



**COLORADO**  
Department of Education

# 2015 Innovation Report

Submitted to:  
**Governor John Hickenlooper**

**House of Representatives Education Committee**

**Senate Education Committee**

By:  
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## Introduction

The Innovation Schools Act of 2008, (§ 22-32.5-102, C.R.S. *et seq*) was created in response to district and school leaders' interest in finding a way for districts to develop and implement innovative practices in a wide variety of areas for the purpose of improving student outcomes. The Act provides a formal process that allows schools to petition their local school boards for waivers from district-level policies and for school boards to petition to the Colorado State Board of Education for waivers from certain state-level laws and regulations that would otherwise apply to the schools and their districts. The Act furthers the belief that educational services must be tailored to meet the needs of the student populations it intends to serve. It also supports the belief that by providing flexibilities to school personnel, such as principals and teachers, they can determine the most effective and efficient manner in which to meet their students' needs, (§22-32.5.102, C.R.S., Legislative Declaration).

An Innovation plan must have the support of many stakeholders to be approved, thus suggesting a high level of collaboration and input from various perspectives. The prospective innovation school must demonstrate that it has received majority support from teachers, administrators and School Accountability Committee (SAC) members; as well as a statement of the level of support from classified school staff, parents, students and the surrounding community. Ultimately, the plan must be approved by the local board, and if the school wants to receive waiver from state law and regulation, the plan must also be approved by the State Board of Education. Upon agreement of 60% of affected employees at an innovation school, collective bargaining provisions may be waived as well, (§22-32.5-104(3), C.R.S., Innovation plans-submission). Detailed information about the application process and applications from the schools that have applied to be designated as innovation schools can be found on the Colorado Department of Education's (CDE) web site at: <http://www.cde.state.co.us/choice/innovationschools>.

The Innovation Act enables schools to attain some of the autonomies that charter schools have through the Charter School Act, (§22-30.5-102), without giving up direct oversight of both the school and the building leader(s). The Innovation Act provides any public school with a formal process to request a varying degree of autonomies from district-level policies and certain state-level laws and regulations.

### Exhibit A: Innovation Schools-Spectrum of Autonomy

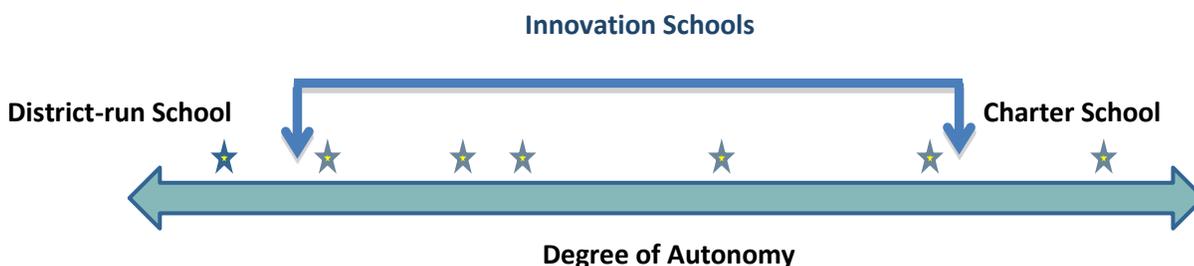


Exhibit A illustrates the varying degrees of autonomies that innovation schools have and demonstrates that an innovation school can fall anywhere between a traditional, district-run school and a charter school, depending on the school's specific needs and strategies to increase student achievement. A school may want to waive out of a few district-level policies and state laws and regulations regarding personnel practices, for example, but wish to keep everything else the same. Conversely, a different school may wish to have many decisions made at the school-level about, for example, the school calendar, budget management, curriculum and instructional practices and personnel practices. These schools would fall closer to the charter school end of the spectrum.



In compliance with the reporting requirements provided in §22-32.5-111, C.R.S., the Colorado Department of Education (CDE) has prepared the following report.

This annual report draws from multiple sources including:

- The CDE website
- CDE’s “2013 Annual Innovation Report” released March 2013
- The handbook, “Options for Autonomous Schools in Colorado: A Handbook for School and District Leaders” released in 2009. This handbook was a result of conversations among multiple education reform and business organizations interested in encouraging the development of autonomous schools in Colorado.

## Section 1: The Innovation Plan Review Process

As of January 1, 2015, 51 schools in seven districts have been granted innovation status in Colorado<sup>1</sup>. Delta County 50(J) is the newest district to be designated as a district of innovation with approval by the State Board in May 2014. Each of these districts and schools went through the formal process outlined in state law to receive innovation designation. A more detailed profile of Colorado’s innovation schools can be found in Section 4 of this report.

Please Note: Innovation schools must comply with all ESEA<sup>2</sup> Highly Qualified and IDEA<sup>3</sup> requirements. The innovation school’s application must also align with any federal or state grant programs for the school is a part of, such as the Turnaround Improvement Grant (TIG). To see a complete list of state requirements for innovation applications, reference Appendix A of this report.

Schools may also seek joint designation as an Innovation School Zone. An Innovation Zone can be made up of two or more schools within a district that share a common interest. Some common interest for schools to create an innovation zone includes:

- Geographical Boundaries: There may be a group of schools within a district that serve a similar population due to where the schools are physically located.
- Feeder System: Some schools create a zone because the primary schools feed into the same secondary school.
- Curriculum: There may be a group of schools that share a similar curriculum and instructional program.

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<sup>1</sup> Colorado Springs D-11 had one innovation school, Wasson High School, whose innovation plan was approved by the State Board of Education in August of 2010. Wasson High School closed its doors in June of 2013 due to declining enrollment and has not been included in this report.

<sup>2</sup> No Child Left Behind (NCLB)

Schools authorized by a district that accepts Title I funds must comply with Federal NCLB Highly Qualified requirements, with the exception of charter schools

(<http://www2.ed.gov/policy/elsec/leg/esea02/pg2.html#sec1119>). This means that instructors teaching core content classes must hold a degree, be fully licensed, and demonstrate subject matter competency.

<sup>3</sup> Individuals with Disabilities Education Act (IDEA) is a law ensuring services to children with disabilities throughout the nation.



In addition to each school within the zone creating individual applications, the zone application must include additional information. Please reference Appendix A of this report for details.

Once the application is complete, it must go to the local board for approval. After review, the local board may either approve the application and submit it to the State Board of Education for approval or deny the application. If the application is denied, the local board must provide the school with a written explanation as to why the application was denied. The school has the option to amend the application and resubmit for board approval, but unlike charter schools, prospective innovation schools do not have option to appeal to the state board if their application has been denied by the local board.

If the innovation plan is approved, and it is the first innovation school within that district, the school district will be designated a district of innovation. For each innovation application that is approved for that district thereafter, designation as a district of innovation will be affirmed. For every innovation application that is approved, that school will receive innovation status and be designated an innovation school.

Once an innovation application is approved, the local board must review the innovation school's performance three (3) years after the innovation plan was approved, and every three years thereafter for as long as the school retains innovation status. At this time, the district and innovation school staff may decide to amend the innovation plan with the local board's approval. Revised or amended innovation plans do not need the approval of the state board, unless additional waivers from state statute and rule are sought. If the local board finds that the academic performance of students enrolled in the innovation school is not improving at a sufficient rate, the board may choose to revoke the school's innovation status. Following the review of an innovation school zone, if a local board finds that one or more schools within the zone are not improving at a sufficient rate, the local board may choose to remove the underperforming school(s) from the zone or revoke innovation status for the entire zone.

## Section 2: Deciding to Pursue Innovation Status

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A major theme of innovation status is to break down policy barriers in order to implement innovative practices to increase student outcomes. Districts already have the authority to ask the State Board of Education to approve waivers for certain state laws under §22-2-117, C.R.S., where just like charter schools, they must create a rationale and replacement plan for each waiver they are seeking to show that the school will still be meeting the intent of the law.

Innovation status requires schools and districts to create a vision around the autonomies they are seeking, as well as gain support from a variety of stakeholders before receiving approval. This would include demonstrating majority support from teachers, administrators and School Accountability Committee members as mentioned above. The innovation plan requires schools to think through the processes and documents what will need to change if these innovations are implemented, as well as what common goal and vision will be made possible by receiving these waivers.

