



## VARIANCES TO STANDARDS APPLICATION Renewal Application (three years)

**Purpose:** ARM 10.55.604(4) "Following the second year of implementation of a variance to standards, the school district shall provide evidence to the Superintendent of Public Instruction that the methods selected by the district implement, meet, or exceed results that could have been achieved under established standards."

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**DUE DATE:**

First Monday in March

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**COUNTY:** Flathead County

**DISTRICT:** High School District #5 Flathead County

**LIST EACH SCHOOL THAT IS REQUESTING THE VARIANCE:**

Flathead High School

Glacier High School

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1. **Standard(s) for which a variance is requested, e.g., 10.55.709. If there is a program delivery standard, be sure to list it as well, e.g., 10.55.1801.**

10.55.601 (3)

We are relying upon the research-based AdvancEd accreditation continuous school improvement process to satisfy the requirements for this variance to standards request.

2. **Provide evidence that local community stakeholders were involved in the consideration and development of the proposed renewal variance application. Community stakeholder groups include parents, community members, and students as applicable.**

Flathead High School conducted 213 surveys involving parents, community, staff, and students. The surveys were compiled and submitted to the accreditation review team on September 29, 2015.

Glacier High School conducted 1,111 surveys involving parents, community, staff, and students.

The surveys were compiled and submitted to the accreditation review team on December 18, 2015.

The surveys were used to assist our schools in collecting data to inform our improvement efforts. In addition, parents, students, and staff were involved in stakeholder interviews during the formal external accreditation visits. The external review teams conducted a total of 130 interviews from stakeholders during the visitations.





**3. Provide evidence local school stakeholders were involved in the consideration and development of the proposed renewal variance application. School stakeholder groups include trustees, administrators, teachers and classified school staff.**

Our high school accreditation teams were made up of teachers, administrators and other staff members from each high school. The stakeholder team involvement started from the beginning of the AdvancEd process. These teams were also intricately involved in the AdvancEd accreditation site visits conducted at Flathead High School and Glacier High School. Representatives from Bozeman High School conducted the review at Flathead and representatives from Billings West conducted the review at Glacier High School.

The following is a list of the individuals from Flathead and Glacier High Schools who were involved in our accreditation review processes:

Callie Langohr, GHS principal

Micah Hill, GHS Assistant Principal

Mark Dennehy, GHS Assistant Principal

Lance Labrum, GHS Assistant Principal

Josh Lancaster, GHS Art

Chere Anderson, GHS Business

Sharon Langston, GHS Counselor

Ivanna Fritz, GHS English

Kerrie More, GHS Library

Lisa Lykins, GHS Library

Brad Holloway, GHS Math

David Barr, GHS Music

Todd Robins, GHS Science

Beau Wright, GHS Social Studies

Andy Fors, GHS Tech Ed

Josh Munro, GHS Business

Clark Begger, GHS Social Studies

Kristyn Morin, GHS Social Studies

Stephanie Nadas, GHS Science

Cindy Jones, GHS Business

Austin Robbins, GHS Science



Jen Kessler, GHS Counselor  
Joel Bemis, GHS English  
Dotty Zier, GHS Special Education  
Jared Avery, GHS Counselor  
Peter Fusaro, FHS Principal  
Michele Paine, FHS Assistant Principal  
Mike Lincoln, FHS Assistant Principal  
Bryce Wilson, FHS Assistant Principal  
Alison Kreiss, FHS English Teacher  
Megan Koppes, FHS English Teacher  
Sue Corrigan, FHS teacher, Special Education  
Sara Nelson, FHS teacher, Art  
Allen Slater, FHS teacher, Music  
Tara Barnes, FHS teacher, Business  
Sue Brown, FHS teacher, English  
Lynette Johnson, FHS teacher, Science  
Rob Hunter, FHS teacher, Vocational  
Sean O'Donnell, FHS teacher, Social Science  
Susan Himsl, FHS teacher, International Languages  
Jeff Anderson, FHS teacher, Health Enhancement  
Chelsea Cattelino, FHS teacher, Counselor

**4. Attach Board of Trustee meeting minutes that show the Board of Trustees approved the application for a renewal variance at an official, properly noticed meeting.**

**5. Reflection upon initial variance:**

**a. Describe the specific measurable objectives that were listed in the initial variance application that demonstrated how the proposed variance was to meet or exceed the results under the current standard(s).**

It is the intent of Flathead and Glacier High Schools to use this variance to promote rigor, equity, student engagement and depth of application of knowledge for our students. The objectives are as follows:

- Utilize a school improvement plan that requires identification of goals for improvement of achievement and instruction.



- Continue to develop the use of data to promote growth in student learning, student readiness for the next level, student success at the next level.

