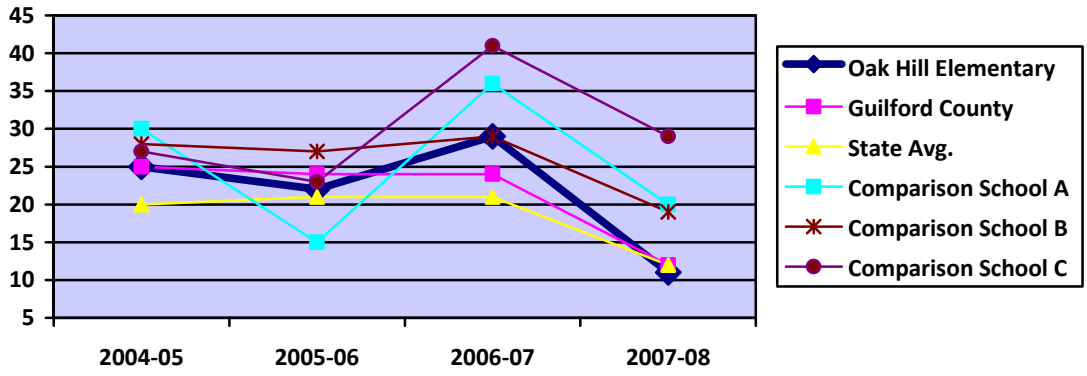
Teacher turnover is a measure of the number of teachers who did not return to the school in the following year. One of the main outcomes sought by providing teachers with MP incentives is the reduction of teacher turnover. Table 3 and Figure 1 reflect each individual schools' percentage of teacher turnover. This includes all teachers in a school, not just incentive-paid teachers.

Table 3. Percentage of Teacher Turnover

School	2004-05	2005-06	2006-07	2007-08	Change 04-05 to 05-06	Change 05-06 to 06-07	Change 06-07 to 07-08
Oak Hill Elementary	25	22	29	11	-3	7	-18
Guilford County	25	24	24	12	-1	0	-12
State Avg.	20	21	21	12	1	0	-9
Comparison School A	30	15	36	20	-15	21	-16
Comparison School B	28	27	29	19	-1	2	-10
Comparison School C	27	23	41	29	-4	18	-12

Note. Data taken from http://www.ncreportcard.org.

Figure 1. Teacher Turnover



Incentive-Paid Personnel Turnover

Records were kept by the GCS MP office that show turnover rates specific to each MP school and the MP incentive-paid personnel[6]. While turnover rates were reported in Year 1, they are not included in this report for comparison due to a change in the way turnover was counted. Table 4 shows the various reasons that were given for leaving Oak Hill in 2007-08 and total turnover for all of MP schools and MP elementary schools. Table 5 gives specific reasons for resigning. In 2007-08, records indicate that 4 incentive-paid personnel resigned from Oak Hill.

Table 4. Incentive-Paid Turnover

School	Documented Reason for Leaving School in 2007-08 School Year						Interim Contract -not Rehired	Total Turnover Rate by School	Total MP Personnel by School
	Voluntary Reasons			Involuntary Reasons					
	Transfer to other MP school	Resigned[a]	Transfer to non-MP School	VIF[b]	Retired	Higher Level Placement /Promotion			
Oak Hill Elementary		4						4 (13%)	30
Elementary School Totals	2	30	26	3	7	1	7	76 (24%)	315
Overall Turnover Within MP Schools[c]	12 of 608 (2.0%)	81 of 608 (13.3%)	42 of 608 (6.9%)	5 of 608 (0.8%)	12 of 608 (2.0%)	8 of 608 (1.3%)	19 of 608 (3.1%)	179 of 608 (29.4%)	608

Note. [a]Reasons for resignation are broken down in the subsequent table. Data were provided by the MP office. [b]VIF is an acronym for Visiting International Faculty. The VIF faculty have a 3-year limit for teaching in the United States. [c]Reflects overall turnover for the incentive-paid personnel.

[6] Within a MP school, there are personnel that are not considered to be MP personnel and thus do not receive any form of incentive.

Table 5. Reasons for MP Personnel Resigning From Oak Hill in 2007-08

School	Documented Reason for Resigning in 2007-08 School Year										
	Accept non teaching position in Ed.	Go back to School	Other	Re-location	Career Change	Teach in Other NC District	Teach in Other State	Health, person or family related	Job Dis-satisfaction	Teach in Non public school	Total % of Turnover
Oak Hill Elementary				3	1						4 of 4 (100%)
Elementary School Totals	1	1	2	3	2	7	4	5	4	1	30 of 76 (39%)
Overall Totals	3 of 608 (0.5%)	3 of 608 (0.5%)	9 of 608 (1.5%)	9 of 608 (1.5%)	9 of 608 (1.5%)	17 of 608 (2.8%)	6 of 608 (1.0%)	13 of 608 (2.1%)	7 of 608 (1.2%)	5 of 608 (0.8%)	81 Of 608 (13.3%)

Note. Data provided by GCS.

Percentage of Teachers With Initial or Continuing Licenses

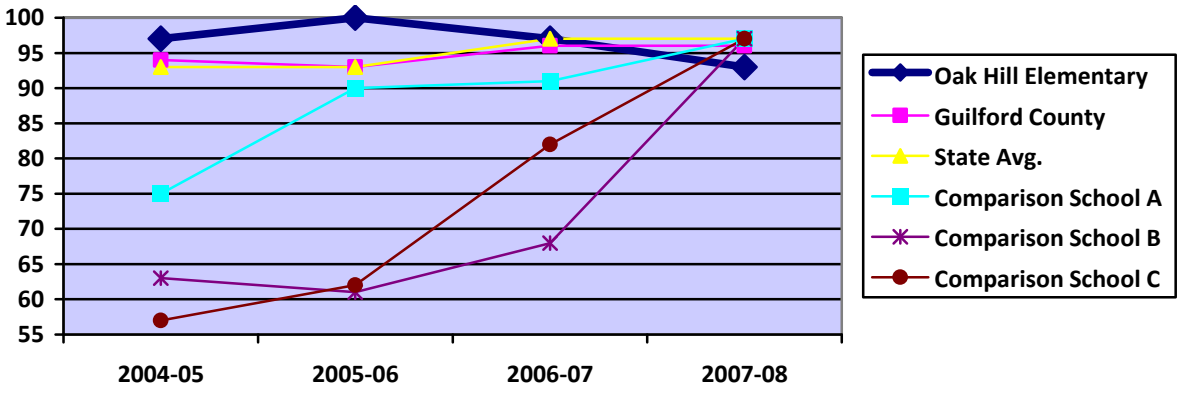
Table 6 and Figure 2 show the percentage of classroom teachers with a clear initial or clear continuing license in the school. This includes all license areas in the school.

Table 6. Percentage of Teachers With Initial or Continuing Licenses

School	2004-05	2005-06	2006-07	2007-08	Change 04-05 to 05-06	Change 05-06 to 06-07	Change 06-07 to 07-08
Oak Hill Elementary	97	100	97	93	3	-3	-4
Guilford County	94	93	96	96	-1	3	0
State Avg.	93	93	97	97	0	4	0
Comparison School A	75	90	91	97	15	1	6
Comparison School B	63	61	68	97	-2	7	29
Comparison School C	57	62	82	97	5	20	15

Note. Data taken from http://www.ncreportcard.org.