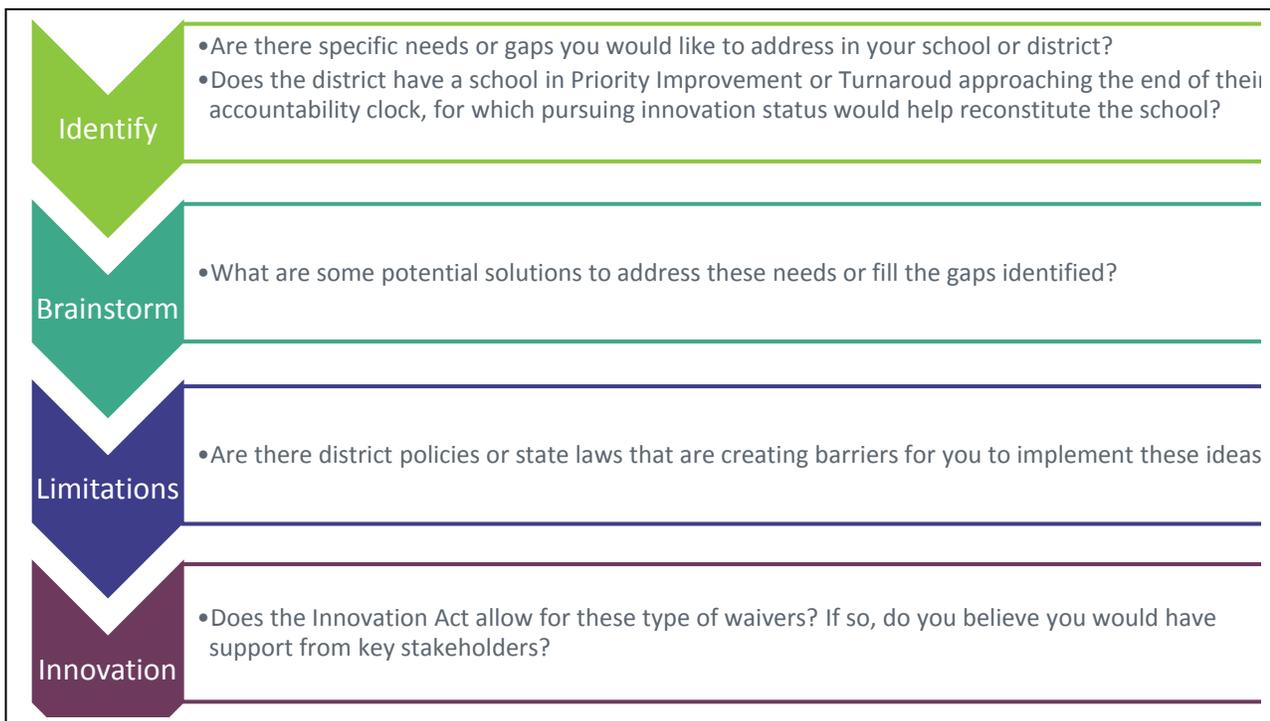
As stated in Section 1, there is not an appeal process to the State Board for innovation school plans that are denied at the local level. Therefore, innovation status requires sufficient support at the local board and district level in order to be considered for approval by the State Board of Education. So, stakeholders at all levels must communicate and collaborate to create a plan with sufficient support. This puts innovation applications in a unique position to receive feedback from a variety of vantage points and create a comprehensive plan that addresses many stakeholders' ideas and concerns. Many innovation schools held public forums and town hall meetings to inform the community of the innovation application and solicit opinions. Many innovation planning

teams report that stakeholders value this process, as it allows multiple voices to be heard and perspectives included in the generation of the innovation plan. The process supports purposeful innovation, meaning that schools are not encouraged to seek innovations to simply be more autonomous from a school district, but instead to implement specific innovative strategies in service of improved student outcomes. Examples of reasons schools pursued innovation status are as follows:

- School staff and community find existing policies and procedures inhibit the school’s ability to serve their students well. For example, schools who want to implement an instructional model and/or curriculum that differs from their district because they think it will be more effective in supporting their specific student population.
- To obtain greater flexibility and control over their resources without the responsibility for operations and HR. This allows the school leader to have oversight in high impact areas of the school such as hiring.
- Allows schools to seek waivers for things such as budget oversight, scheduling, staffing, and daily school operations so that the educational model can be implemented with fidelity.

Exhibit B illustrates how a school or local board could decide if innovation status could benefit the school and district as well as increase student outcomes.

### Exhibit B: Deciding to Pursue Innovation Status



Seeking innovation status is also an option for schools and districts looking to customize learning to meet their students’ needs. It is important for school and district leaders to have conversations or do exercises such as the one identified in Exhibit B to decide if innovation is right for them, or if a different reform should be considered.

Many questions come from schools and districts regarding the difference between charter schools and innovation schools. A handbook released in 2009, “Options for Autonomous Schools in Colorado: A Handbook



for School and District Leaders”, breaks down the similarities and differences between charter and innovation schools in Colorado. The handbook can be found at:

<http://www.cde.state.co.us/sites/default/files/documents/choice/download/autonomousschoolshandbook.pdf>.

## Section 3: The Colorado Department of Education’s Role in Innovation School Applications

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Once an innovation application has been approved by the local board, the district submits the application to the Colorado Department of Education for review. Staff in the Schools of Choice Office conduct the initial review and identify other offices within the department that need to be involved to ensure the application is meeting all state and federal requirements. Other CDE offices that may review the application include, but are not limited to: the Federal Programs Office to ensure that ESEA and Highly Qualified requirements are met; the Exceptional Student Services Office to ensure that federal IDEA requirements are met and there is a plan in the application for students with disabilities; the School Finance Office to ensure that the proposed budget for the innovation school is acceptable; and the District and School Performance Office to ensure that if the school is a grantee of the Turnaround and Improvement Grant (TIG), their innovation application is aligned to their grant requirements.

After the application has been vetted, and if necessary revised to be legally compliant, CDE staff submits the application to the State Board for final approval. Staff will either recommend approval of the application to the board or point out any concerns to consider while they review the application.

Over the past four years, CDE has taken a more active role in providing guidance for innovation schools as well as engaging in conversation with potential innovation districts and schools in the early stages of the application process. This communication helps districts and schools reduce needed revisions during the submission process. CDE guidance and other resources can be found on the CDE website at:

<http://www.cde.state.co.us/choice/innovationschools>. As the number of innovation schools grows in Colorado, there has been increased interest in the development of a network for innovation leaders. CDE is currently working with the field to develop such a network which will enable innovation schools to collaborate and share best practices.

## Section 4: Innovation Profiles

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There are currently 50 innovation schools open in six districts across the state of Colorado (Table 1)<sup>4</sup>. The districts range in size from one of the largest metro districts to one of the smallest rural districts. Innovation Schools across the state currently serve 25,428 students. Pursuant to 22-32.5-110, C.R.S., each innovation school must undergo a review by their local school board every three years. As seen in Table 2, 21 innovations schools will have completed at least one review with their district board by the end of the 2014-15 school year.

There are two innovation zones in Colorado, one comprised of the two innovation schools in Kit Carson and one in Falcon School District 49 called the POWER Zone. Kit Carson School District is the only school district in Colorado whose entire student population is served by innovation schools. Kit Carson Elementary and Kit Carson Junior-Senior High make up the Kit Carson Zone and serve 108 students.

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<sup>4</sup> Colorado Springs D-11 had one innovation school, Wasson High School, whose innovation plan was approved by the State Board of Education in August of 2010. Wasson High School closed its doors in June of 2013 due to declining enrollment and has not been included in this report.



Denver County 1, also known as Denver Public Schools (DPS), is the largest school district in the state and currently has the most innovation schools with 33. DPS serves 17.62% of their student population through innovation schools. Montclair School of Academics and Enrichment and Manuel High School were the first DPS approved innovation schools earning their designation in March of 2009. Oakland Elementary School was most recently approved with innovation designation in August, 2014. 74% of the students enrolled in DPS innovation schools qualify for free and reduced lunch which exceeds the district-wide percentage of 69.75%.

Table 2 breaks the innovation schools' demographic configurations down a little further, providing information on innovation approval dates, school enrollment, and free and reduced lunch statistics.

**Table 1: Summary of 2014 Districts of Innovation**

Innovation Districts in 2014	# of Innovation Schools	# of Innovation Zones	# Students Enrolled in Innovation Schools	% of Students in Innovation Schools	Total District Enrollment	District Rank by Enrollment	Date Designated District of Innovation
Delta County 50(J)	1	0	149	2.94	5,075	33	May 2014
Denver Public Schools	33	0	15,655	17.62	88,839	1	March 2009
Falcon District 49	9	1	7,991	40.87	19,552	14	June 2012
Kit Carson	2	1	108	100	108	168	March 2011
Pueblo City 60	3	0	1,261	7.02	17,960	15	May 2013
Westminster 50	1	0	264	2.60	10,161	21	April 2013
<b>TOTAL</b>	<b>49</b>	<b>2</b>	<b>2,5428</b>	<b>2.86</b>	<b>141,695</b>	<b>n/a</b>	<b>n/a</b>

Sources: CDE Innovation website, 2014 Pupil Membership, 2014 District Ranking: Pupil Membership, and 2014 Pupil Membership by District and Grade Level.

**Table 2: 2014 Innovation School Statistics**

Innovation Schools by District	Grades Served	Date Approved by State	First full year with Innovation Status	# of years Innovation School	Innovation Zone	2014 Student Enrollment	Est. % of District Enrollment	% Free & Reduced Lunch
<b>Delta County 50(J)</b>								
North Fork Montessori @ Crawford	PK-6	May 2014	2014-15	1		149	2.94	40.94
<b>Denver Public Schools</b>								
Ashley ES	PK-5	March 2013	2014-15	2		350	0.39%	92.00%
Centennial	PK-5	Aug 2013	2013-14	2		403	0.45%	65.76%
Cole Arts and Sciences Academy	PK-8	Aug 2009	2009-10	6		536	0.60%	90.67%
Collegiate Prep Academy	9-10	June 2011	2011-12	4		439	0.49%	80.64%
Creativity Challenge Community (C3)	K-4	April 2012	2012-13	3		238	0.27%	11.76%
Compassion Road Academy	9-12	March 2013	2013-14	2		143	0.16%	74.13%
Denver Center for International Studies (DCIS) Fairmont	PK-5	March 2013	2013-14	2		389	0.44%	71.98%
Denver Center for International Studies at Ford	PK-5	May 2011	2011-12	4		566	0.64%	92.05%
DCIS at Montebello	6-12	May 2011	2011-12	4		813	0.92%	88.68%