**b. Provide a summary of the evidence or data gathered to demonstrate that the initial variance meets or exceeds results that could have been achieved under the established standard.**

Flathead and Glacier High Schools are regionally accredited through AdvancED. To obtain this accreditation, FHS and GHS go through a rigorous process that includes a self-assessment in relation to research based standards and indicators, student performance diagnostics, survey data from parents, teachers and students as well as an external review from an outside team of educators. The intensive external review process occurs every 5 years. The external reviews for both of our high schools were conducted during the 2015-2016 school year. The reports from these external visits are attached. The recommendations from these external review visits will be incorporated into our continuous school improvement plans.

The following is a description of how Montana's Standards of Accreditation are met and exceeded in the AdvancEd indicators:

An extensive Comprehensive Education Plan is required by Montana's Standards of Accreditation in 10.55.601(3). This requirement is reflected in AdvancED Standard 1, specifically in indicator 1.3.

A school district education profile is required by Montana's Standards of Accreditation in 10.55.601(3 a i). This requirement is reflected in AdvancED indicators 5.1, 5.2, and 5.5.

The School district's educational goals are required by Montana's Standards of Accreditation in 10.55.601(3 a ii). This requirement is reflected in AdvancED indicators 1.1 and 2.3.

A description of planned progress toward implementing all content, performance, and program area standards is required by Montana's Standards of Accreditation in 10.55.601(3 a iii). This requirement is reflected in AdvancED indicators 1.2, 3.1, 3.3, 3.6, and 3.12.

A description of strategies for assessing student progress toward meeting all content, performance, and program area standards is required by Montana's Standards of Accreditation in 10.55.601(3 a iv). This requirement is reflected in AdvancED indicators 2.6, 3.2, 4.7, 5.1, 5.2, and 5.4.

A professional development component is required by Montana's Standards of Accreditation in 10.55.601(3 a v). This requirement is reflected in AdvancED indicators 2.6, 3.4, 3.5, 3.7, 3.11, and 5.3.

A description of these indicators is attached and include specific notations that connect Montana's standards found in 10.55.601(3) with the AdvancEd indicators required for regional accreditation through AdvancEd.

With the steps required through the AdvancED process, Flathead and Glacier High Schools met and exceeded the standards found in 10.55.601(3) therefore duplication of efforts is not needed.

Due to the self-review and external review required we are assured that our Comprehensive Education Plan meets the educational needs of our students and our staff. This process



promotes rigor, equity, student engagement and depth of application of knowledge. Through the AdvancEd accreditation process, Flathead and Glacier High Schools have demonstrated that they have a Comprehensive Education Plan that includes an education profile, educational goals, planned progress towards meeting content and performance standards, strategies for assessing student progress, and a professional development component which are all required by 10.55.601(3). Additionally, AdvancEd's standards include other essential indicators which are not required by 10.55.602(3) thereby exceeding the planning requirements set for by the state of Montana.

**c. After reflection on the initial variance, describe any adjustments that need to be made to meet the specific needs of the students in the school(s).**

FHS Improvement Priority #1 identified by the accreditation team

Indicators 3.2, 5.1, 5.2, 5.3, 5.4, .5.5

Statement

Formulate and deploy a comprehensive student assessment system and develop system-wide methodologies and structures to analyze and communicate data in order to drive curriculum and instruction, investigate student growth, and evaluate programs.

FHS Improvement Priority #2 identified by the accreditation team

Indicators 4.4 & 4.5

Statement

Develop a plan to effectively educate all stakeholders how current technology infrastructure inhibits use of digital media for the purpose of instruction and student learning to achieve district and school goals.

GHS Improvement Priority #1 identified by the accreditation team

Indicators 3.12, 5.3

Statement

Develop and implement a plan to assess and train all professional and support staff in the evaluation, interpretation, and use of data in order to meet all students' unique learning needs.

GHS Improvement Priority #2 identified by the accreditation team

Indicator 4.5

Statement

Identify and design a process to maintain and improve the technological infrastructure to meet the teaching, learning, and operational needs of all stakeholders.