Figure 2. Teachers With Initial or Continuing Licenses



Percentage of Classes Taught by Highly Qualified Teachers

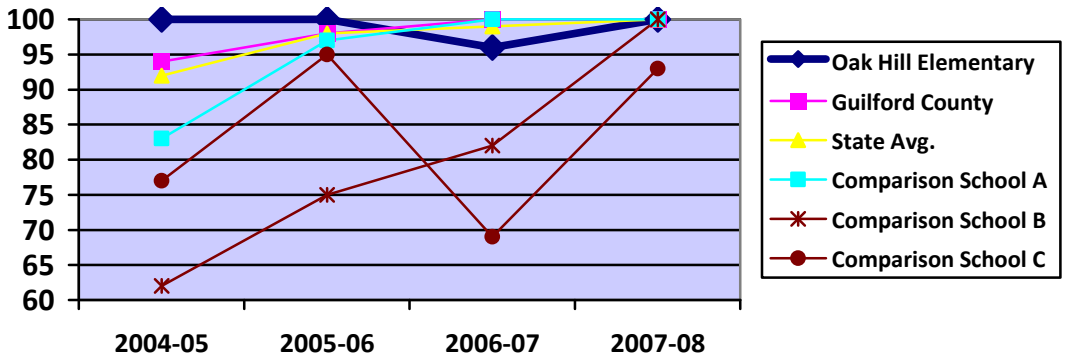
Table 7 and Figure 3 show the percentage of classes that are taught by Highly Qualified teachers as defined by federal law. The definition of Highly Qualified is in Appendix A.

Table 7. Percentage of Classes Taught by Highly Qualified Teachers

School	2004-05	2005-06	2006-07	2007-08	Change 04-05 to 05-06	Change 05-06 to 06-07	Change 06-07 to 07-08
Oak Hill Elementary	100	100	96	100	0	-4	4
Guilford County	94	98	100	100	4	2	0
State Avg.	92	98	99	100	6	1	1
Comparison School A	83	97	100	100	14	3	0
Comparison School B	62	75	82	100	13	7	18
Comparison School C	77	95	69	93	18	-26	24

Note. Data taken from http://www.ncreportcard.org.

Figure 3. Change in Highly Qualified Teachers



Years of Teaching Experience

Tables 8-10 and Figures 4-6 show the percentage of teachers in the school that have 0-3 years of experience, 4-10 years of experience, and 10 plus years of experience, along with the percentages in all schools in the state and in Guilford County.

Table 8. Percentage of Teachers With 0-3 Years Experience

School	2004-05	2005-06	2006-07	2007-08	Change 04-05 to 05-06	Change 05-06 to 06-07	Change 06-07 to 07-08
Oak Hill Elementary	22	20	26	49	-2	6	23
Guilford County	24	26	26	26	2	0	0
State Avg.	23	24	24	24	1	0	0
Comparison School A	30	28	28	30	-2	0	2
Comparison School B	40	29	39	32	-11	10	-7
Comparison School C	13	19	24	13	6	5	-11

Note. Data taken from http://www.ncreportcard.org

Figure 4. Percentage of Teachers With 0-3 Years Experience

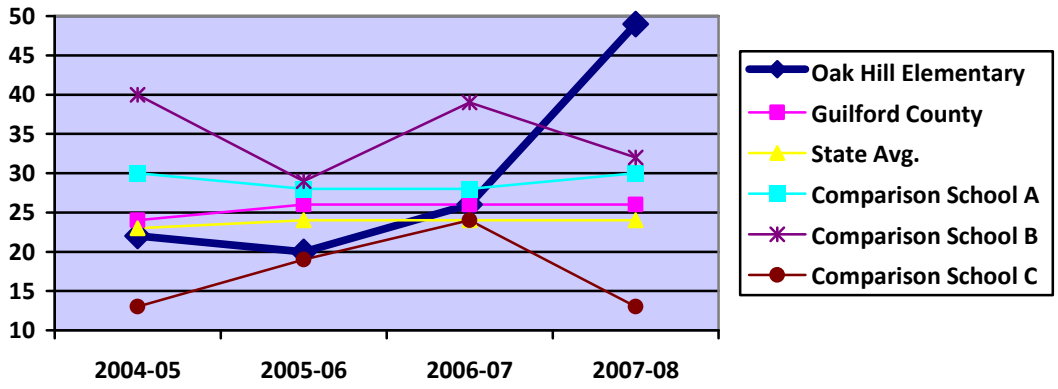


Table 9. Percentage of Teachers With 4-10 Years Experience

School	2004-05	2005-06	2006-07	2007-08	Change 04-05 to 05-06	Change 05-06 to 06-07	Change 06-07 to 07-08
Oak Hill Elementary	42	43	40	30	1	-3	-10
Guilford County	26	26	27	28	0	1	1
State Avg.	28	28	29	29	0	1	0
Comparison School A	25	31	31	36	6	0	5
Comparison School B	20	32	25	29	12	-7	4
Comparison School C	33	27	24	28	-6	-3	4

Note. Data taken from http://www.ncreportcard.org

Figure 5. Percentage of Teachers With 4-10 Years Experience

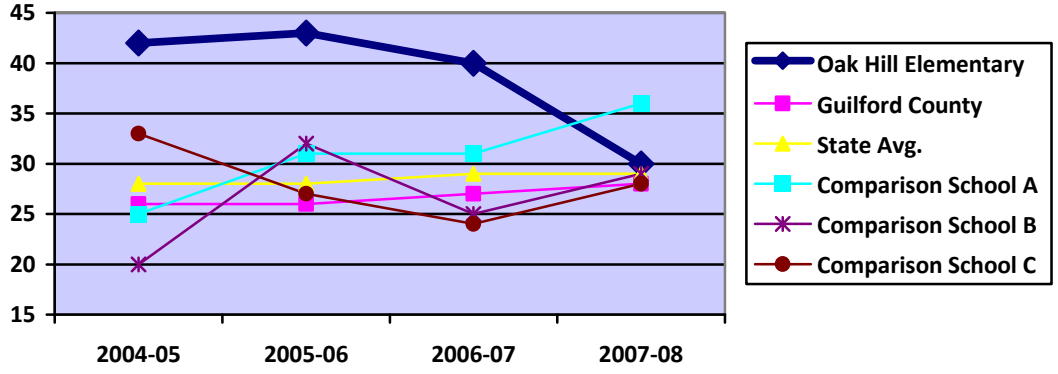
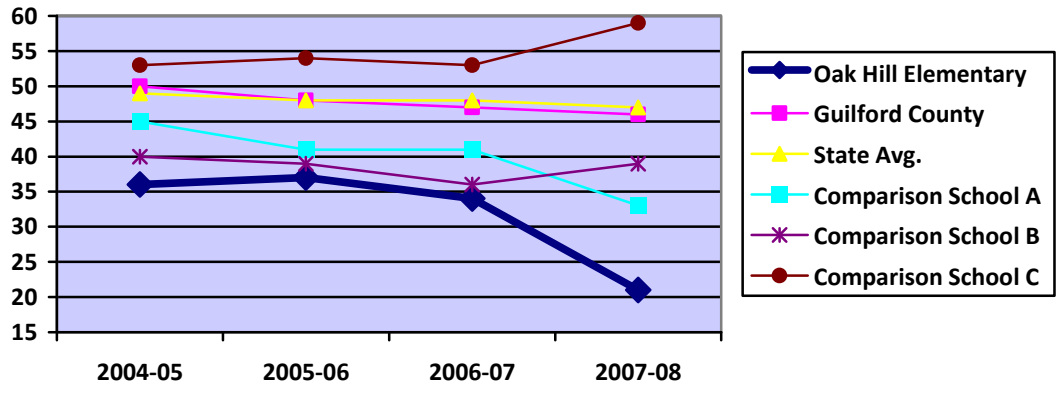