Innovation Schools by District	Grades Served	Date Approved by State	First full year with Innovation Status	# of years Innovation School	Innovation Zone	2014 Student Enrollment	Est. % of District Enrollment	% Free & Reduced Lunch
<b>Denver Center for 21st Century Learning at Wyman</b>	6-12	June 2011	2011-12	4		214	.24%	85.05%
<b>Denver Green School</b>	PK-8	April 2010	2010-11	5		544	.61%	62.32%
<b>Denver Montessori</b>	6-8	March 2013	2013-14	2		78	0.09%	62.82%
<b>Excel Academy</b>	9-12	Aug 2013	2013-14	2		202	0.23%	84.16%
<b>Godsman ES</b>	PK-5	Aug 2011	2011-12	4		603	0.68%	89.22%
<b>Grant Beacon MS</b>	6-8	May 2012	2012-13	3		471	0.53%	83.44%
<b>Green Valley ES</b>	PK-5	Aug 2011	2011-12	4		764	0.86%	72.91%
<b>High Tech Early College</b>	9-12	June 2011	2011-12	4		535	0.60%	77.01%
<b>Isabella Bird Community School</b>	PK -5	June 2014	2014-15	1		329	0.37%	12.46%
<b>Martin Luther King Jr. Early College</b>	6-12	Sept 2010	2010-11	5		1,087	1.22%	85.74%
<b>McAuliffe International School</b>	6-8	March 2012	2012-13	3		716	0.81%	22.16%
<b>McGlone ES</b>	PK -5	Aug 2011	2011-12	4		716	0.81%	94.13%
<b>Manual HS</b>	9-12	March 2009	2009-10	6		284	0.32%	89.79%
<b>Montclair School of Academics &amp; Enrichment</b>	PK -5	March 2009	2009-10	6		481	0.54%	67.15%
<b>Noel Community Arts School</b>	6-12	May 2011	2011-12	4		635	0.71%	87.87%
<b>Oakland ES</b>	PK -5	Aug 2014	2014-15	1		505	0.57%	84.55%
<b>Summit Academy</b>	6-12	Aug 2011	2011-12	4		263	0.30%	83.27%
<b>Swigert-McAuliffe International School</b>	PK -5	Aug 2011	2011-12	4		658	0.74%	6.38%
<b>Trevista ECE-8 at Horace Mann</b>	PK -8	Sept 2012	2012-13	1		514	0.58%	96.30%
<b>Valdez ES</b>	PK -5	June 2010	2010-11	3		355	.40	53.52
<b>Vista Academy</b>	6-12	Aug 2011	2011-12	2		257	0.29%	77.81%
<b>Whittier K-8 School</b>	PK-8	Sept 2010	2010-11	3		321	0.36%	90.03%
<b>West Generations Academy</b>	6-10	March 2012	2012-13	1		668	0.75%	94.01%
<b>West Leadership Academy</b>	6-10	March 2012	2012-13	1		572	0.64%	95.45%
<b>Falcon 49</b>								
<b>Evans International Elementary School</b>	PK-5	Aug 2012	2012-13	1		678	3.47%	52.80%
<b>Falcon MS</b>	6-8	June 2012	2012-13	1		934	4.78%	20.66%
<b>Horizon MS</b>	6-8	Sept 2012	2012-13	1		626	3.20%	50.48%
<b>Odyssey ES</b>	PK-5	June 2012	2012-13	1	POWER	579	2.96%	39.55%
<b>Ridgeview ES</b>	PK-5	June 2012	2012-13	1	POWER	565	2.89%	32.92%
<b>Remington ES</b>	PK-5	Aug 2012	2012-13	1		916	4.68%	20.20%
<b>Sky View MS</b>	6-8	June 2012	2012-13	1	POWER	1,144	5.85%	31.03%
<b>Springs Ranch ES</b>	PK-5	May 2013	2013-14	2		592	3.03%	26.69%
<b>Stetson ES</b>	PK-5	June 2012	2012-13	1	POWER	619	3.17%	30.86%
<b>Vista Ridge HS</b>	9-12	June 2012	2012-13	1	POWER	1,338	6.84%	21.90%
<b>Kit Carson</b>								
<b>Kit Carson Elem</b>	K-5	March 2011	2011-12	2	Kit Carson	47	43.52%	38.30%
<b>Kit Carson Jr-Sr HS</b>	6-12	March 2011	2011-12	2	Kit Carson	61	56.48%	40.98%
<b>Pueblo City 60</b>								
<b>Risley MS</b>	6-8	May 2013	2013-2014	2		358	1.99%	96.09%
<b>Roncalli MS</b>	4-8	May 2013	2013-2014	2		458	2.55%	83.62%
<b>Pueblo Academy of Arts (formerly Pitts MS)</b>	6-8	May 2013	2013-2014	2		445	2.48%	84.27%
<b>Westminster 50</b>								



Colorado STEM Academy

3-8

April 2013

2013-14

2



264

2.60%

46.97%

Sources: Sources: CDE web site, K-12 Free and Reduced Lunch Eligibility by District and School 2014, and 2014 Pupil Membership by School and Grade Level.

## Section 5: Innovations Implemented and Waivers Requested

There are a number of state waivers that innovation schools seek in order to implement their plans. The State Board of Education must approve these state waivers. Additionally, innovation schools can seek waivers from local district policies and collective bargaining agreements. Table 3, identifies the top 7 most requested waivers by innovation schools and illustrates the percentage of innovation schools that have been approved for each of these waivers. See Appendix B for a full list of waivers requested by each innovation school.

**Table 3: Top 7 Most Requested Waivers by Innovation Schools**

Rank	Statutory Provision Waived	Type of Waiver	# of Innovation Schools	% of Innovation Schools
1	22-9-106, C.R.S. Local board duties concerning performance evaluations	Personnel	39	78%
	22-32-109(1)(n)(II)(B), C.R.S. Adopt District calendar	Time	39	78%
2	22-63-203, C.R.S. Teacher Employment Act- Requirements for probationary teacher, renewal & nonrenewal	Personnel	36	72%
	22-63-206, C.R.S. Local board duties concerning school calendar	Personnel	36	72%
	22-63-301, C.R.S. Teacher Employment Act- Grounds for dismissal	Personnel	36	72%
3	22-63-202, C.R.S. Teacher Employment Act- Contracts in writing, damage provision	Personnel	35	70%
	22-63-201, C.R.S. Teacher Employment Act-Compensation & Dismissal Act-Requirement to hold a certificate	Personnel	35	70%
4	22-32-109(1)(n)(II)(A), C.R.S. Determine teacher-pupil contact hours	Time	34	68%
	22-63-302, C.R.S. Teacher Employment Act-Procedures for dismissal of teachers	Personnel	34	68%
5	22-32-109(1)(n)(I), C.R.S. Local board duties concerning school calendar	Time	33	66%
	22-32-109(1)(t), C.R.S. Determine educational program and prescribe textbooks	Curriculum	33	66%
	22-63-401, C.R.S. Teacher Employment Act-Teachers subject to adopted salary schedule	Personnel	33	66%
6	22-63-402, C.R.S. Teacher Employment Act-Certificate required to pay teachers	Personnel	28	56%
7	22-63-403, C.R.S. Teacher Employment Act-Describes payment of salaries	Personnel	24	48%



Across all of the innovation districts, state waivers regarding personnel are the most requested waivers. The ability for the school to have the power and duty to create its own evaluation system for personnel, set its own payment of salaries, create its own employee contracts, and prohibit the ability for the board to be able to transfer the innovation school's staff out or other district staff into the innovation school are among the highest requested personnel waivers. The next most common set of waivers requested are those regarding time. Innovation schools want the authority to make decisions about how the school will meet state minimums in regards to pupil-teacher contact hours and school calendar days.

Waiving the Colorado licensing requirement, §22-63-201, is also highly requested. 70% of Colorado innovation schools currently hold this waiver. Please note, according to Federal law (Title IX, Section 9101, Part 23), innovation schools must continue to meet all Highly Qualified Teacher requirements. This includes the requirement that instructors teaching core content classes<sup>5</sup> must hold a valid Colorado teaching license. When an innovation school waives out of the licensing statute, they are only waiving out of the licensing requirement for teachers that instruct non-core classes. This is a point of some confusion in the field, as charter schools who receive this same waiver may meet highly qualified requirements for teachers of core classes through demonstration of sufficient college credit or passing subject-area exams. This difference is due to a federal definition of highly qualified that applies only to charter schools.

There are certain waivers that the Innovation Act prohibits innovation schools from seeking. Those waivers are listed below.

#### **Innovation Schools May Not Waive:**

- Public School Finance Act of 1994 (article 54 of title 22, C.R.S.);
- Exceptional Children's Educational Act (article 20 of title 22, C.R.S.);
- Provisions of the Educational Accountability Act pertaining to the data necessary for school accountability reports (Part 5 of Article 11 of Title 22, C.R.S.). This includes the READ Act.
- Any provision of title 22 of C.R.S. that relates to fingerprinting and criminal history record checks of educators and school personnel;
- Children's Internet Protection Act (article 87 of title 22, C.R.S.);
- Retirement Systems Act (article 64 of title 22, C.R.S.); and
- Any statutes that are not included in Article 22, including but not limited to the Public Employees' Retirement Association Act (Article 51 of Title 24, C.R.S.).

#### **Budget**

Many innovation schools request waiver that would allow them to make their own budget decisions and align spending with the initiatives to meet student needs at the school level. Among other things, flexibilities with the school budget allow innovation schools to: use actual rather than the district averages for teachers' salaries, and reallocate funds to pay for critical positions. Some of the other innovations requested by schools require them to have flexibility with their budgets. For example, if schools received the flexibility to change their calendar to create a longer school day/year, they need money to be able to compensate teachers for this extra time or give teachers incentives and stipends for managing additional enrichment activities. Furthermore, many innovation schools elect to waive specific services provided by their district (e.g. food services, custodial services, security services) which enables the school to contract with private vendors for these services.