*(Use check boxes provided in items 6-11 if the information requested remains unchanged from the initial variance application.)*

**6. Describe the renewal variance requested.**

*Renewal variance is the same as the initial variance.*



**7. Provide a statement of the mission and goals of this proposed renewal variance.**

- Mission and goals are the same as the initial variance.*

**8. List specific measurable objectives that demonstrate the proposed renewal variance will meet or exceed the results under the current standard(s).**

- Measurable objects are the same as the initial variance.*

**9. What data or evidence will be gathered to document progress toward meeting the measurable objectives of the renewal variance?**

- Data or evidence gathered in the same manner as the initial variance.*

**10. In what way does this variance meet the specific needs of the students in the school(s)?**

- The renewal variance will meet the specific needs of the students in the same manner as the initial variance.*

**11. Describe how and why the proposed variance would be:**

**a. Workable.**

- Renewal variance is the same as the initial variance.*

**b. Educationally sound.**

- Renewal variance is the same as the initial variance.*

**c. Where applicable, aligned with program standards under ARM 10.55.1101 through 10.55.2101.**

- Renewal variance is the same as the initial variance.*

**d. Where applicable, aligned with content standards under ARM Chapters 53 and 54.**

- Renewal variance is the same as the initial variance.*



Required school district signatures:

Board Chair Name: Joe Brennehan

Board Chair Signature: *Joe Brennehan* Date: 2-23-16

Superintendent Name: Mark Flatau

Superintendent Signature: *Mark Flatau* Date 2-23-16

Mail the signed form to:

Accreditation and Educator Preparation Division  
Office of Public Instruction  
PO Box 202501  
Helena, MT 59620-2501

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OPI USE ONLY

Superintendent of Public Instruction: \_\_\_\_\_ Date \_\_\_\_\_

\_\_\_\_ Approve \_\_\_\_ Disapprove

Board of Public Education Chair \_\_\_\_\_ Date \_\_\_\_\_

\_\_\_\_ Approve \_\_\_\_ Disapprove





# Kalispell Public Schools

233 1st Ave. East - Kalispell, Montana 59901

Phone: (406)751-3400 Fax (406)751-3416

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|   |   |  |  |
|---|---|--|--|
| <b>SUPERINTENDENT</b><br>Mark Flatau<br>Phone (406)751-3434 | <b>ASST. SUPERINTENDENT</b><br>Andrea Johnson<br>Phone (406) 751-3434 | <b>HUMAN RESOURCES</b><br>Tracy Scott<br>Phone (406)751-3444 | <b>FEDERAL PROJECTS</b><br>Chris Bilant<br>Phone (406)751-3408 |
|---|---|--|--|

DATE: February 26, 2016

TO: Linda Peterson, Accreditation Division Administrator  
Accreditation and Educator Preparation Division  
Office of Public Instruction  
PO Box 202501  
Helena, MT 59620-2501

FROM: Andrea K. Johnson, Assistant Superintendent  
Kalispell Public Schools  
233 1<sup>st</sup> Ave. East  
Kalispell, MT 59901

RE: Variances to Standards Application  
Renewal Application (three years)

Included with this memo you will find the Variances to Standards Application – Renewal Application for High School District #5 Flathead County – Flathead High School & Glacier High School in Kalispell, Montana.

In addition to the signed renewal application you will find a copy a copy of the board agenda where the application was approved by the Board of Trustees on February 23, 2016, AdvanceEd external review team recommendations (and the external review exit reports) for Flathead High School and Glacier High School, and a copy of the original Variances to Standards Application submitted in July of 2013 (with supporting documents.)

Please let us know if you need additional information or clarification regarding our renewal application. Thank you.



## BOARD OF TRUSTEES MEETING

*The mission of this Board of Trustees is to champion the cause of students in public education by establishing the framework through which all educational resources are maximized.*

# Special Board Meeting Meeting Minutes

*SCHOOL BOARD SPECIAL MEETING*

*Library Media Center*

*205 Northwest Lane, Kalispell MT 59901*

*Tuesday, February 23, 2016 06:00 PM*

### **(1) CALL TO ORDER**

Members Present: Chair Joe Brenneman, Vice Chair Anna Marie Bailey, Bette Albright, Mary Tepas, Lance Isaak, Jack Fallon, Don Murray,

Members Absent: Steve Davis, Jeremy Reed

Officials Present: Peterson Principal Rick Anfenson, Hedges Principal Natalie Miller, Edgerton Assistant Principal Jen Stein, Edgerton Principal Merisa Murray, Elrod Principal Glenda Armstrong, Russell Principal Bill Sullivan

Others Present: Tom Heinecke and Steve L'Heureux,

### **(2) PLEDGE OF ALLEGIANCE**

Chair Brenneman called the meeting to order at 6:00 pm with the Pledge of Allegiance.

### **(3) REVIEW AND APPROVAL OF AGENDA**

(Action)

Chair Brenneman asked the Board to review the agenda and make a motion to approve the agenda as presented.

Trustee Albright made a motion to approve the Agenda as presented.

Trustee Fallon seconded the motion.

Motion carries.

### **(4) PUBLIC COMMENT**

Chair Brenneman asked if any member of the audience wished to comment on a matter not on the agenda, further stating that the Board could not take action on any matter brought up in public comment because the public had not previously been notified of the matter. No Public Comment was offered.

