2000-2001
Board of Trustees

Chuck Jernigan
President

Sandy Finnell
Clerk

George Kemper
Member

Stan Armstrong
Member

James Tucker
Member

District Administration

Barbara Layaye
Superintendent

Tom Gregory
Director of Instructional Services/Projects

Contents

- Principal's Message
- Mission Statement
- Community & School Profile
- Discipline & Climate for Learning
- Academic Performance Index
- Student Achievement & Testing
- Training & Curriculum Improvement
- Preparation to Enter the Work Force
- Counseling & Other Support Services
- School Attendance
- Instructional Minutes
- Minimum Days
- Class Size
- Textbooks & Instructional Materials
- School Facilities & Safety
- Quality of Instruction & Leadership
- Teacher Assignment
- Teacher Evaluation & Professional Development
- Substitute Teachers
- Expenditures Per Student & Types of Services Funded
- Salary & Budget Comparison

Imperial Unified School District

Imperial Avenue Holbrook School

2000-2001 Annual School Report Card

322 North Imperial Avenue
Imperial, CA 92251
(760) 355-3207 – FAX (760) 355-3258
Ninth through Twelfth Grade
Kerry Legarra, Principal

www.icoe.k12.ca.us/iusd/iahs

Principal's Message

The parents and community play a very important role in the school. This year Imperial Avenue Holbrook School is undergoing a WASC review and the COW (committee of the whole) meets every two weeks to review and prioritize our academic goals and objectives. The school's educational program, which includes student achievement and curriculum development, is an ongoing process that includes the parents as well as the community.

Imperial Avenue Holbrook will provide a means of permitting the students to control their paths with regards to:

- Returning to the regular high school
- Receiving their diploma from Holbrook
- Completing the CHSPE
- Transferring to Adult ED
- Taking the GED

Imperial Avenue Holbrook has made a continued effort to provide the basis for studying, practicing daily assignments, and testing, which permits the students the opportunity to raise their GPAs and earn credits, depending on their chosen path. Imperial Avenue Holbrook School provides the opportunity for the students to improve punctuality, reliability, and self-discipline, to enable the students to better control themselves in society. We also provide the students the opportunity to improve their attitudes, control their impulses, and gain self-confidence, all necessary to succeed in life.

Mission Statement

The mission of Imperial Avenue Holbrook School is to place all students in individualized programs which increase their academic knowledge, enhance their socialization, and increase the chance that they will graduate from high school. The staff firmly believes it is never too late to continue your education.

Community & School Profile

The Imperial Avenue Holbrook School community is located in the city of Imperial, approximately 111 miles east of San Diego and approximately 210 miles southeast of Los Angeles. The Imperial county climate is a desert climate. Winter low temperatures average around 45º and summer highs are around 100º.

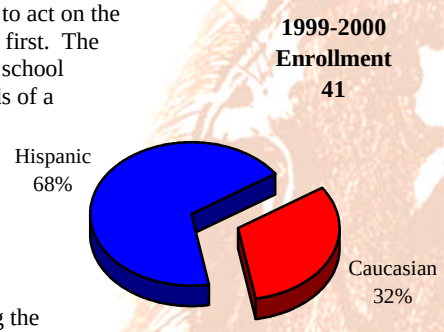
The desert was settled by families that worked hard to claim the land from the natural elements. The biggest obstacle they had to overcome was the lack of water. The early pioneers planned and accomplished the amazing task of bringing water from the Colorado River, 60 miles across the desert,

to the Imperial Valley. They used animals, their own brute strength, and sheer determination to construct the All American Canal which now provides water to the Valley.

The desert climate in the Imperial Valley allows for plants to grow continuously throughout the year. Because of this, the main source of income in the county is farming. At some time or another, during the year, various crops are in production. Some of these include: lettuce, cauliflower, broccoli, citrus, wheat, sugar beets, alfalfa, sudan grass, carrots, tomatoes, and the famous Imperial Sweet Onions.