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<sup>5</sup> Core content classes include: English, reading or language arts; mathematics; science; foreign languages; social studies (civics, government, history, geography, economics); The arts (visual arts, music).



## Curriculum & Instruction

Schools seek waivers in the area of curriculum and instruction for a variety of reasons. Grant Beacon Middle School in DPS, for example, is implementing a project-based, blended learning approach and requires the ability to select their own curriculum resources, including the technology needed to implement this type of instruction. North Fork Montessori @ Crawford in Delta County blends the Montessori model with traditional elective offerings. Teachers at this school are required to be certified as Montessori teachers in addition to holding Colorado teaching licenses so that they can implement the Montessori curriculum with fidelity. Other innovation schools, such as High Tech Early College, need the flexibility to develop their own community partnerships in order to implement a concurrent enrollment program and/or increase electives and enrichments offered to their students.

## Management

Thus far, innovations that do not fit into the common categories of budget, curriculum, personnel and time are typically just requesting a transfer of power from the local board or district level to the school level. For example, three schools from Falcon School District 49; Evans International Elementary School, Remington Elementary School and Horizon Middle School all wrote a replacement plan for §22-36-101 which is about the ability for students to choice into schools. The schools are continuing to fully comply with the choice law, but the school will review and manage choice applications instead of the district.

## People and Workforce Management

The most common waivers sought in innovation schools are those related to personnel. These waivers give schools the authority to establish their own evaluation system, salaries, employee contracts, and prohibit the ability for the local school board to be able to transfer the innovation school's staff out or other district staff into the innovation school. School leaders feel it is important for schools to create their own hiring and termination policies in order to hire those that are the best fit for their school's mission and vision and terminate staff when they are not meeting performance expectations. Thus, many innovation schools have their staff employed on an at-will basis or replace probationary status with one year contracts.

As mentioned earlier, innovation schools must continue to meet all Highly Qualified and Licensing requirements for teachers that are teaching core content classes. This is true for normal district schools and innovation schools authorized by a district that received Federal Title funds. The Kit Carson district decided to decline Title II funds so that they would have greater control of their hiring of teachers and would not necessarily have to adhere to the requirements placed on schools that receive federal funding to hire Highly Qualified teachers.

## Schedule and Calendar

78% of innovation schools in the state have sought waivers to enable them to establish their own school calendar that is different from the calendar established by their district. In many cases, schools with waivers related to school calendar and contact hours found it necessary to extend their school day and school year in order to effectively implement the innovations outlined in their plan. It is a commonality between innovation schools in all districts that autonomies in calendar often correlate with autonomies regarding staff, professional development, Professional Learning Communities (PLC), school data teams and other forms of teacher collaboration.



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## Section 6: Academic Performance of Innovation Schools

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One of the purposes of the Innovation Act was to improve educational performance. The Act sought to hold public schools that receive greater autonomy under this article accountable for student academic achievement, as measured by the Transitional Colorado Assessment Program (TCAP)<sup>6</sup>, as well as performance results released in the School Performance Framework (SPF).

### Percent of Students Proficient or Advanced

This section examines the academic performance of innovation schools based on the percent of students who scored proficient or advanced on the TCAP and the changes seen over time. Appendix C shows pre- and post-innovation status TCAP proficiency scores by grade level for all innovation schools open for at least one year. Data is only included for schools from 2008, when the Innovation Act was first passed, through 2014. More detailed performance information can be found at the CDE website by visiting the School View page at: <http://www.schoolview.org/>.

The only schools that met or exceeded the state proficient and advanced percentages for math, reading and writing in 2014 were Creative Community Challenge, McAuliffe International School and Swigert International School in DPS and Remington Elementary School and Springs Ranch Elementary School in Falcon 49. In most cases, innovation schools are performing well below the state averages. In part, this is because Innovation Status is being used as a turnaround strategy, so it will be interesting to see if these performance rates increase over time, as the turnaround strategies are further implemented. However, when one looks at the innovation schools that have been operating for 3 or more years, the proficiency rates have remained largely the same or declined in most cases.

Several of DPS' schools opened their doors for the first time as an innovation school. Therefore, there are no comparisons that can be made to pre-innovation and post-innovation performance for these schools. Please note that the following schools are using innovation as a turnaround strategy<sup>7</sup>:

- Ashley ES
- Collegiate Prep Academy
- Denver Center for International Studies at Ford
- DCIS @ Montbello
- Green Valley ES
- High Tech Early College
- McGlone
- Noel Community Arts School
- Trevista ECE-8 at Horace Mann
- West Generations Academy
- West Leadership Academy
- Risley MS

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<sup>6</sup> In subsequent years, the Colorado Measures of Academic Success (CMAS) will be utilized instead of TCAP.

<sup>7</sup> Priority Improvement and Turnaround schools must show significant improvements in student achievement within the five-year clock. Once a school reaches the end of this clock they must work with their district to determine the next course of action or turnaround strategy that will be implemented. Often times, the turnaround strategy that is chosen is to convert the school into an innovation or charter school. For more information visit: <http://www.cde.state.co.us/accountability/performance/turnaround>.



- Roncalli MS
- Pueblo Academy of Arts (formerly Pitts MS)

### School Performance Frameworks of Innovation Schools

The Colorado School Performance Framework takes into account achievement, growth, and growth gaps to deliver an overall performance rating. Table 4 lists each innovation school’s performance rating for 2013 and 2014. Please note that The Denver Center for 21st Century at Wyman, Excel Academy, Summit Academy, and Vista Academy ( all in Denver Public Schools), are Alternative Education Campuses (AEC). The law authorizes the Department to conduct a distinct performance review for those schools that meet the definition of an AEC. The state's performance framework for AECs takes into account the unique purposes of the campuses and the unique circumstances of the challenges posed by the students enrolled in those campuses. For more information about AECs go to: <http://www.cde.state.co.us/Accountability/StateAccountabilityAECs>.

Currently 13 innovation schools in the state are rated Turnaround, the lowest rating possible. Of the 7 schools that had a Turnaround rating in 2013, only one, Trevista (DPS), made enough growth in academic achievement to move to Priority Improvement, the next category up on the rating scale.

**Table 4: Innovation School Performance Framework (SPF) Ratings**

Innovation School by District	Colorado SPF Rating 2013	Colorado SPF Rating 2014
<b>Delta County 50J</b>		
North Fork Montessori @ Crawford	Performance <i>Note: In 2013 NFM@C was Crawford Elementary before converting to an innovation school</i>	Performance
<b>Denver County 1</b>		
Ashley ES	Priority Improvement	Improvement
Centennial	Turnaround	Turnaround
Cole Arts and Sciences Academy	Improvement	Improvement
Collegiate Prep Academy	Improvement	Performance
Creativity Challenge Community (C3)	N/A	Performance
Compassion Road Academy	N/A	Turnaround
Denver Center for International Studies (DCIS) Fairmont	N/A	Improvement
Denver Center for International Studies at Ford	Priority Improvement	Priority Improvement
Denver Center for International Studies at Montebello	Improvement	Improvement
Denver Center for 21st Century Learning at Wyman	Turnaround-AEC*	Turnaround-AEC*
Denver Green School	Performance	Performance
Denver Montessori	N/A	Turnaround
Excel Academy	N/A	Turnaround-AEC*



Godsman ES	Performance	Performance
Grant Beacon MS	Performance	Performance
Green Valley ES	Performance	Performance
High Tech Early College	Performance	Improvement
Isabella Bird Community School	N/A	Performance Plan
Martin Luther King Jr. Early College	Performance	Improvement
McAuliffe International School	Performance	Performance
McGlone ES	Performance	Performance
Manual HS	Turnaround	Turnaround
Montclair School of Academics & Enrichment	Performance	Performance
Noel Community Arts School	Improvement	Turnaround
Oakland ES	N/A	Turnaround
Summit Academy	Turnaround-AEC*	Turnaround-AEC*
Swigert-McAuliffe International School	Performance	Performance
Trevista ECE-8 at Horace Mann	Turnaround	Priority Improvement
Valdez ES	Performance	Improvement
Vista Academy	Improvement-AEC*	Improvement-AEC*
West Generations Academy	Turnaround	Turnaround
West Leadership Academy	Improvement	Improvement
Whittier K-8 School	Improvement	Improvement
<b>Falcon 49</b>		
Evans International Elementary School	Performance	Improvement
Falcon MS	Performance	Performance
Horizon MS	Performance	Performance
Odyssey ES	Performance	Performance
Ridgeview ES	Performance	Performance
Remington ES	Performance	Performance
Sky View MS	Improvement	Performance
Springs Ranch ES	Performance	Performance
Stetson ES	Performance	Performance
Vista Ridge HS	Performance	Performance
<b>Kit Carson District R-1</b>		
Kit Carson ES	Performance	Performance
Kit Carson Junior-Senior High	Performance	Performance
<b>Pueblo City 60</b>		
Risley MS	Priority Improvement	Turnaround
Roncalli MS	Turnaround	Turnaround
Pueblo Academy of Arts (formerly Pitts MS)	Improvement	Turnaround
<b>Westminster 50</b>		
Colorado STEM Academy	N/A	Improvement



## Section 7: Legislative Updates

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Interest in innovation status is growing across the state. The two newest areas of interest are rural districts exploring possible benefits of innovation status, and districts considering innovation planning as part of a turnaround strategy for schools approaching the end of the five-year accountability clock (as per SB 09-163). There haven't been any changes to the Innovation Act in the last year.