### **(5) NEW BUSINESS**

Chair Brenneman introduced the next item on the agenda, New Business.

#### **(5.a) OPI Accreditation Variance Plan**

(Action)

Assistant Superintendent Andrea Johnson stated the situation regarding the OPI Accreditation Variance Plan. The renewal application would extend our original plan. Callie, Pete, and Andrea have completed the application and it is ready to go with Board approval. GHS just completed, 2 weeks ago, their advanced ed review. After the preliminary report comes back, those Principals will come to give an update on both schools reviews.



5. Make instructional decisions
6. Discuss best practices, share our strengths.
7. Determine areas of strength and areas of needed improvement for our students.
8. Discuss evidence of improvement in student scores. What strategies or materials were used?
9. Discuss and plan interventions for students who are not making adequate gains.
10. Report Cards and Assessments
11. Review and discuss student work. Clarify criteria that we are using to judge student work.
12. PLC Norms: Stay on topic, Stick to the time limit and agenda given, respect others point of view and questions, follow the protocol, student focused, confidentiality
13. Curriculum Tech integrator, questions Jack Fallon, "do you see a need for that at the elementary level?" Coaches: "YES....If you had a person teaching the teachers how to create lesson plans, someone who could master and teach could really enhance the educational aspect of interventions."  
lots of discussion on how best to address instruction intervention.

## **(6) OLD BUSINESS**

Chair Brenneman introduced the next item on the agenda, Old Business.

### **(6.a) FACILITY PLANNING UPDATE**

(Information)

Superintendent Flatau introduced Steve L'Hereaux and Tom Heinecke to give an update on the Facility Planning project.

The gentlemen update the Board as presented, stating that the Facility Planning Committee has made great progress on the elementary side. The committee wanted to look at the demographics of the district and enrollment projections. 2039 was the current enrollment number as of Oct. 2015. As a committee, it was decided to use 2% growth model. The men then presented the growth percentage per year all the way to 2033. At this time every elementary has an overage that adds up to 225 students in the district. Overages by school: Edgerton:110, Peterson-15, Russell-40, Hedges-40, Elrod, 20. L'Hereaux and Heinecke then walked the Board through the options presented to the facility committee. The committee has gone through three different iterations of these options and have voted on them at committee and the A.1, A.2, and A.3 options were the most well received.

Brenneman stated that if there are elementary trustees who feel this is not something they could fathom, please make it known now rather than later. Option A2 has pretty clearly risen to the surface based on wanting to make sure the district is covered out to 2030. Once a bond is passed, you have 3 years to spend 85% of the money.

The Board had a discussion on ways to present a bond measure to public. Flatau wrapped up by stating that the committee feels that we have narrowed this down pretty well, but wanted to update the Board..

Wednesday March 2nd, 6pm, right here in KMS library, will be the next Facilities planning committee meeting. The committee will move forward with additional High School options as well.

## **(7) CONSENT AGENDA**

(Action)

Chair Brenneman asked the Board to consider a motion regarding the Consent Agenda as presented.

Vice Chair Anna Marie Bailey made a motion to approve the Consent Agenda as presented.

Trustee Ruby seconded the motion.

Motion carries.

### **(7.a) PERSONNEL ACTION ITEMS**

(Consent Agenda)

### **(7.b) TUITION**

## **(8) SUPERINTENDENT EVALUATION**

(Executive Session)

Chair Brenneman adjourned the meeting into Executive Session at 8:15 to discuss the Superintendent's Evaluation.

Chair Brenneman reconvened the meeting into Regular Session at 8:21pm.

Trustee Isaak made a motion to accept the summary letter of the Superintendent's Evaluation as presented.

Trustee Albright seconded the motion.

Motion Carries.

**(9) ADJOURNMENT**

(Action)

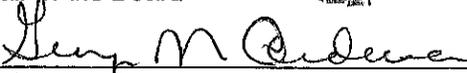
Chair Brenneman adjourned the meeting at 8:22 pm.



Chair of the Board

4.11.16

Date



Clerk of the Board

4.11.16

Date



Secretary of the Board

4.11.16

Date

**(10) ACCOMMODATIONS**

(Information)

# **Recommendation**

The External Review Team recommends to the AdvancED Accreditation Commission that

## **Flathead High School**

earn the distinction of accreditation by AdvancED.

# **Recommendation**

The External Review Team recommends to the AdvancED Accreditation Commission that

## **Glacier High School**

earn the distinction of accreditation by AdvancED.

# IEQ Results

The IEQ results indicate that the school system is performing within acceptable ranges as compared to expected criteria as well as other institutions in the AdvancED network.