Table 10. Percentage of Teachers With 10+ Years Experience

School	2004-05	2005-06	2006-07	2007-08	Change 04-05 to 05-06	Change 05-06 to 06-07	Change 06-07 to 07-08
Oak Hill Elementary	36	37	34	21	1	-3	-13
Guilford County	50	48	47	46	-2	-1	-1
State Avg.	49	48	48	47	-1	0	-1
Comparison School A	45	41	41	33	-4	0	-8
Comparison School B	40	39	36	39	-1	-3	3
Comparison School C	53	54	53	59	1	-1	6

Note. Data taken from http://www.ncreportcard.org

Figure 6. Percentage of Teachers With 10+ Years Experience



Annual Yearly Progress (AYP) Goals Obtained

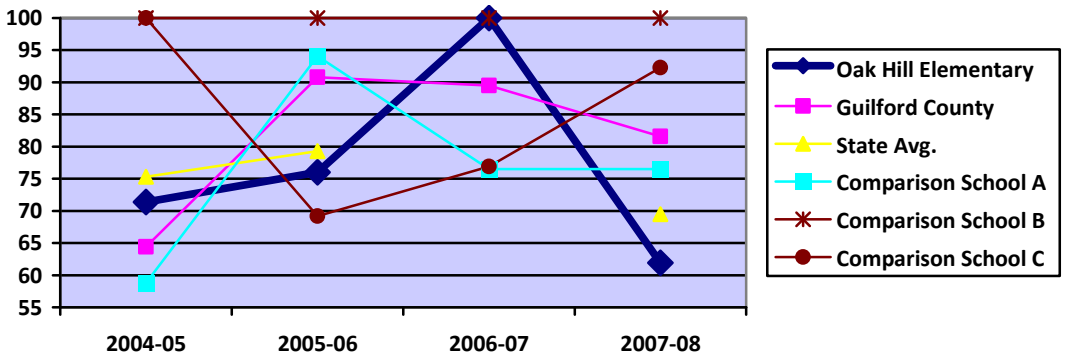
Table 11 and Figure 7 show the percentage of AYP goals obtained. This percentage is obtained by dividing the number of targets obtained by the number of total targets.

Table 11. Percentage of AYP Goals Obtained

School	2004-05	2005-06	2006-07	2007-08	Change 04-05 to 05-06	Change 05-06 to 06-07	Change 06-07 to 07-08
Oak Hill Elementary	71.4	76	100	61.9	4.6	24	-38.1
Guilford County	64.4	90.8	89.5	81.6	26.4	-1.3	-7.9
State Avg.	75.3	79.3	N/A	69.5	4	N/A	N/A
Comparison School A	58.8	94.1	76.5	76.5	35.3	-17.6	0
Comparison School B	100	100	100	100	0	0	0
Comparison School C	100	69.2	76.9	92.3	-30.8	7.7	15.4

Note. Data taken from http://www.ncreportcard.org

Figure 7. Percentage of AYP Goals Obtained



Percentage of Students who Passed the ABC Math

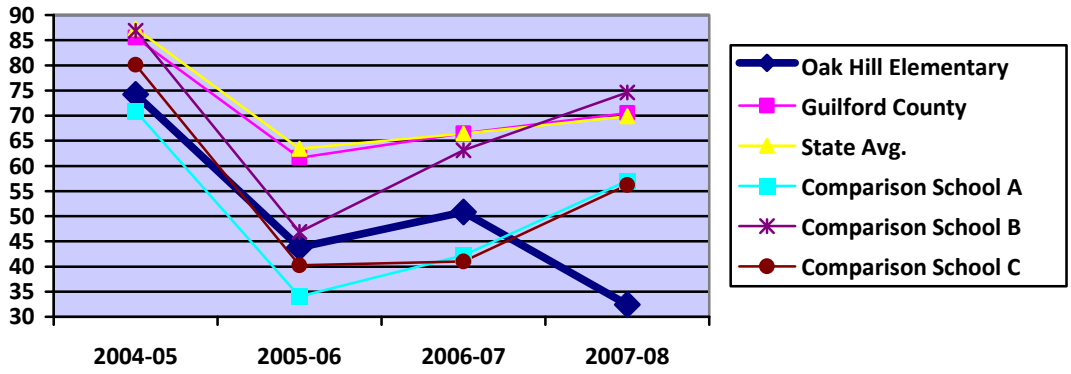
Table 12 and Figure 8 show the percentage of all students in each school that passed the End of Course tests for Math.

Table 12. Percentage of Students Passing ABC Math

School	2004-05	2005-06	2006-07	2007-08	Change 04-05 to 05-06	Change 05-06 to 06-07	Change 06-07 to 07-08
Oak Hill Elementary	74.2	43.8	50.8	32.4	-30.4	7	-18.4
Guilford County	85.5	61.6	66.5	70.5	-23.9	4.9	4
State Avg.	87.3	63.4	66.4	69.9	-23.9	3	3.5
Comparison School A	70.9	34	42.2	57	-36.9	8.2	14.8
Comparison School B	86.9	46.9	63.1	74.6	-40	16.2	11.5
Comparison School C	80.1	40.2	41	56.2	-39.9	0.8	15.2

Note. Data taken from http://www.ncreportcard.org.

Figure 8. Percentage of Students Passing the ABC Math



Percentage of Students who Passed the ABC Reading

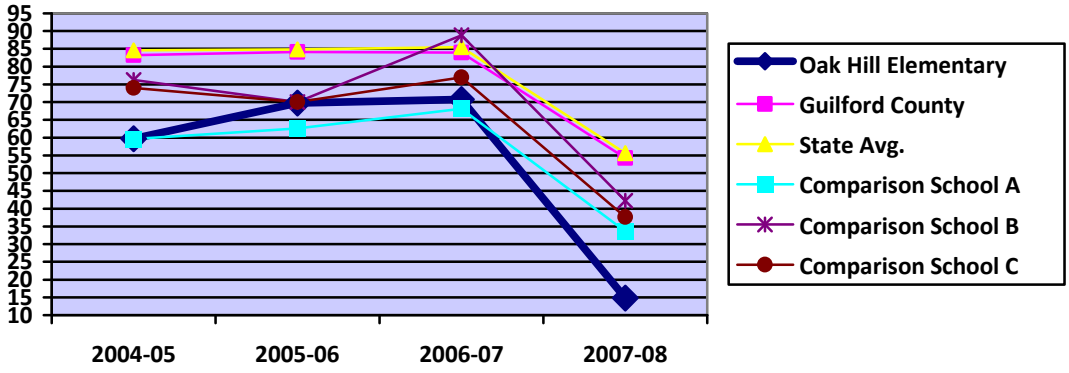
Table 13 and Figure 9 show the percentage of all students in each school that passed the End of Course tests for Reading.

Table 13. Percentage of Students Passing ABC Reading

School	2004-05	2005-06	2006-07	2007-08	Change 04-05 to 05-06	Change 05-06 to 06-07	Change 06-07 to 07-08
Oak Hill Elementary	59.7	69.7	70.7	14.8	10	1	-55.9
Guilford County	83.2	84.1	84	54.3	0.9	-0.1	-29.7
State Avg.	84.6	84.9	85.5	55.6	0.3	0.6	-29.9
Comparison School A	59.6	62.6	68.1	33.6	3	5.5	-34.5
Comparison School B	76.3	70	88.8	42.2	-6.3	18.8	-46.6
Comparison School C	74	70	77	37.6	-4	7	-39.4

Note. Data taken from http://www.ncreportcard.org.