## Appendix A: Required Components of an Innovation Plan

Requirement
A statement of the school's mission and why designation as an Innovation School would enhance the school's ability to achieve its mission. (Note that this requires the school to create a mission statement, if it does not already have one.)
A description of the innovation/s the school would implement.
A description of the improvements in academic achievement that the school expects to achieve as a result of the innovations. For example, a school may expect to see a narrowing in achievement gaps, or a decreased dropout rate, or increased scores on state or local assessments.
A list of the programs, policies, and/or operational documents at the school that would be affected by the innovations, and how these would be affected. For example, if a school proposes to extend the school year, that would affect the school's calendar. Other examples of programs/policies/documents that may be affected include the following: <ul data-bbox="191 930 1073 1115" style="list-style-type: none"><li>• the research-based educational program the school would implement;</li><li>• the length of the school day and year at the school;</li><li>• student promotion and graduation policies;</li><li>• assessment plans; and/or</li><li>• staffing and/or compensation plans</li></ul>
The school's prior year budget and a proposed budget, including funding required for all innovations to be implemented. This budget should include all costs associated with innovations, including staffing costs, and information about any local, state, federal or private funds the school anticipates receiving.
An estimate of the cost savings and increased efficiencies that the school expects to see as a result of the innovations, if any.
Evidence that a majority of the following groups consent to designation as an Innovation School (this may be shown through individual signatures or through the signature of a person authorized to act on behalf of the group, for example): <ul data-bbox="191 1497 841 1602" style="list-style-type: none"><li>• majority of administrators employed at the school;</li><li>• majority of teachers employed at the school; and</li><li>• majority of the School Advisory Committee.</li></ul>
A statement of the level of support for designation as an Innovation School demonstrated by other persons employed at the school, students and parents of students enrolled in the school, and the community surrounding the school. (Note that this does not require evidence of majority support.)



<b>Requirement</b>
<p>A description of state and district policies that need to be waived before the innovations can be implemented, which may include:</p> <ul style="list-style-type: none"> <li>• provisions of state statutes contained in Article 22 of the Colorado Revised Statutes (except those that cannot be waived);</li> <li>• provisions of state regulations adopted by the State Board of Education; and/or</li> <li>• district policies, such as rules adopted by the local board of education or requirements established by district administration</li> </ul>
<p>A description of the manner in which the innovation school/s shall comply with the intent of the waived statutes or rules and shall be accountable to the state for such compliance.</p>
<p>If innovations are related to employment practices and/or staffing plans, a description of how the school(s) will continue to comply with NCLB Title II-A requirements (in those districts receiving Title II-A funding).</p>
<p>A statement as to whether the district will seek a waiver by an innovation school of any of the provisions of the collective bargaining agreement, and a description of any such waiver(s).</p>
<p>Any additional information required by the local school board of the school district in which the innovation plan would be implemented.</p>
<p>Statement as to how the school will meet IDEA requirements.</p>
<p>Signed Board Resolution</p>

**ADDITIONAL REQUIREMENTS FOR INNOVATION ZONES ONLY:**

For schools that are jointly seeking designation as an Innovation School Zone, the innovation plan must include all of the information described above, for each school in the Zone. In addition, the innovation plan for an Innovation School Zone must include:

- A description of how the schools will work together to achieve results that would be less likely if each school worked alone;
- An estimate of any economies of scale that may result from schools implementing innovations jointly; and
- A showing of how each school in the Innovation School Zone solicited input from students, parents, and community members concerning the selection of the schools in the zone and the strategies and procedures that would be used to implement and integrate innovations in schools within the zone.
- Strategies for implementing innovations and integrating them into the zone.



Appendix B: Waivers Requested by Innovation School  
(Document starts on next page)

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<b>School #</b>	<b>School Name</b>	<b>Dist #</b>	<b>District Name</b>	<b>Approval</b>	<b>Renewal</b>
0418	Ashley Elementary School	0880	DENVER COUNTY 1	3/11/2014	
	22-32-109(1)(aa)	22-32-109(1)(f)	22-32-109(1)(g)	22-32-109(1)(jj)	22-32-109(1)(n)(l)
	22-32-109(1)(n)(II)(A)	22-32-109(1)(n)(II)(B)	22-32-109(1)(t)	22-32-110(1)(ee)	22-32-110(1)(h)
	22-32-126	22-63-201	22-63-202	22-63-203	22-63-206
	22-63-301	22-63-302	22-63-401	22-63-402	22-7-1207
	22-9-106				
3698	C3 (Creativity Challenge Community)	0880	DENVER COUNTY 1	4/1/2012	
	22-32-109(1)(cc)	22-32-109(1)(f)	22-32-109(1)(g)	22-32-109(1)(jj)	22-32-109(1)(n)(l)
	22-32-109(1)(n)(II)(A)	22-32-109(1)(n)(II)(B)	22-32-110(1)(h)	22-63-201	22-63-202
	22-63-203	22-63-206	22-63-301	22-63-302	22-63-401
	22-63-402	22-63-403	22-9-106		
1400	Centennial, A School for Expeditionary Lea	0880	DENVER COUNTY 1	8/14/2013	
	22-32-109(1)(f)	22-32-109(1)(n)(l)	22-32-109(1)(n)(II)(A)	22-32-109(1)(n)(II)(B)	22-32-110(1)(ee)
	22-32-110(1)(h)	22-33-102(1)	22-63-202	22-63-203	22-63-203.5
	22-63-206	22-63-301	22-63-302	22-9-106	
1785	Cole Arts and Sciences Academy	0880	DENVER COUNTY 1	8/1/2009	
	22-32-109(1)(aa)	22-32-109(1)(cc)	22-32-109(1)(f)	22-32-109(1)(g)	22-32-109(1)(jj)
	22-32-109(1)(n)(l)	22-32-109(1)(n)(II)(A)	22-32-109(1)(n)(II)(B)	22-32-109(1)(t)	22-32-110(1)(h)
	22-63-201	22-63-202	22-63-203	22-63-206	22-63-301
	22-63-302	22-63-401	22-63-402	22-63-403	22-9-106

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1295	Collegiate Prep Academy	0880	DENVER COUNTY 1		6/1/2011
	22-32-109(1)(aa)	22-32-109(1)(cc)	22-32-109(1)(f)	22-32-109(1)(g)	22-32-109(1)(jj)
	22-32-109(1)(n)(l)	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)	22-32-109(1)(t)	22-32-110(1)(h)
	22-63-201	22-63-202	22-63-203	22-63-206	22-63-301
	22-63-302	22-63-401	22-63-402	22-63-403	22-9-106
4334	Colorado STEM Academy	0070	WESTMINSTER 50		4/10/2013
	22-32-109(1)(f)	22-32-109(1)(n)(l)	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)	22-32-110(1)(h)
	22-63-201	22-63-202	22-63-203	22-63-206	22-63-301
	22-63-302	22-63-401	22-63-402	22-63-403	22-9-106(4)
1489	Compassion Road Academy	0880	DENVER COUNTY 1		
	22-32-109(1)(f)	22-32-109(1)(jj)	22-32-109(1)(n)(l)	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)
	22-32-126	22-63-202	22-63-203	22-63-206	22-63-301
	22-63-302	22-63-401			
2856	DCIS at Fairmont	0880	DENVER COUNTY 1		
	22-32-109(1)(f)	22-32-109(1)(g)	22-32-109(1)(jj)	22-32-109(1)(n)(l)	22-32-109(1)(n)(ll)(A)
	22-32-109(1)(n)(ll)(B)	22-32-109(1)(t)	22-32-110(1)(h)	22-63-201	22-63-202
	22-63-203	22-63-206	22-63-301	22-63-302	22-63-401
	22-9-106				
2205	DCIS at Ford	0880	DENVER COUNTY 1		5/1/2011
	22-32-109(1)(aa)	22-32-109(1)(cc)	22-32-109(1)(f)	22-32-109(1)(g)	22-32-109(1)(jj)
	22-32-109(1)(n)(l)	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)	22-32-109(1)(t)	22-32-110(1)(h)
	22-63-201	22-63-202	22-63-203	22-63-206	22-63-301
	22-63-302	22-63-401	22-63-402	22-63-403	22-9-106