# IEQ Results Flathead

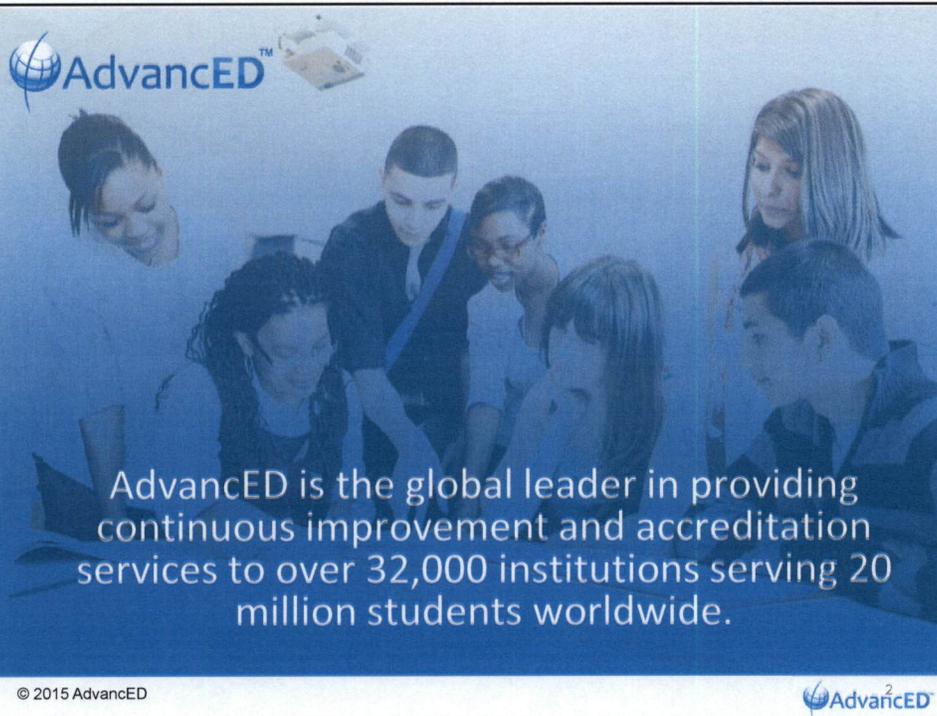
|                              | External Review IEQ Score |
|------------------------------|---------------------------|
| Overall Score                | 251.28                    |
| Teaching and Learning Impact | 240.14                    |
| Leadership Capacity          | 262.34                    |
| Resource Utilization         | 267.35                    |

# IEQ Results Glacier

|                              | External Review IEQ Score |
|------------------------------|---------------------------|
| Overall Score                | 285.90                    |
| Teaching and Learning Impact | 272.22                    |
| Leadership Capacity          | 301.52                    |
| Resource Utilization         | 302.38                    |

# External Review Exit Report

Flathead High School  
November 9<sup>th</sup> and 10<sup>th</sup>  
2015



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## Accreditation

An international protocol for institutions committed to systemic, systematic and sustainable improvement

- Builds capacity of the system and its schools to increase and sustain student learning
- Stimulates and improves effectiveness and efficiency throughout the system

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## External Review

A diagnostic process to stimulate and guide continuous improvement with a focus on:

- Impact of teaching and learning
- Capacity of leadership
- Use of resources

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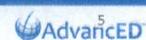


## External Review

Professional judgment by the External Review Team results in:

- Powerful Practices
- Opportunities for Improvement
- Improvement Priority
- Index of Education Quality
- Accreditation Recommendation

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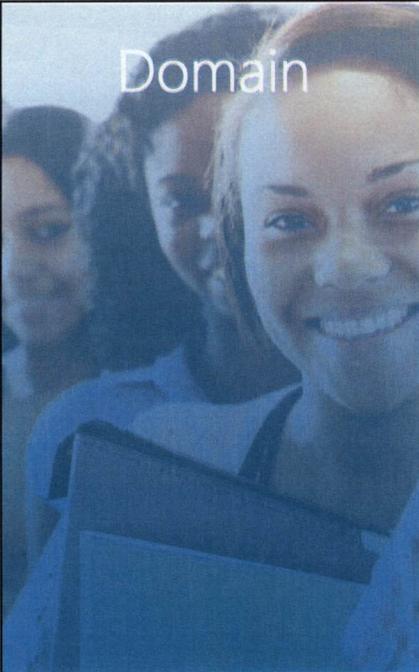


## Stakeholders

| Stakeholder Interviewed            | Number |
|------------------------------------|--------|
| Administrators                     | 2      |
| Instructional Staff                | 15     |
| Support Staff                      | 5      |
| Students                           | 40     |
| Parents Community Business Leaders | 3      |
|                                    |        |
|                                    |        |
| Total                              | 65     |

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Domain

## Teaching and Learning Impact

The External Review Team examined:

- Student performance results
- instructional quality
- Learner and family engagement
- Support services for student learning
- Curriculum quality and efficacy
- College and career readiness data

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## Findings

- **Powerful Practice**
- Indicator 3.1 and 1.2
- **Statement**
- Flathead High School administration and staff are committed to ensuring that all students have access to a wide variety of diverse, equitable and challenging learning experiences that develop multiple learning, thinking and life skills.