Figure 9. Percentage of Students Passing the ABC Reading



ABC Growth Met

Growth within the North Carolina ABC Accountability Model is determined by predicting EOG and EOC test scores for a particular school year based on test scores of the same students from the previous year, and comparing the actual scores to the predicted scores. Students meet growth when their actual score is at or above their predicted score. It is possible for students to pass the EOG or EOC yet not have growth. School growth is determined by averaging student scores together. Table 14 shows whether individual schools met the ABC Growth.

Table 14. ABC Growth Met at Each School

School	2004-05	2005-06	2006-07	2007-08
Oak Hill Elementary	No	Yes	No	No
Comparison School A	Yes	Yes	No	Yes
Comparison School B	No	No	Yes	Yes
Comparison School C	Yes	No	No	Yes

Note. Data taken from http://abcs.ncpublicschools.org/abcs/

Performance Composite

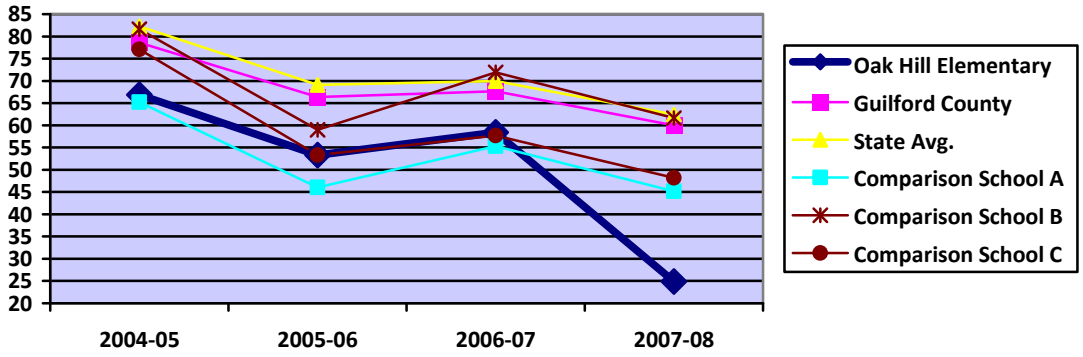
The Performance Composite is defined by NCDPI (2008) as "the percentage of the test scores in the school at or above Achievement Level III (also referred to as at "grade level" or "proficient")." Table 15 and Figure 10 show the performance composite for each school.

Table 15. Performance Composites for Mission Possible Schools

School	2004-05	2005-06	2006-07	2007-08	Change 04-05 to 05-06	Change 05-06 to 06-07	Change 06-07 to 07-08
Oak Hill Elementary	66.9	53.3	58.4	24.9	-13.6	5.1	-33.5
Guilford County	78.6	66.4	67.7	60	-12.2	1.3	-7.7
State Avg.	82.3	69.1	70	62.4	-13.2	1.1	7.6
Comparison School A	65.2	46	55.3	45.2	-19.2	9.3	-10.1
Comparison School B	81.6	59	71.9	61.6	-22.6	12.9	-10.3
Comparison School C	77.1	53.3	57.7	48.2	-23.8	4.4	-9.5

Note. Data taken from http://abcs.ncpublicschools.org/abcs/

Figure 10. Performance Composite



Performance Incentives

The total amount of money paid for performance incentives is an indicator of teacher performance and growth in student achievement. When teacher value-added scores increase, the amount of performance incentives paid to teachers will also increase. The percentage of eligible faculty who earned an incentive at Oak Hill was 0% (Table 16).

Table 16. Performance Incentives by Year

	2007		2008	
School	**Total $**	**Total Faculty**	**Total $**	**Total Faculty**
Oak Hill Elementary	$7,500	2 of 11 (18%)	0	0 of 11 (0%)

School Climate

The SERVE Center staff developed a Climate Survey for staff, parents, and students at MP schools. Climate Surveys are intended to provide a snapshot of the school climate at one point in time, and are generally used as a catalyst for change within a school. The surveys consisted of demographic questions and 5-point Likert scale items. In addition, the staff survey contained four open-ended questions about positive and negative aspects of the MP program, professional development, and other comments. The internal consistency of the items was measured using Cronbach's alpha. This value is dependent upon how much the items intercorrelate. The alpha of the parent survey when first administered in Fall 2007 was .96; student was .91, and staff was .93. Instruments with alphas above .80 are considered to have good reliability.

Staff Climate Surveys. Staff at the 30 MP schools were sent a web-based Climate Survey. An email invitation with a link to the web-based survey was sent to teachers through various school email lists and school principals via the MP director. A total of 824 staff surveys were submitted electronically. Calculating a response rate was not possible because it is not known how many staff and teachers the survey ultimately reached. Human Resources at GCS was not able to provide this data before the report was complete. However, it is known that the number of surveys submitted decreased from 1,086 received the previous year. At Oak Hill Elementary, 38 staff members responded in Fall 2008.

The results from Fall 2007 Staff Climate Survey serve as the baseline for the program period and thus the mean item scores for Fall 2007 are included on the Fall 2008 results for comparison purposes.

Question H on the survey was included as an indication of potential turnover for the 2009-2010 school year. In Oak Hill Elementary, five staff members said that they will not return in 2009-2010 and eleven are unsure if they will return.

Question I asked participants if they received an incentive. The results were used to ensure that there was representation from both incentive and non-incentive-paid teachers. Participants could also indicate if they were unsure that they received an incentive. Of the Oak Hill respondents, three participants were unsure if they received an incentive; 12 indicated that they were incentive-paid and 22 were non-incentive-paid.

In reviewing the results, principals may find it useful to compare the Fall 2007 staff results to the Fall 2008 staff results, or look for themes in results. The results can also be used to help you confirm of disconfirm areas of concern you have already identified.

Within the staff summary in Appendix B, there are items that are highlighted based on a mean score. These items stand out as potential areas for improvement. However, one should keep in mind that all survey results contain a margin of error. As the number of staff who have completed the survey increases, the precision of the results increase. Likewise, the lower the number of staff who completed the survey, the greater the margin of error in the results. If for example, it is known that there are 40 teachers yet only 20 have completed the survey, then there will be more error when interpreting the results than if 30 teachers completed the survey. When examining the results, one will see that the problem with low response rates is especially prevalent among the student and parent results.

In order to control for response acquiesce in the staff survey, some items were worded negatively. Additional instructions within the staff summary results are included that relate to this.

Parent and Student Climate Surveys. Survey packets containing an introductory letter, IRB consent forms, parent survey (both English and Spanish versions of all documents), a student survey, and a preaddressed postage-paid envelope were sent out to parents via students at each school on March 31, 2008. Coordinators at each school were given a letter instructing them how to hand out the survey packets. Students in grades 4 through 12 were given survey packets. Schools that had less than 450 students were given 100 survey packets to distribute and schools that had more than 450 students were given 200 packets to distribute. After reviewing response rates, the coordinators at schools where there was no or little response were asked to either request more surveys or remind students to have their parents complete the survey. All coordinators who were contacted indicated that they would work to get students to return the surveys. A total of 100 surveys were sent out to parents at Oak Hill. Eighteen parents and 4 students completed a survey.

Parent Climate Results. All items received good ratings by a majority of parents.

Student Climate Results. Results not included because number of respondents was less than eight.