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2209	DCIS at Montbello HS	0880	DENVER COUNTY 1	5/1/2011	
	22-32-109(1)(aa)	22-32-109(1)(cc)	22-32-109(1)(f)	22-32-109(1)(g)	22-32-109(1)(jj)
	22-32-109(1)(n)(l)	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)	22-32-109(1)(t)	22-32-110(1)(h)
	22-63-201	22-63-202	22-63-203	22-63-206	22-63-301
	22-63-302	22-63-401	22-63-402	22-63-403	22-9-106
2188	Denver Center for 21st Century	0880	DENVER COUNTY 1	6/1/2011	
	22-32-109(1)(aa)	22-32-109(1)(cc)	22-32-109(1)(f)	22-32-109(1)(g)	22-32-109(1)(jj)
	22-32-109(1)(n)(l)	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)	22-32-109(1)(t)	22-32-110(1)(h)
	22-63-201	22-63-202	22-63-203	22-63-206	22-63-301
	22-63-302	22-63-401	22-63-402	22-63-403	22-9-106
2125	Denver Green School	0880	DENVER COUNTY 1	4/1/2010	
	22-32-109(1)(aa)	22-32-109(1)(cc)	22-32-109(1)(f)	22-32-109(1)(g)	22-32-109(1)(jj)
	22-32-109(1)(n)(l)	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)	22-32-109(1)(t)	22-32-110(1)(h)
	22-63-201	22-63-202	22-63-203	22-63-206	22-63-301
	22-63-302	22-63-401	22-63-402	22-63-403	22-9-106
2167	Denver Public Montessori junio/Senior Hig	0880	DENVER COUNTY 1		
	22-32-109(1)(aa)	22-32-109(1)(cc)	22-32-109(1)(f)	22-32-109(1)(jj)	22-32-109(1)(n)(l)
	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)	22-32-109(1)(t)	22-32-110(1)(h)	22-63-201
	22-63-202	22-63-203	22-63-206	22-63-301	22-63-302
	22-9-106				
1618	Evans International Elementary School	1110	FALCON 49		8/1/2012
	22-11-210	22-32-109(1)(n)(l)	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)	22-32-109(1)(t)
	22-32-109(1)(u)	22-36-101	22-63-202	22-63-203	22-63-203.5
	22-63-206	22-63-301	22-9-106		

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2641	Excel Academy (DPS)	0880	DENVER COUNTY 1	8/14/2013	
	22-32-109(1)(cc)	22-32-109(1)(f)	22-32-109(1)(jj)	22-32-109(1)(n)(l)	22-32-109(1)(n)(ll)(A)
	22-32-109(1)(n)(ll)(B)	22-32-110(1)(h)	22-32-126	22-63-202	22-63-203
	22-63-206	22-63-301	22-63-302	22-9-106	
2906	Falcon Middle School	1110	FALCON 49	6/1/2012	
	22-32-109(1)(t)				
3478	Godsman Elementary	0880	DENVER COUNTY 1	8/1/2011	
	22-32-109(1)(aa)	22-32-109(1)(f)	22-32-109(1)(g)	22-32-109(1)(jj)	22-32-109(1)(n)(l)
	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)			
3600	Grant Beacon Middle School	0880	DENVER COUNTY 1	5/1/2012	
	22-32-109(1)(aa)	22-32-109(1)(f)	22-32-109(1)(g)	22-32-109(1)(jj)	22-32-109(1)(n)(l)
	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)	22-32-109(1)(t)	22-32-110(1)(h)	22-63-201
	22-63-202	22-63-203	22-63-206	22-63-301	22-63-302
	22-63-401	22-63-402	22-63-403	22-9-106	
3641	Green Valley Elementary	0880	DENVER COUNTY 1	8/1/2011	
	22-32-109(1)(cc)	22-32-109(1)(f)	22-32-109(1)(g)	22-32-109(1)(jj)	22-32-109(1)(n)(l)
	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)	22-32-110(1)(h)	22-63-201	22-63-202
	22-63-203	22-63-206	22-63-301	22-63-302	22-63-401
	22-63-402	22-63-403	22-9-106		
2757	High Tech Early College	0880	DENVER COUNTY 1	6/1/2011	
	22-32-109(1)(aa)	22-32-109(1)(cc)	22-32-109(1)(f)	22-32-109(1)(g)	22-32-109(1)(jj)
	22-32-109(1)(n)(l)	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)	22-32-109(1)(t)	22-32-110(1)(h)
	22-63-201	22-63-202	22-63-203	22-63-206	22-63-301
	22-63-302	22-63-401	22-63-402	22-63-403	22-9-106

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4102	Horizon Middle School	1110	FALCON 49	9/1/2012	
	22-32-109(1)(n)(I) 22-63-203	22-32-109(1)(n)(II)(A) 22-9-106	22-32-109(1)(n)(II)(B)	22-32-109(1)(t)	22-36-101
4213	Isabella Bird Community School	0880	DENVER COUNTY 1	6/11/2014	
	22-32-109(1)(aa) 22-32-109(1)(n)(II)(B) 22-63-201 22-63-302	22-32-109(1)(f) 22-32-109(1)(t) 22-63-202 22-63-401	22-32-109(1)(g) 22-32-110(1)(ee) 22-63-203 22-63-402	22-32-109(1)(n)(I) 22-32-110(1)(h) 22-63-206 22-7-1207	22-32-109(1)(n)(II)(A) 22-32-110(1)(jj) 22-63-301 22-9-106
4738	Kit Carson Elementary School	0510	KIT CARSON R-1	3/1/2011	
	22-63-201	22-63-202	22-63-203	22-63-203.5	22-9-106
4742	Kit Carson Junior-Senior High School	0510	KIT CARSON R-1	3/1/2011	
	22-63-201	22-63-202	22-63-203	22-63-203.5	22-9-106
5448	Manual High School	0880	DENVER COUNTY 1	3/1/2009	
	22-32-109(1)(aa) 22-32-109(1)(n)(I) 22-63-201 22-63-302	22-32-109(1)(cc) 22-32-109(1)(n)(II)(A) 22-63-202 22-63-401	22-32-109(1)(f) 22-32-109(1)(n)(II)(B) 22-63-203 22-63-402	22-32-109(1)(g) 22-32-109(1)(t) 22-63-206 22-63-403	22-32-109(1)(jj) 22-32-110(1)(h) 22-63-301 22-9-106
5605	Martin Luther King Jr. Early College	0880	DENVER COUNTY 1	9/1/2010	
	22-32-109(1)(aa) 22-32-109(1)(n)(II)(B) 22-63-206 22-9-106	22-32-109(1)(f) 22-32-109(1)(t) 22-63-301	22-32-109(1)(g) 22-32-110(1)(h) 22-63-302	22-32-109(1)(n)(I) 22-63-202 22-63-401	22-32-109(1)(n)(II)(A) 22-63-203 22-63-403

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5897	McAuliffe International School	0880	DENVER COUNTY 1	3/1/2012	
	22-32-109(1)(aa)	22-32-109(1)(cc)	22-32-109(1)(f)	22-32-109(1)(g)	22-32-109(1)(jj)
	22-32-109(1)(n)(l)	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)	22-32-109(1)(t)	22-32-110(1)(h)
	22-63-201	22-63-202	22-63-203	22-63-203.5	22-63-206
	22-63-301	22-63-302	22-63-401	22-63-402	22-63-403
	22-9-106				
5685	McGlone Elementary	0880	DENVER COUNTY 1	8/1/2011	
	22-32-109(1)(cc)	22-32-109(1)(f)	22-32-109(1)(g)	22-32-109(1)(jj)	22-32-109(1)(n)(l)
	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)	22-32-110(1)(h)	22-63-201	22-63-202
	22-63-203	22-63-206	22-63-301	22-63-302	22-63-401
	22-63-402	22-63-403	22-9-106		
6002	Montclair School of Academics and Enrich	0880	DENVER COUNTY 1	3/1/2009	
	22-32-109(1)(aa)	22-32-109(1)(cc)	22-32-109(1)(f)	22-32-109(1)(g)	22-32-109(1)(jj)
	22-32-109(1)(n)(l)	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)	22-32-109(1)(t)	22-32-110(1)(h)
	22-63-201	22-63-202	22-63-203	22-63-206	22-63-301
	22-63-302	22-63-401	22-63-402	22-63-403	22-9-106
6239	Noel Community Arts School	0880	DENVER COUNTY 1	5/1/2011	
	22-32-109(1)(aa)	22-32-109(1)(cc)	22-32-109(1)(f)	22-32-109(1)(g)	22-32-109(1)(jj)
	22-32-109(1)(n)(l)	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)	22-32-109(1)(t)	22-32-110(1)(h)
	22-63-201	22-63-202	22-63-203	22-63-206	22-63-301
	22-63-302	22-63-401	22-63-402	22-63-403	22-9-106
1952	North Fork Montessori @ Crawford	0870	DELTA COUNTY 50(J)	8/14/2013	
	22-32-109(1)(f)	22-32-109(1)(t)	22-32-126	22-63-206	22-63-401
	22-9-106				

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8131	Oakland Elementary School	0880	DENVER COUNTY 1	8/13/2014	#####
	22-32-109(1)(aa)	22-32-109(1)(f)	22-32-109(1)(n)(I)	22-32-109(1)(n)(II)(A)	22-32-109(1)(n)(II)(B)
	22-32-109(1)(t)	22-32-110(1)(h)	22-32-110(1)(jj)	22-63-202	22-63-203
	22-63-206	22-63-301	22-63-302	22-63-401	22-63-402
	22-7-1207				
6483	Odyssey Elementary School	1110	FALCON 49	6/1/2012	
	22-32-109(1)(n)(I)	22-32-109(1)(n)(II)(A)	22-32-109(1)(n)(II)(B)		
5048	Pueblo Academy of Arts	2690	PUEBLO CITY 60	5/16/2013	
	22-32-109(1)(f)	22-32-109(1)(n)(I)	22-32-109(1)(n)(II)(A)	22-32-109(1)(n)(II)(B)	22-32-109(1)(t)
	22-63-201	22-63-202	22-63-203	22-63-301	22-63-302
	22-63-401	22-63-402	22-63-403		
7317	Remington Elementary School	1110	FALCON 49	8/1/2012	
	22-32-109(1)(aa)	22-32-109(1)(f)	22-32-109(1)(n)(I)	22-32-109(1)(n)(II)(A)	22-32-109(1)(n)(II)(B)
	22-32-109(1)(t)	22-36-101	22-63-201	22-63-206	
7339	Ridgeview Elementary School	1110	FALCON 49	6/1/2012	
	22-32-109(1)(n)(I)	22-32-109(1)(n)(II)(A)	22-32-109(1)(n)(II)(B)		
4376	Risley International Academy of Innovatio	2690	PUEBLO CITY 60	5/16/2013	
	22-32-109(1)(f)	22-32-109(1)(n)(I)	22-32-109(1)(n)(II)(A)	22-32-109(1)(n)(II)(B)	22-32-109(1)(t)
	22-63-201	22-63-202	22-63-203	22-63-301	22-63-302
	22-63-401	22-63-402	22-63-403		
7481	Roncalli STEM Academy	2690	PUEBLO CITY 60	5/16/2013	
	22-32-109(1)(f)	22-32-109(1)(n)(I)	22-32-109(1)(n)(II)(A)	22-32-109(1)(n)(II)(B)	22-32-109(1)(t)
	22-63-201	22-63-202	22-63-203	22-63-206	22-63-301
	22-63-302	22-63-401	22-63-402	22-63-403	