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- **Opportunity for Improvement**
- Indicator 3.7 and 1.3
- **Statement**
- Develop, implement and monitor a strategic continuous improvement process that aligns mentoring, coaching, and professional development programs while providing clear direction about the school's beliefs regarding student learning and instructional practices.

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- **Improvement Priority**
- Indicators 3.2, 5.1, 5.2, 5.3, 5.4, .5.5
- **Statement**
- Formulate and deploy a comprehensive student assessment system and develop system-wide methodologies and structures to analyze and communicate data in order to drive curriculum and instruction, investigate student growth, and evaluate programs.

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## eleot™

|   | Domains                                      | External Review |
|---|--|-----------------|
| 1 | Equitable Learning Environment               | 2.53            |
| 2 | High Expectations Environment                | 2.60            |
| 3 | Supportive Learning Environment              | 2.85            |
| 4 | Active Learning Environment                  | 2.75            |
| 5 | Progress Monitoring and Feedback Environment | 2.48            |
| 6 | Well-Managed Learning Environment            | 3.04            |
| 7 | Digital Learning Environment                 | 1.47            |

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## Domain

### Leadership Capacity

The External Review Team examined:

- Institutional purpose and direction
- Governance and leadership effectiveness
- Stakeholder engagement
- Improvement capacity
- Results

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## Findings

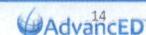
- **Powerful Practice**
- Indicator 1.2, 2.4, and 4.6
- **Statement**
- The leadership and staff at Flathead High School are committed to building a school culture and climate that cultivates a sense of community by fostering positive relationships and individual connections to the school.

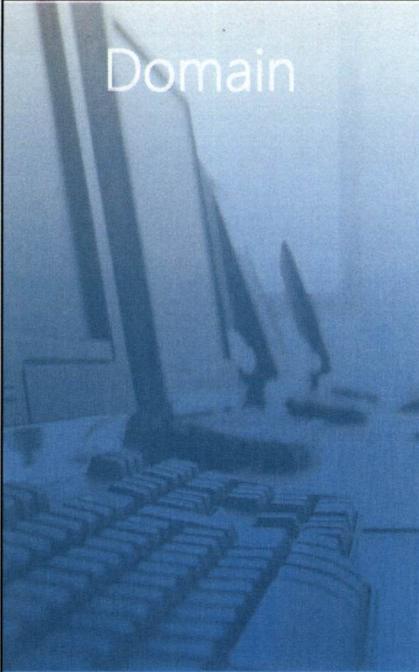
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- **Opportunity for Improvement**
- Indicator 2.5
- **Statement**
- Develop a strategic initiative to improve engagement with community stakeholders providing meaningful leadership roles and intentional communication.

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Domain

## Resource Utilization

The External Review Team examined:

- Allocation and use of resources
- Equity of resource distribution to need
- Level and sustainability of resources
- Long range capital and resource planning effectiveness

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## Findings

- **Powerful Practice**
- Indicator 4.6
- **Statement**
- Flathead High School provides a multitude of support services tailored to meet the physical, social, and emotional needs of the student population, which has contributed to a significant decrease in the dropout rate and an increase in student success.

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- **Improvement Priority**
- Indicators 4.4 & 4.5
- **Statement**
- Develop a plan to effectively educate all stakeholders how current technology infrastructure inhibits use of digital media for the purpose of instruction and student learning to achieve district and school goals.

## Conclusions

### Index of Education Quality™ (IEQ™)

- Impact of **teaching and learning** on student performance
- Capacity of leadership to guide and ensure effectiveness in carrying out **strategic direction** of institution
- Utilization of **resources** to meet diverse needs of students and institution
- Use as a **tool** for formative analysis and continuous improvement
- **Connection** for the conditions, processes, and practices to evidence including student performance

## IEQ Results

|                              | External Review IEQ Score |
|------------------------------|---------------------------|
| Overall Score                | 251.28                    |
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## IEQ Results

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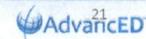
## Recommendation

The External Review Team recommends to the AdvancED Accreditation Commission that

### **Flathead High School**

earn the distinction of accreditation by AdvancED.