Points to Highlight

The outcomes for each school can be summarized in relation to the three outcome areas. In the following table, there are indicators of retention, recruitment of teachers, and student achievement. Note that all of GCS data are inclusive of MP schools.

Retention from 2006-07 to 2007-08:

- No principal turnover at Oak Hill or two of the three comparison schools.
- Improved teacher turnover at Oak Hill and all comparison schools.
- Voluntary[7] incentive-paid personnel turnover from Oak Hill was 13%, and involuntary turnover was 0% (See Table 4).

Recruitment from 2006-07 to 2007-08:

- The number of teachers with an initial or continuing license decreased 4 percentage points from 2007 to 2008 at Oak Hill and increased at all three comparison schools.
- The percentage of classes taught by highly qualified teachers at Oak Hill increased by 4 percentage points in 2008 and increased at Comparison School B and C.
- The percentage of teachers at Oak Hill with 10+ years of experience decreased by 13 percentage points. The percentage decreased at Comparison School A and increased at Comparison Schools B and C.

Student Achievement from 2006-07 to 2007-08:

- The percentage of AYP goals achieved decreased by 38.1 percentage points at Oak Hill, remained the same at Comparison School A and B, and increased by 15.4 percentage points at Comparison School C.
- The percentage of students who passed the ABC Math decreased at Oak Hill and increased at the three comparison schools.
- The percentage of students who passed the ABC Reading decreased at Oak Hill and all comparison schools by at least 34 points.
- Oak Hill did not achieve ABC Growth in 2007-08 although all three comparison schools did.
- The performance composite decreased by 33.5 percentage points at Oak Hill and also decreased in all three comparison schools.
- No incentive-eligible teachers earned a performance incentive at Oak Hill (based on SAS® value-added calculations of student achievement growth).

Table 17 below is a summary of results. The color coding indicates positive or negative change. The figure within the table is an indicator of amount of change from previous year, unless otherwise noted.

Legend	
Positive Change	
Negative Change	
No Change	
Change Unknown-First Year of data-Unable to Categorize	

[7] Voluntary turnover within a school includes those that resigned, transferred to a non-MP school, or transferred to a different MP school. Involuntary turnover includes those that retired, had a VIF contract expiring, or earned a promotion.

Table 17. Summary of Results for Oak Hill Elementary and Comparison Schools-Percentage Point Changes from 2006-07 to 2007-08

Category	Oak Hill Status	Comparison A Status	Comparison B Status	Comparison C Status	State Overall	GCS Overall
Retention Indicators						
Principal Turnover	No	No	No	Yes	N/A	N/A
Teacher Turnover	-18	-16	-10	-12	-9	-12
Incentive-paid turnover	2008= 13%	N/A	N/A	N/A	N/A	N/A
Recruitment of Quality Teacher Indicators						
Teachers with Initial or Continuing License	-4	6	29	15	0	0
Classes Taught by Highly Qualified Teachers	4	0	18	24	1	0
Teachers 0-3 experience	23	2	-7	-11	0	0
Teachers 4-10 experience	-10	5	4	4	0	1
Teachers 10+ experience	-13	-8	3	6	-1	-1
Student Achievement Indicators						
Percentage of AYP Goals	-38.1	0	0	15.4	N/A	-7.9
ABC Math	-18.4	14.8	11.5	15.2	3.5	4
ABC Reading	-55.9	-34.5	-46.6	-39.4	-29.9	-29.7
ABC Growth	No	Yes	Yes	Yes	N/A	N/A
Performance Composite	-33.5	-10.1	-10.3	-9.5	7.6	-7.7
Incentives Earned	2008=0%	N/A	N/A	N/A	N/A	N/A

Note. The numbers in the table represent percentage point change from 2007 to 2008.

The data from Oak Hill Elementary School and the three comparison schools suggests that the Mission Possible program is not showing a treatment effect specific to Oak Hill Elementary School. However, in comparison to Guilford County schools on a whole, Oak Hill appears to be narrowing the gap in teacher turnover. This narrowing is not likely due to the Mission Possible program, since all comparison schools also saw reduced teacher turnover in 2008. The climate results in Appendix B and C could provide administrators and principals with some insight for improving the school.

References

Joint Committee on Standards for Educational Evaluation. (1994). *The program evaluation standards* (2nd ed.). Thousand Oaks, CA: Sage.

North Carolina Department of Public Instruction. (2008, August 3). *2007-08 ABCs of public education technical notes*. Retrieved August 6, 2009, from http://www.ncpublicschools.org/docs/accountability/reporting/abc/2007-08/technicalnotes.pdf

Appendix A-Federal Definition of Highly Qualified Teacher

From http://www.ed.gov/policy/elsec/leg/esea02/pg107.html

ELEMENTARY & SECONDARY EDUCATION
Title IX — General Provisions

SEC. 901. GENERAL PROVISIONS.
PART A — DEFINITIONS
SEC. 9101. DEFINITIONS.

(23) HIGHLY QUALIFIED- The term highly qualified' —
(A) when used with respect to any public elementary school or secondary school teacher teaching in a State, means that —

(i) the teacher has obtained full State certification as a teacher (including certification obtained through alternative routes to certification) or passed the State teacher licensing examination, and holds a license to teach in such State, except that when used with respect to any teacher teaching in a public charter school, the term means that the teacher meets the requirements set forth in the State's public charter school law; and

(ii) the teacher has not had certification or licensure requirements waived on an emergency, temporary, or provisional basis;

(B) when used with respect to —

(i) an elementary school teacher who is new to the profession, means that the teacher —

(I) holds at least a bachelor's degree; and

(II) has demonstrated, by passing a rigorous State test, subject knowledge and teaching skills in reading, writing, mathematics, and other areas of the basic elementary school curriculum (which may consist of passing a State-required certification or licensing test or tests in reading, writing, mathematics, and other areas of the basic elementary school curriculum); or

(ii) a middle or secondary school teacher who is new to the profession, means that the teacher holds at least a bachelor's degree and has demonstrated a high level of competency in each of the academic subjects in which the teacher teaches by —

(I) passing a rigorous State academic subject test in each of the academic subjects in which the teacher teaches (which may consist of a passing level of performance on a State-required certification or licensing test or tests in each of the academic subjects in which the teacher teaches); or

(II) successful completion, in each of the academic subjects in which the teacher teaches, of an academic major, a graduate degree, coursework equivalent to an undergraduate academic major, or advanced certification or credentialing; and

(C) when used with respect to an elementary, middle, or secondary school teacher who is not new to the profession, means that the teacher holds at least a bachelor's degree and —

(i) has met the applicable standard in clause (i) or (ii) of subparagraph (B), which includes an option for a test; or

(ii) demonstrates competence in all the academic subjects in which the teacher teaches based on a high objective uniform State standard of evaluation that —

(I) is set by the State for both grade appropriate academic subject matter knowledge and teaching skills;

(II) is aligned with challenging State academic content and student academic achievement standards and developed in consultation with core content specialists, teachers, principals, and school administrators;

(III) provides objective, coherent information about the teacher's attainment of core content knowledge in the academic subjects in which a teacher teaches;

(IV) is applied uniformly to all teachers in the same academic subject and the same grade level throughout the State;

(V) takes into consideration, but not be based primarily on, the time the teacher has been teaching in the academic subject;

(VI) is made available to the public upon request; and

(VII) may involve multiple, objective measures of teacher competency.