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<b>School #</b>	<b>School Name</b>	<b>Dist #</b>	<b>District Name</b>	<b>Approval</b>	<b>Renewal</b>
7960	Skyview Middle School	1110	FALCON 49	6/1/2012	
	22-32-109(1)(n)(l)	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)		
8010	Springs Ranch Elementary School	1110	FALCON 49	5/16/2013	
	22-32-109(1)(aa)	22-32-109(1)(n)(l)	22-32-109(1)(n)(ll)(A)	22-32-109(1)(t)	
	22-63-201	22-9-106			
8266	Stetson Elementary School	1110	FALCON 49	6/1/2012	
	22-32-109(1)(n)(l)	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)		
8145	Summit Academy	0880	DENVER COUNTY 1	8/1/2011	
	22-32-109(1)(aa)	22-32-109(1)(cc)	22-32-109(1)(f)	22-32-109(1)(g)	22-32-109(1)(jj)
	22-32-109(1)(n)(l)	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)	22-32-109(1)(t)	22-32-110(1)(h)
	22-63-201	22-63-202	22-63-203	22-63-206	22-63-301
	22-63-302	22-63-401	22-63-402	22-63-403	22-9-106
8453	Swigert International School	0880	DENVER COUNTY 1	8/1/2011	
	22-32-109(1)(cc)	22-32-109(1)(f)	22-32-109(1)(g)	22-32-109(1)(jj)	22-32-109(1)(n)(l)
	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)	22-32-110(1)(h)	22-63-201	22-63-202
	22-63-203	22-63-206	22-63-301	22-63-302	22-63-401
	22-63-402	22-63-403	22-9-106		
8909	Trevista at Horace Mann	0880	DENVER COUNTY 1	9/1/2012	
	22-32-109(1)(aa)	22-32-109(1)(f)	22-32-109(1)(g)	22-32-109(1)(jj)	22-32-109(1)(n)(l)
	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)	22-32-109(1)(t)	22-32-110(1)(h)	22-63-201
	22-63-202	22-63-203	22-63-206	22-63-301	22-63-302
	22-63-401	22-63-402	22-63-403	22-9-106	

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<b>School #</b>	<b>School Name</b>	<b>Dist #</b>	<b>District Name</b>	<b>Approval</b>	<b>Renewal</b>
0408	Valdez Elementary School	0880	DENVER COUNTY 1	6/1/2010	
	22-32-109(1)(aa)	22-32-109(1)(cc)	22-32-109(1)(f)	22-32-109(1)(g)	22-32-109(1)(jj)
	22-32-109(1)(n)(l)	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)	22-32-109(1)(t)	22-32-110(1)(h)
	22-63-201	22-63-202	22-63-203	22-63-206	22-63-301
	22-63-302	22-63-401	22-63-402	22-63-403	22-9-106
8995	Vista Academy	0880	DENVER COUNTY 1	8/1/2011	
	22-32-109(1)(cc)	22-32-109(1)(f)	22-32-109(1)(g)	22-32-109(1)(jj)	22-32-109(1)(n)(l)
	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)	22-32-110(1)(h)	22-63-201	22-63-202
	22-63-203	22-63-206	22-63-301	22-63-302	22-63-401
	22-63-402	22-63-403	22-9-106		
8791	Vista Ridge High School	1110	FALCON 49	6/1/2012	
	22-32-109(1)(n)(l)	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)		
9693	West Generations Academy	0880	DENVER COUNTY 1	3/1/2012	
	22-32-109(1)(aa)	22-32-109(1)(cc)	22-32-109(1)(f)	22-32-109(1)(g)	22-32-109(1)(jj)
	22-32-109(1)(n)(l)	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)	22-32-109(1)(t)	22-32-110(1)(h)
9702	West Leadership Academy	0880	DENVER COUNTY 1	3/1/2012	
	22-32-109(1)(aa)	22-32-109(1)(cc)	22-32-109(1)(f)	22-32-109(1)(g)	22-32-109(1)(jj)
	22-32-109(1)(n)(l)	22-32-109(1)(n)(ll)(A)	22-32-109(1)(n)(ll)(B)	22-32-109(1)(t)	22-32-110(1)(h)
	22-63-201	22-63-202	22-63-203	22-63-203.5	22-63-206
	22-63-301	22-63-302	22-63-401	22-63-402	22-63-403
	22-9-106				

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School #	School Name	Dist #	District Name	Approval	Renewal
9548	Whittier K-8 School	0880	DENVER COUNTY 1	9/1/2010	
	22-32-109(1)(aa)	22-32-109(1)(f)	22-32-109(1)(g)	22-32-109(1)(n)(I)	22-32-109(1)(n)(II)(A)
	22-32-109(1)(n)(II)(B)	22-32-109(1)(t)	22-32-110(1)(h)	22-63-201	22-63-202
	22-63-203	22-63-206	22-63-301	22-63-401	22-63-402
	22-63-403				

## Appendix C: Students Scoring Proficient or Advance in Innovation Schools

Please note:

- Only innovation schools that have been open for at least one year are included in this table as they do not have data to report yet. Those schools include: Ashely Elementary, Isabella Bird Community School, Oakland Elementary, and North Fork Montessori @ Crawford.
- Numbers shown in bold italic indicate the years the school has been operating as a school of innovation.
- In many cases, especially concerning DPS schools, a school opened for the first time as an innovation school and therefore there is no pre-innovation data available.
- Schools that serve as an Alternative Education Campus (AEC) have been identified in the *School* column. (<http://www.cde.state.co.us/Accountability/StateAccountabilityAECs.asp>)
- Areas in which schools had insufficient data (or where the school did not exist yet) are represented by an asterisk.

Percentage of Students Scoring Proficient or Advance in Each Innovation School by School Level																						
School	Level	Math							Reading							Writing						
		2008	2009	2010	2011	2012	2013	2014	2008	2009	2010	2011	2012	2013	2014	2008	2009	2010	2011	2012	2013	2014
<b>CO State</b>		*	54	55	56	55	72	72	*	68	68	68	69	73	72	*	55	53	55	54	51	51
<b>Denver County 1</b>																						
Centennial	E	45	49	48	56	47	39	<b>45</b>	51	51	46	53	44	42	<b>41</b>	31	32	33	44	47	31	<b>28</b>
Centennial	M	26	27	27	31	30	24	<b>20</b>	52	54	50	58	47	43	<b>46</b>	38	43	33	38	30	30	<b>33</b>
Cole Arts and Science Academy	E	*	23	<b>31</b>	<b>37</b>	<b>29</b>	<b>50</b>	<b>55</b>	*	19	<b>24</b>	<b>26</b>	<b>40</b>	<b>39</b>	<b>41</b>	*	12	<b>18</b>	<b>17</b>	<b>20</b>	<b>23</b>	<b>27</b>
Cole Arts and Science Academy	M	*	19	<b>19</b>	<b>29</b>	<b>24</b>	<b>14</b>	*	*	28	<b>35</b>	<b>33</b>	<b>34</b>	<b>30</b>	*	*	16	<b>21</b>	<b>29</b>	<b>27</b>	<b>23</b>	*
Collegiate Prep Academy	H	*	*	*	*	<b>20</b>	<b>13</b>	<b>16</b>	*	*	*	*	<b>30</b>	<b>38</b>	<b>40</b>	*	*	*	*	<b>22</b>	<b>19</b>	<b>27</b>
Creative Community Challenge	E	*	*	*	*	*	*	<b>80</b>	*	*	*	*	*	*	<b>80</b>	*	*	*	*	*	*	<b>51</b>
DCIS @ Fairmont	E	*	*	*	*	*	*	<b>52</b>	*	*	*	*	*	*	<b>44</b>	*	*	*	*	*	*	<b>36</b>
DCIS @ Ford	E	*	*	*	*	*	<b>36</b>	<b>43</b>	*	*	*	*	*	<b>28</b>	<b>27</b>	*	*	*	*	*	<b>19</b>	<b>21</b>
DCIS @ Montbello	M	*	*	*	*	<b>33</b>	<b>26</b>	<b>25</b>	*	*	*	*	<b>43</b>	<b>46</b>	<b>39</b>	*	*	*	*	<b>27</b>	<b>33</b>	<b>29</b>
DCIS @ Montbello	H	*	*	*	*	*	<b>16</b>	<b>17</b>	*	*	*	*	*	<b>43</b>	<b>36</b>	*	*	*	*	*	<b>26</b>	<b>27</b>
Denver Center for 21 <sup>st</sup> Century Learning at Wyman (AEC)	M	*	*	*	*	<b>4</b>	<b>0</b>	<b>3</b>	*	*	*	*	<b>21</b>	<b>16</b>	<b>6</b>	*	<b>13</b>	*	*	*	<b>0</b>	<b>3</b>
Denver Center for 21 <sup>st</sup> Century Learning at Wyman (AEC)	H	*	*	*	*	<b>0</b>	<b>0</b>	<b>0</b>	*	*	*	*	<b>25</b>	<b>9</b>	<b>12</b>	*	<b>18</b>	*	*	*	<b>0</b>	<b>5</b>