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## Continuous Improvement

- Improvement Priorities must be addressed within two years
- Beginning of a journey of improvement
- Deliberate and strategic actions to ensure that every child, *every day is being prepared and achieving success for their future*

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## Final Thoughts

The External Review Team:

- Appreciates *your hospitality, support and professionalism.*
- Respects and acknowledges the *efforts to improve the quality of your institution.*
- Congratulates your system and community on *completing the requirements for AdvancED School Accreditation.*

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***Create a world of opportunities  
for every learner***



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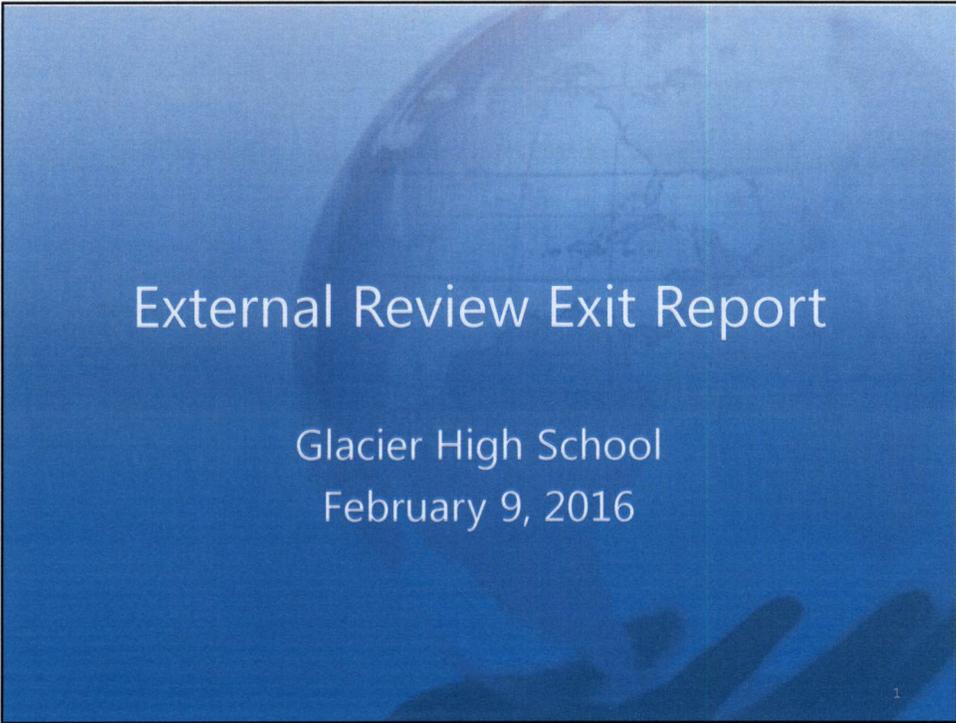
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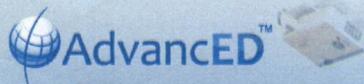
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# External Review Exit Report

Glacier High School  
February 9, 2016



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## Accreditation

An international protocol for institutions committed to systemic, systematic and sustainable improvement

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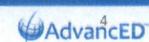


## External Review

A diagnostic process to stimulate and guide continuous improvement with a focus on:

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## External Review

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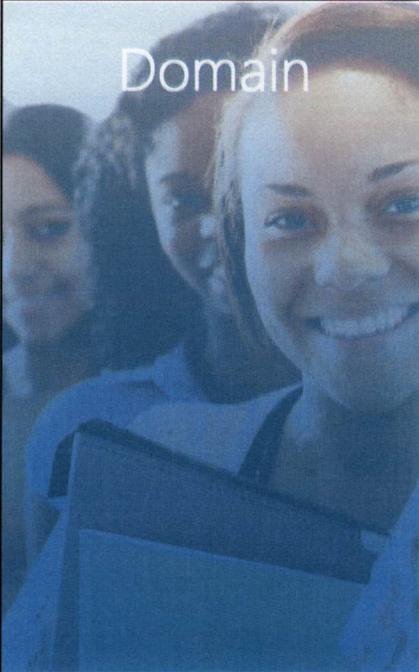


## Stakeholders

| Stakeholder Interviewed            | Number |
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| Support Staff                      | 7      |
| Students                           | 23     |
| Parents Community Business Leaders | 7      |
|                                    |        |
|                                    |        |
| Total                              | 65     |

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Domain

## Teaching and Learning Impact

The External Review Team examined:

- Student performance results
- instructional quality
- Learner and family engagement
- Support services for student learning
- Curriculum quality and efficacy
- College and career readiness data

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## Findings: Teaching & Learning

### Powerful Practice

- Indicator 3.3

### Statement

- Teachers and staff at Glacier High School engage students with targeted, relevant and purposeful learning opportunities, ensuring achievement of learning expectations.