Appendix B-Staff Climate Results-Fall 2008

Oak Hill Elementary (N=38)

Introduction

Below are the results of the climate survey administered to staff in the above named Mission Possible school in Fall 2008. In addition, the mean scores from Fall 2007 are included when available so that the viewer can compare the 2008 results with the 2007 results. The open-ended comments are written as recorded from the survey. To control for response agreement, negatively worded items were included in the survey. These items are listed below the positively worded items.

Viewing Notes

Means are calculated based on a 5-point Likert scale. The scale goes from 5=Strongly Agree to 1=Strongly Disagree. When interpreting the results for positively worded questions, a mean score of less than 3.0 (midpoint of scale) indicates that this item may be notable. When interpreting the results for negatively worded questions, a mean score greater than 3.0 may be notable. These notable items from the 2008 results have been highlighted for your convenience. Please review all items, not just those that are highlighted.

Results for a particular question will not always sum to 100% due to nonrespondents.

Question		African American/Black	American Indian/Native Alaskan	Asian/Pacific Islander	Hispanic	White	Other
B	Race/Ethnicity	1 (3.0%)	0.0%	0.0%	2 (6.1%)	30 (90.9%)	0.0%

Question		Female	Male
C	Gender	34 (91.9%)	3 (8.1%)

Question		Administrator or Curriculum Facilitator	Teacher/Teaching Assistant	Other	No Response
D	Primary Position Type	3 (7.9%)	30 (78.9%)	4 (10.5%)	1 (2.6%)

Question		Less than 1 year	1-3 years	4-6 years	7-10 years	11 or more years
E	Number of Years in **current position**	5 (13.2%)	18 (47.4%)	6 (15.8%)	2 (5.3%)	7 (18.4%)
F	Number of Years working in Guilford County Schools	4 (10.5%)	17 (44.7%)	5 (13.2%)	4 (10.5%)	7 (18.4%)
G	Number of Years working in **current school**	8 (21.1%)	19 (50.0%)	8 (21.1%)	0.0%	3 (7.9%)

Question		Yes	No	Unsure
H	Is it your intent to return to this school next year?	21 (55.3%)	5 (13.2%)	11 28.9%)
	Why not? • i am looking for a pre-k position & staff morale is VERY LOW! • if the school follows a traditional calendar, I would be interested in working closer to home. It may also depend on the position as I am completing my graduate work this year. • job changes in the family and unhappy school climate • Law regarding teachers (such as duty-free lunch) not being followed • looking to move to a different county • Position could change			

	• stress, commute time/distance • The working environment, moral, and leadership is intolerable. • This school is just too crazy. I'm more a prison guard then a teacher. There are too many changes mid-year and not enough consistency. There are no moral-building, spirit building activities because our student body is too wild to handle it. Our parents are not involved with their students or the school. This is the only school I've ever taught in where I was the only adult in the classroom for the entire duration of the day, every day, all year, with the exception of observations. • want a traditional schedule • working climate • year-round schedule; I have a child on the traditional schedule • year round schedule, not happy with "environment" of school			
I	Are you in a position that will enable you to receive a performance incentive?	12 (31.6%)	22 (57.9%)	3 (7.9%)

Questions with Mean Scores Lower than 3.0 are highlighted		2007		2008 SA=5, A=4, U=3, D=2, SD=1							
	Positively Worded Questions	Mean	St.Dev.	Mean	St.Dev.	SA	A	U	D	SD	NR
1	I feel safe at my school.	3.90	.66	3.92	0.83	21.1%	55.3%	13.2%	7.9%	0.0%	2.6%
2	The school building is kept clean.	3.58	.96	3.53	1.11	15.8%	50.0%	7.9%	23.7%	2.6%	0.0%
3	The school personnel work together as a team.	3.77	.96	3.32	1.14	10.5%	47.4%	10.5%	26.3%	5.3%	0.0%
4	Administrators solve problems effectively.	3.93	.73	3.50	1.25	21.1%	44.7%	2.6%	26.3%	5.3%	0.0%
5	My students performed at grade level or above last year.	2.89	1.10	2.31	1.01	2.6%	13.2%	10.5%	52.6%	15.8%	5.3%
6	Adequate disciplinary measures are used to deal with disruptive behavior.	2.97	1.14	3.13	1.12	5.3%	42.1%	23.7%	18.4%	10.5%	0.0%
8	My principal represents the school in a positive manner.	4.35	.84	3.89	1.13	34.2%	39.5%	13.2%	7.9%	5.3%	0.0%
9	I devote time to remediation.	4.26	.63	4.25	0.60	31.6%	55.3%	7.9%	0.0%	0.0%	5.3%
10	My grade levels/content areas plan together.	3.90	.87	4.06	0.86	28.9%	50.0%	7.9%	7.9%	0.0%	5.3%
11	My principal responds to my concerns.	4.10	.87	3.57	1.14	15.8%	52.6%	5.3%	18.4%	5.3%	2.6%
12	My principal treats me with respect.	4.45	.72	4.05	1.14	44.7%	34.2%	5.3%	13.2%	2.6%	0.0%
13	My colleagues and I share resources.	4.39	.72	4.16	1.04	42.1%	42.1%	5.3%	2.6%	5.3%	2.6%
24	Students generally come to my class at the beginning of the term prepared for the grade level or courses I teach.	2.32	1.22	1.75	0.77	0.0%	2.6%	10.5%	42.1%	39.5%	5.3%
25	I feel satisfied concerning how my career is progressing at this school.	3.48	.89	3.43	1.14	10.5%	52.6%	10.5%	15.8%	7.9%	2.6%
26	I have a feeling of job security in my present position.	3.74	.82	3.74	0.76	13.2%	52.6%	28.9%	5.3%	0.0%	0.0%
27	I like working at my school.	3.87	.97	3.76	1.00	23.7%	44.7%	15.8%	15.8%	0.0%	0.0%
28	Staff morale is high at my school.	3.39	.92	2.08	1.02	0.0%	13.2%	15.8%	36.8%	34.2%	0.0%
30	Teacher evaluations are fair and reasonable.	4.00	.73	3.97	0.85	23.7%	50.0%	18.4%	0.0%	2.6%	5.3%
31	Teacher evaluations are used to improve teacher performance.	3.94	.77	3.74	0.78	10.5%	52.6%	26.3%	0.0%	2.6%	7.9%
32	In-service programs keep me informed of the latest educational strategies.	3.65	.91	3.76	0.82	10.5%	57.9%	10.5%	10.5%	0.0%	10.5%
34	This school is free of racism.	2.77	1.09	2.89	1.06	2.6%	31.6%	28.9%	26.3%	10.5%	0.0%
35	I am adequately trained to differentiate instruction.	4.10	.79	4.06	0.79	26.3%	52.6%	10.5%	5.3%	0.0%	5.3%
36	I am prepared to have students with different learning levels in my classroom.	4.23	.68	4.06	0.91	31.6%	42.1%	10.5%	7.9%	0.0%	7.9%

Questions with Mean Scores Lower than 3.0 are highlighted		2007		2008 SA=5, A=4, U=3, D=2, SD=1							
	Positively Worded Questions	Mean	St.Dev.	Mean	St.Dev.	SA	A	U	D	SD	NR
37	The overall climate or atmosphere at my school is positive for learning.	4.16	.52	3.43	1.02	7.9%	52.6%	13.2%	21.1%	2.6%	2.6%
38	We are all actively trying to make this a better school.	4.48	.57	4.13	0.78	31.6%	55.3%	7.9%	5.3%	0.0%	0.0%
39	I am adequately prepared to use cooperative learning in the classroom.	4.29	.53	4.06	0.80	23.7%	57.9%	2.6%	7.9%	0.0%	7.9%
40	Parental participation is high.	1.83	.78	1.40	0.50	0.0%	0.0%	0.0%	36.8%	55.3%	7.9%
43	Students in my school complete homework assignments.	2.81	.83	2.72	0.85	0.0%	21.1%	28.9%	42.1%	2.6%	5.3%
44	My students come to class prepared.	2.69	.85	2.71	1.05	0.0%	28.9%	18.4%	34.2%	10.5%	7.9%
45	Parents respond to material sent home to them.	2.94	.85	2.83	1.11	2.6%	31.6%	18.4%	31.6%	10.5%	5.3%