School	Level	Math							Reading							Writing						
		2008	2009	2010	2011	2012	2013	2014	2008	2009	2010	2011	2012	2013	2014	2008	2009	2010	2011	2012	2013	2014
Denver Green	E	*	*	*	50	64	75	70	*	*	*	61	62	67	69	*	*	*	39	45	50	55
Denver Green	M	*	*	*	*	38	75	37	*	*	*	*	65	59	63	*	*	*	*	43	52	59
Denver Public Montessori	M	*	*	*	*	*	*	32	*	*	*	*	*	*	60	*	*	*	*	*	*	58
Excel Academy (AEC)	H	*	*	*	*	*	*	0	*	*	*	*	*	*	14	*	*	*	*	*	*	3
Godsman ES	E	25	32	31	37	39	51	50	28	27	31	32	35	46	55	12	11	17	19	23	38	42
Grant Beacon	M	26	33	40	42	34	42	43	49	41	47	40	41	46	47	32	40	34	32	30	37	37
Green Valley ES	E	41	32	37	36	45	67	59	41	36	38	38	45	60	58	27	21	24	25	31	48	41
High Tech Early College	H	*	*	*	*	30	19	11	*	*	*	*	53	46	39	*	*	*	*	29	26	23
Manual HS	H	5	6	12	15	13	5	8	30	38	40	34	36	28	29	17	19	17	22	18	13	15
MLK Jr. Early College	M	23	28	22	21	21	29	30	31	28	37	33	34	36	34	21	24	23	21	24	30	32
MLK Jr. Early College	H	15	16	19	23	20	18	15	57	64	67	64	59	50	43	34	39	28	32	30	30	26
McAuliffe International School	M	*	*	*	*	*	89	85	*	*	*	*	*	91	89	*	*	*	*	*	88	85
McGlone ES	E	28	32	29	27	28	52	49	25	32	28	27	28	43	35	11	11	14	15	18	22	26
Montclair	E	36	54	56	59	57	63	55	41	49	54	64	61	62	63	22	36	43	49	48	51	50
Noel Community Arts School	M	*	*	*	*	28	23	19	*	*	*	*	28	27	31	*	*	*	*	20	28	25
Noel Community Arts School	H	*	*	*	*	4	16	16	*	*	*	*	26	44	44	*	*	*	*	18	26	25
Summit Academy (AEC)	H	*	*	*	0	*	2	2	*	*	*	16	*	23	21	*	*	*	2	*	4	5
Swigert International School	E	*	*	*	*	*	95	92	*	*	*	*	*	88	91	*	*	*	*	*	80	77
Trevista	E	*	33	30	37	30	40	55	*	30	26	30	31	33	36	*	19	18	26	21	13	18
Trevista	M	*	17	23	16	26	22	26	*	27	35	22	27	22	24	*	23	21	16	27	17	31
Valdez Elementary	E	40	26	32	38	36	39	53	27	23	28	36	34	41	57	19	16	14	25	21	33	37
Vista Academy (AEC)	M	*	*	*	*	42	29	18	*	*	*	*	65	46	37	*	*	*	*	45	38	32
Vista Academy (AEC)	H	*	*	*	*	5	11	15	*	*	*	*	31	45	40	*	*	*	*	10	15	18
West Generations Academy	M	*	*	*	*	*	16	24	*	*	*	*	*	32	28	*	*	*	*	*	21	24
West Generations Academy	H	*	*	*	*	*	*	6	*	*	*	*	*	*	31	*	*	*	*	*	*	12
West Leadership Academy	M	*	*	*	*	*	22	29	*	*	*	*	*	35	34	*	*	*	*	*	26	33
West Leadership Academy	H	*	*	*	*	*	*	11	*	*	*	*	*	*	31	*	*	*	*	*	*	19

School	Level	Math							Reading							Writing						
		2008	2009	2010	2011	2012	2013	2014	2008	2009	2010	2011	2012	2013	2014	2008	2009	2010	2011	2012	2013	2014
Whittier K-8	E	44	33	42	<b>47</b>	<b>42</b>	<b>48</b>	<b>56</b>	46	40	39	<b>40</b>	<b>45</b>	<b>57</b>	<b>59</b>	29	32	22	<b>33</b>	<b>29</b>	<b>38</b>	<b>45</b>
Whittier K-8	M	44	50	23	<b>36</b>	<b>34</b>	<b>50</b>	<b>33</b>	41	34	42	<b>48</b>	<b>47</b>	<b>38</b>	<b>50</b>	31	31	27	<b>46</b>	<b>41</b>	<b>34</b>	<b>46</b>
<b>Kit Carson District R-1</b>																						
Kit Carson ES	E	83	87	88	91	<b>91</b>	<b>87</b>	<b>85</b>	88	83	87	86	<b>85</b>	<b>82</b>	<b>86</b>	58	74	72	77	<b>74</b>	<b>61</b>	<b>50</b>
Kit Carson Junior-Senior High	M	46	35	39	43	<b>49</b>	<b>73</b>	<b>70</b>	83	70	83	80	<b>80</b>	<b>77</b>	<b>78</b>	79	74	52	66	<b>60</b>	<b>69</b>	<b>70</b>
Kit Carson Junior-Senior High	H	*	*	29	22	<b>17</b>	<b>6</b>	<b>29</b>	*	*	82	77	<b>72</b>	<b>75</b>	<b>76</b>	*	*	68	64	<b>65</b>	<b>56</b>	<b>52</b>
<b>Falcon 49</b>																						
Evans International Elementary School	E	79	70	73	74	66	<b>71</b>	<b>70</b>	75	70	75	74	68	<b>73</b>	<b>73</b>	63	60	60	65	56	<b>60</b>	<b>52</b>
Falcon Middle School	M	53	57	62	62	64	<b>61</b>	<b>58</b>	74	74	78	75	80	<b>78</b>	<b>73</b>	58	62	63	63	67	<b>69</b>	<b>63</b>
Horizon Middle School	M	58	58	57	56	57	<b>46</b>	<b>46</b>	72	72	77	71	74	<b>70</b>	<b>67</b>	60	65	65	64	66	<b>62</b>	<b>59</b>
Odyssey Elementary School	E	70	75	80	65	67	<b>65</b>	<b>57</b>	71	75	77	72	73	<b>74</b>	<b>69</b>	59	61	61	62	49	<b>50</b>	<b>46</b>
Remington Elementary School	E	75	71	69	64	62	<b>69</b>	<b>74</b>	75	73	72	75	73	<b>73</b>	<b>76</b>	61	63	52	63	51	<b>55</b>	<b>57</b>
Ridgeview Elementary School	E	67	71	74	78	81	<b>76</b>	<b>71</b>	74	74	76	74	76	<b>77</b>	<b>73</b>	59	57	62	63	60	<b>64</b>	<b>53</b>
Sky View Elementary School	E	56	59	58	61	62	<b>60</b>	<b>56</b>	74	70	71	71	73	<b>71</b>	<b>71</b>	62	61	61	63	64	<b>58</b>	<b>61</b>
Springs Rach Elementary School	E	74	76	80	76	75	81	<b>74</b>	76	82	80	78	79	81	<b>75</b>	64	67	67	64	61	66	<b>60</b>
Stetson Elementary School	E	80	81	80	75	77	<b>73</b>	<b>73</b>	81	77	76	71	77	<b>76</b>	<b>71</b>	67	68	74	69	62	<b>61</b>	<b>61</b>
Vista Ridge High School	H	*	35	40	37	33	<b>32</b>	<b>37</b>	*	77	75	70	65	<b>70</b>	<b>72</b>	*	58	57	54	45	<b>52</b>	<b>55</b>
<b>Pueblo City 60</b>																						
Pueblo Academy of Arts	M	31	23	20	20	21	24	<b>24</b>	55	48	48	43	48	49	<b>50</b>	45	33	28	34	29	44	<b>40</b>
Risley International Academy of Innovation	M	19	19	14	13	10	14	<b>22</b>	40	43	44	32	41	42	<b>42</b>	27	31	27	25	23	31	<b>32</b>
Roncalli STEM Academy	M	45	37	34	37	22	18	<b>20</b>	66	56	58	50	47	44	<b>33</b>	55	45	43	39	31	31	<b>25</b>
<b>Westminster 50</b>																						
Colorado STEM Academy	E	*	*	*	*	*	*	<b>82</b>	*	*	*	*	*	*	<b>79</b>	*	*	*	*	*	*	<b>43</b>
Colorado STEM Academy	M	*	*	*	*	*	*	<b>75</b>	*	*	*	*	*	*	<b>84</b>	*	*	*	*	*	*	<b>61</b>

Source: CDE Schoolview DataLab, Years 2007-2008, 2008-2009, 2009-2010, 2010-2011, 2011-2012; Filters: Included in school calculations

Note: E= elementary; M = middle school; H = high school. Some cells have asterisks because data was unavailable or insufficient to calculate adequate growth percentile. Numbers in bold italic indicate percentages as an Innovation school.