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## Findings: Teaching & Learning

### Opportunity for Improvement

- Indicators 3.5, 3.6, 3.10

### Statement

- Work to formalize a time for staff to participate in collaborative learning communities to build on the work that has started with strategies such as analyzing data to drive instruction, pacing guides, common assessments, and maintaining guaranteed viable curriculums across all content areas to improve instructional practice and student achievement.

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## Findings: Teaching & Learning

### Improvement Priority

- Indicators 3.12, 5.3

### Statement

- Develop and implement a plan to assess and train all professional and support staff in the evaluation, interpretation, and use of data in order to meet all students' unique learning needs.

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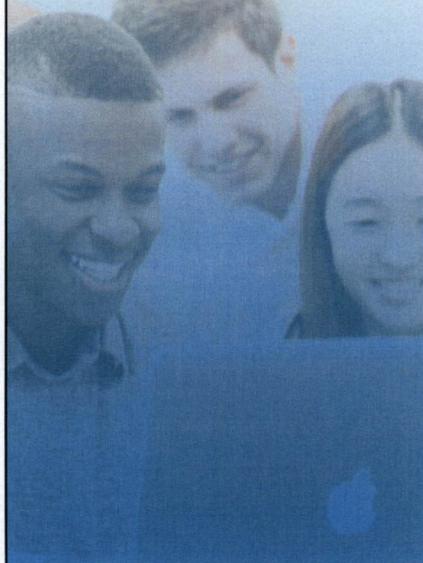
## eleot™

|   | Domains                                      | External Review |
|---|--|-----------------|
| 1 | Equitable Learning Environment               | 2.85            |
| 2 | High Expectations Environment                | 2.88            |
| 3 | Supportive Learning Environment              | 3.07            |
| 4 | Active Learning Environment                  | 2.95            |
| 5 | Progress Monitoring and Feedback Environment | 2.87            |
| 6 | Well-Managed Learning Environment            | 3.15            |
| 7 | Digital Learning Environment                 | 2.04            |

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## Domain



## Leadership Capacity

The External Review Team examined:

- Institutional purpose and direction
- Governance and leadership effectiveness
- Stakeholder engagement
- Improvement capacity
- Results

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## Findings: Leadership Capacity

### Powerful Practice

- Indicators 1.2, 1.3, 2.4, 3.7

### Statement

- Glacier High School diligently fosters a culture of continuous improvement constructed on a foundation of professionalism and shared values that are tightly aligned with the school's purpose and direction.

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## Findings: Leadership Capacity

### Opportunity for Improvement

- Indicator 2.6

### Statement

- Establish a system for analyzing the impact of the Personal Growth Plans to determine if they are improving student achievement and success.

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Domain

## Resource Utilization

The External Review Team examined:

- Allocation and use of resources
- Equity of resource distribution to need
- Level and sustainability of resources
- Long range capital and resource planning effectiveness

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## Findings: Resource Utilization

### Powerful Practice

- Indicator 4.3

### Statement

- Glacier High School excels in maintaining a safe, clean, and healthy environment for all students and staff.

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## Findings: Resource Utilization

### Improvement Priority

- Indicator 4.5

### Statement

- Identify and design a process to maintain and improve the technological infrastructure to meet the teaching, learning, and operational needs of all stakeholders.

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## Conclusions

### Index of Education Quality™ (IEQ™)

- Impact of **teaching and learning** on student performance
- Capacity of leadership to guide and ensure effectiveness in carrying out **strategic direction** of institution
- Utilization of **resources** to meet diverse needs of students and institution
- Use as a **tool** for formative analysis and continuous improvement
- **Connection** for the conditions, processes, and practices to evidence including student performance

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## IEQ Results

|                              | External Review IEQ Score |
|------------------------------|---------------------------|
| Overall Score                | 285.90                    |
| Teaching and Learning Impact | 272.22                    |
| Leadership Capacity          | 301.52                    |
| Resource Utilization         | 302.38                    |

## IEQ Results

The IEQ results indicate that the school system is performing within acceptable ranges as compared to expected criteria as well as other institutions in the AdvancED network.

## Recommendation

The External Review Team recommends to the AdvancED Accreditation Commission that

### **Glacier High School**

earn the distinction of accreditation by AdvancED.

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## Continuous Improvement

- Improvement Priorities must be addressed within two years
- Beginning of a journey of improvement
- Deliberate and strategic actions to ensure that every child, *every day is being prepared and achieving success for their future*

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## Final Thoughts

The External Review Team:

- Appreciates *your hospitality, support and professionalism.*
- Respects and acknowledges the *efforts to improve the quality of your institution.*
- Congratulates your system and community on *completing the requirements for AdvancED School Accreditation.*

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***Create a world of opportunities  
for every learner***



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