*SA=Strongly Agree, A=Agree, U=Unsure, D=Disagree, SD=Strongly Disagree, NR=No Response

Questions with Mean Scores Greater than 3.0 are highlighted		2007		2008 SA=5, A=4, U=3, D=2, SD=1							
	Negatively Worded Questions	Mean	St.Dev.	Mean	St.Dev.	SA	A	U	D	SD	NR
7	My principal is not an effective administrator.	1.94	.89	2.32	1.25	7.9%	13.2%	7.9%	42.1%	26.3%	2.6%
14	My principal is not supportive of teachers.	1.68	.79	1.97	1.09	2.6%	10.5%	7.9%	36.8%	39.5%	2.6%
15	I am limited by too many students in each class.	2.67	.99	2.81	1.09	2.6%	34.2%	5.3%	47.4%	5.3%	5.3%
16	I am limited by student deficiencies in basic academic skills.	3.52	1.29	4.03	1.11	42.1%	28.9%	7.9%	15.8%	0.0%	5.3%
17	I am limited by lack of concern/support from parents.	3.68	.87	4.17	0.81	34.2%	47.4%	7.9%	5.3%	0.0%	5.3%
18	I am limited by lack of concern/support from the principal.	1.77	.76	1.97	1.01	0.0%	13.2%	7.9%	39.5%	36.8%	2.6%
19	I am limited by school violence.	2.16	.93	1.81	0.62	0.0%	2.6%	2.6%	65.8%	26.3%	2.6%
20	I am limited by insufficient resources (e.g., funds, books, equipment, supplies, etc.).	3.39	1.20	3.69	1.22	31.6%	28.9%	7.9%	26.3%	0.0%	5.3%
21	I am limited by lack of concern/support from the district administration.	2.84	.97	3.00	0.97	5.3%	26.3%	31.6%	31.6%	2.6%	2.6%
22	Student gang activity is a problem at my school.	3.03	1.02	2.19	0.91	0.0%	10.5%	18.4%	47.4%	21.1%	2.6%
23	Drugs are a problem at my school.	2.37	.81	1.97	0.80	0.0%	5.3%	13.2%	52.6%	26.3%	2.6%
29	I frequently feel overloaded or overwhelmed while working at my school.	3.81	1.28	3.82	1.11	28.9%	47.4%	0.0%	23.7%	0.0%	0.0%
33	Children are not receiving a good education here.	1.84	.45	2.08	0.78	0.0%	5.3%	18.4%	55.3%	21.1%	0.0%
41	I hear racist comments from staff.	2.00	1.03	1.89	0.85	0.0%	7.9%	5.3%	50.0%	31.6%	5.3%
42	I hear racist comments from students.	3.68	.83	3.51	0.99	5.3%	63.2%	10.5%	13.2%	5.3%	2.6%

*SA=Strongly Agree, A=Agree, U=Unsure, D=Disagree, SD=Strongly Disagree, NR=No Response

	Question	A	A-	B	B-	C	C-	D	D-	F
46	What overall grade would you give to this school?	10.5%	7.9%	18.4%	21.1%	18.4%	13.2%	7.9%	2.6%	0%

47. What positive changes, if any, have you noticed in your school that you think can be attributed to the implementation of the Mission Possible program?

- All the positive behavior support interventions.
- Having only been at Oak Hill for a little over a year it is hard to say since I did not see what it was like before Mission Possible. The class sizes are lower in the primary grades WHICH IS A GOOD THING - but having almost 30 students in the upper grades defeats the work done. Positive Behavior Support (PBS) is making an impact and is helping the entire school work together as a unified front.
- I believe most of the teachers care about the students at this school. Our teachers are hard working and dedicated to these children.
- I think the Mission Possible training is good... but should not be done on weekends or after school.
- Less teacher turnover last year to this year.
- Lower classroom sizes has been an enormous strength.
- None
- PBS has been wonderful. Major behavioral issues are down.
- Smaller class sizes

48. What negative situations, if any, have you seen in your school that you think can be attributed to the implementation of the Mission Possible program? Please also offer suggestions for improving the situation.

- a stratification of the teachers, those with and those without incentive pay
- All of our staff works hard to make a difference for the students - Enrichment teachers integrate reading and math objectives into their lessons and assist in guided reading. These people deserve the same benefits monetarily. Sometimes I think the $ creates a divide where there should not be one.
- arguing due to incentive pay among the upper grade teachers
- Division among staff, less sharing and comrade.
- I think there is some dissatisfaction that only certain teachers are eligible for the MP bonus money. Every staff member, including resource,ESL, & specialist attend trainings but do not get the $2500. That is unfair.
- N/A
- Resentment from non-mission possible staff for not getting extra money but still being held to staff development needs that help all children.
- Staff resentment of who receives bonus incentives. Give everyone bonus incentives (K-5).
- Tension among 3rd grade teachers due to incentive pay being based on grade level performance instead of individual performance.
- The training being done on Saturdays and weeknights is causing a more stressed, negative environment at school.
- To many positive behavior support intervention. I feel that the really trouble students are getting more positive treats than the good kids who never cause any trouble. There doesn't seem to be a good balance.
- Unsure

49. What professional development is needed in your school?

- Co-teaching,
- Continue with current professional development
- Differiented Instruction, Small group Instruction
- Discipline/Behavior Management
- ESOL Training Differentiated Practice traing
- How to modify lessons for the EC students in the general education classrooms.
- How to set up meaningful learning centers for language arts and math in a time efficient manner.
- I think we need a continuation of Undoing Racism.
- More differentiated training.
- science instruction

- TEACHERS NEED TIME! Meetings and development are great, but they can only be as effective as the time teachers can devote to the planning and implementation.
- unsure
- We need help on racism between students.
- When outsiders come in to observe/evaluate staff, it would be help if they would: demonstrate suggested strategies; help out with a small group while they are in the classroom to improve their knowledge of our students' backgrounds; come in with a "here to help" rather than a "here to bash" attitude.
- workinf with at-risk and behavioral issues students

50. What other comments or suggestions do you have that are related to the Mission Possible Program at your school?

- None
- Our resource department needs a complete overhaul. Our resource staff need to observe and see inclusion being done correctly, effectively and with high quality.
- Our school in in desperate need of tutors or some sort of extra help for students who need remediation.
- That training needs to be done on school time or we need to be paid for it.
- The majority of our parents are uninvolved in their child's education. It is vital to have the parents involved (in a positive way) in their child's education, especially at Mission Possible Schools. The majority of my students do not receive help at home from their parents.
- There is not a climate of professionalism at this school. Faculty members who have never taught in a classroom are creating rules and "training" teachers with many years of experience. These same "trainers" are then heard yelling at students and are in general not "practicing what they preach". Teachers are "talked about" by administration to colleagues; privileged staff members leave to get lunch or are including in ordering out while others are not important information that the entire staff should know about is not conveyed to all while meetings are called to tell everyone about trivial things. This does not create a positive climate for staff members. I have been working at Oak Hill for many years and this is the lowest I have seen the school in terms of morale...that is IF you are not a member of the "in-crowd" or what some call the "coffee club". If you are a privileged staff member, then your life here is probably pretty good! I have never before been under the leadership of a principal who talks about teachers to other teachers nor one who orders out lunch every day for certain people.

Appendix C-Parent Climate Results-Spring 2008

Oak Hill Elementary School
Total Number of Surveys Received = 18 Total Number of Surveys Sent = 100 Survey response rate = 18%

	Question	SA	A	U	D	SD	Blank
1	The school is safe.	7 (38.9%)	8 (44.4%)	2 (11.1%)	0	0	1 (5.6%)
2	The school is kept clean.	8 (44.4%)	4 (22.2%)	3 (16.7%)	0	0	3 (16.7%)
3	The school is overcrowded to the degree that it affects learning.	0	4 (22.2%)	6 (33.3%)	6 (33.3%)	0	2 (11.1%)
4	The school maintains high academic standards.	3 (16.7%)	6 (33.3%)	5 (27.8%)	2 (11.1%)	0	2 (11.1%)
5	The school uses adequate disciplinary measures dealing with disruptive students.	3 (16.7%)	6 (33.3%)	5 (27.8%)	2 (11.1%)	0	2 (11.1%)
6	The school serves lunches that are nutritious.	4 (22.2%)	5 (27.8%)	7 (38.9%)	0	0	2 (11.1%)
7	The school serves lunches that taste good.	7 (38.9%)	4 (22.2%)	4 (22.2%)	3 (16.7%)	0	0
8	Teachers are friendly and easy to talk to.	5 (27.8%)	11 (61.1%)	1 (5.6%)	1 (5.6%)	0	0
9	Teachers make learning interesting.	4 (22.2%)	10 (55.6%)	2 (11.1%)	2 (11.1%)	0	0
10	Teachers make learning relevant.	6 (33.3%)	9 (50.0%)	2 (11.1%)	1 (5.6%)	0	0
11	Teachers motivate students to learn.	4 (22.2%)	11 (61.1%)	2 (11.1%)	1 (5.6%)	0	0
12	Teachers take an interest in students' educational future.	7 (38.9%)	7 (38.9%)	2 (11.1%)	2 (11.1%)	0	0
13	Teachers are knowledgeable and understand their subject matter.	6 (33.3%)	9 (50.0%)	1 (5.6%)	2 (11.1%)	0	0
14	Teachers assign meaningful homework that helps students learn.	4 (22.2%)	10 (55.6%)	1 (5.6%)	2 (11.1%)	0	1 (5.6%)
15	Teachers do their best to include me in matters directly affecting my child's progress in school.	7 (38.9%)	7 (38.9%)	1 (5.6%)	3 (16.7%)	0	0
16	The school teaches students the basic academic skills in reading.	6 (33.3%)	9 (50.0%)	2 (11.1%)	1 (5.6%)	0	0
17	The school teaches students the basic academic skills in math.	6 (33.3%)	9 (50.0%)	2 (11.1%)	1 (5.6%)	0	0
18	The school teaches students how to speak correctly in English.	7 (38.9%)	6 (33.3%)	2 (11.1%)	2 (11.1%)	0	1 (5.6%)
19	The school teaches students how to write correctly in English.	7 (38.9%)	7 (38.9%)	3 (16.7%)	1 (5.6%)	0	0
20	The school teaches how to solve problems in science.	5 (27.8%)	6 (33.3%)	5 (27.8%)	1 (5.6%)	0	1 (5.6%)
21	The school teaches students to think critically.	5 (27.8%)	6 (33.3%)	5 (27.8%)	2 (11.1%)	0	0
22	The school teaches students to develop good study and work habits.	8 (44.4%)	5 (27.8%)	2 (11.1%)	3 (16.7%)	0	0
23	The school teaches students to get along with different kinds of people.	4 (22.2%)	9 (50.0%)	4 (22.2%)	1 (5.6%)	0	0
24	The school is free of violence.	4 (22.2%)	5 (27.8%)	7 (38.9%)	2 (11.1%)	0	0
25	The school is free of gang activity.	5 (27.8%)	6 (33.3%)	5 (27.8%)	1 (5.6%)	1 (5.6%)	
26	The school is free of substance abuse and drugs.	6 (33.3%)	4 (22.2%)	5 (27.8%)	0	1 (5.6%)	2 (11.1%)
27	The principal does an effective job running my child's school.	6 (33.3%)	8 (44.4%)	2 (11.1%)	1 (5.6%)	1 (5.6%)	0
28	The principal is available.	6 (33.3%)	7 (38.9%)	3 (16.7%)	2 (11.1%)	0	0
29	The principal is easy to talk to.	5 (27.8%)	5 (27.8%)	5 (27.8%)	3 (16.7%)	0	0
30	The assistant principals are effective administrators.	6 (33.3%)	7 (38.9%)	4 (22.2%)	1 (5.6%)	0	0
31	School staff try to help students with personal problems.	7 (38.9%)	8 (44.4%)	2 (11.1%)	1 (5.6%)	0	0
32	School staff try to help students with academic problems.	9 (50.0%)	6 (33.3%)	2 (11.1%)	1 (5.6%)	0	0
33	School staff respond to my concerns.	7 (38.9%)	5 (27.8%)	5 (27.8%)	1 (5.6%)	0	0
34	My child is getting a good education at this school.	7 (38.9%)	5 (27.8%)	3 (16.7%)	2 (11.1%)	0	1 (5.6%)

35	The overall climate or atmosphere at my child's school is positive and helps my child learn.	7 (38.9%)	6 (33.3%)	4 (22.2%)	1 (5.6%)	0	0
36	What overall grade would you give to your child's school?						
	6 - A, 2 - A-, 3 - B, 4 - B-, 3 - Blank						

*SA=Strongly Agree, A= Agree, U=Unsure, D=Disagree, SD=Strongly Disagree

Appendix D-Student Climate Results-Spring 2008

Oak Hill Elementary School
Total Number of Surveys Received = 4 Total Number of Surveys Sent = 100 Survey response rate = 4%

	Question	SA	A	U	D	SD	Blank
1	I feel safe at my school.						
2	The school building is kept clean.						
3	The students in my school usually follow school rules.	Results not included because number of respondents was less than eight.					
4	My teachers require that I work very hard for the grades I get.						
5	My school has enough books and equipment to help me learn.						
6	The school serves lunches that are nutritious.						
7	The school serves lunches that taste good.						
8	Most of my teachers are friendly and easy to talk to.						
9	Most of my teachers make learning interesting.						
10	Most of my teachers make learning relevant.						
11	Most of my teachers make me to want to learn.						
12	My teachers know a lot about the subjects they teach.						
13	My teachers assign meaningful homework that helps me learn.						
14	My teachers are interested in how I do in the future.						
15	My teachers let me know how I am doing on my school work.						
16	Violence is a problem at my school.						
17	Gangs are a problem at my school.						
18	Many students are being distracted by alcohol.						
19	Many students are being distracted by drugs.						
20	The assistant principal is easy to talk to.						
21	The principal is easy to talk to.						
22	People at my school help me with personal problems.						
23	People at my school help me with learning problems.						
24	The adults at my school care about me.						
25	My teachers teach me how to get along with different kinds of people.						
26	I like coming to school.						
27	I am learning a lot at my school.						
	What overall grade would you give to your school?						

*SA=Strongly Agree, A= Agree, U=Unsure, D=Disagree, SD=Strongly Disagree