Imperial Unified School District is the oldest district in the Imperial Valley. It was formed in 1901 and produced its first graduation class in 1906. The district educates students in grades kindergarten through twelve on a tradition calendar system. There are currently three elementary schools, one middle school, one high school, and one continuation school in the district. Imperial Unified School District is committed to providing a strong instructional program for all students to ensure excellence in education. This excellence can be seen in the staff who play such a vital role in providing a quality educational program.

Imperial Avenue Holbrook School is located in the center of the city of Imperial. The school at its current location opened its doors in 1992 to grades eight through twelve. Teachers, staff, and administrators continue to act on the principle that students come first. The educational programs at the school are tailored to meet the needs of a changing school population. Imperial Avenue Holbrook School is dedicated to ensuring the academic success of every student, and providing the most comprehensive educational experience.



Discipline & Climate for Learning

Students at Imperial Avenue Holbrook School have many opportunities to demonstrate their individual talents. School staff encourage every child to stretch his/her energies, abilities and talents.

Imperial Avenue Holbrook School has found that good discipline is a solid foundation on which to build an effective school; good discipline and school effectiveness seem to share many characteristics. The goal of Imperial Avenue Holbrook School's discipline program is to provide students with opportunities to learn self-discipline through a system of consistent rewards and consequences for their behavior. Imperial Avenue Holbrook School believes students who develop a sense of personal responsibility will mature both academically and emotionally. Parents and students are informed of discipline policies at the beginning of each school year through classroom orientation as well as individual student handbooks.

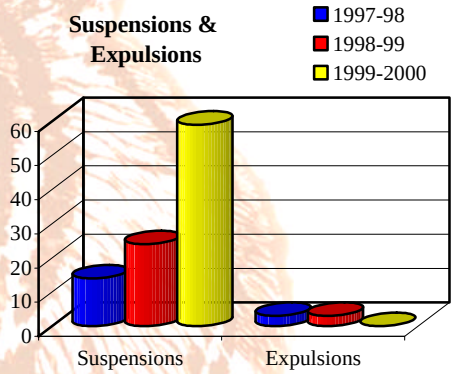
Attendance

Regular attendance at Imperial Avenue Holbrook School is a necessary part of the learning process and is critical to academic success. Attendance policies are clearly stated, consistently enforced, and fairly administered. Parents are advised of their responsibilities, including proper notification of why and when students are absent. Independent study is available for students that require extended leaves from school. The school monitors student attendance very closely and reports excess unexcused absences to designated authorities.

Punctuality and promptness are desirable traits to develop. The students of Imperial Avenue Holbrook School are expected to be in their seats and ready for instruction at the designated time. Students who are late to class must secure a pass from the office before going to class.

The District annually provides a Student Conduct Code for each of its sites. The program's design establishes guidelines to provide students with a meaningful, productive, and enjoyable school experience. Appropriate behavior is encouraged through praise and motivational incentives as well as assertive discipline and conflict resolution tools to further develop personal growth.

Imperial Unified School District's School Attendance Review Board (SARB) is composed of parents, representatives from the school district and members of the community, including representatives from law enforcement, welfare, probation and mental health. Students are referred to SARB when they have persistent attendance and behavior problems in school, and when the normal avenues of classroom, school and district counseling are not effective. The members of the SARB, the referred students and their parents or guardians meet regularly to work collaboratively to evaluate the student's situation and recommend alternative solutions to alleviate circumstances that contribute to specific truancy, attendance, or behavior problems. Expulsions occur only when required by law or when all other alternatives are exhausted.



Extracurricular Activities

Students are encouraged to participate in the school's additional academic and extra-curricular activities that are an integral part of the educational program. These schoolwide and classroom incentives promote positive attitudes, encourage achievement, and prevent behavioral problems. Extracurricular activities and programs include:

- Digital High School
- Career Day/Job Fair
- College/University Day
- Guest Speakers
- Accelerated Reader
- Art Day

Certificates, ribbons, prizes, and various other awards are given to students at assemblies and special presentations throughout the school year. Activities, honors, and programs include:

- Citizenship Award
- Fine Arts Festival
- Attendance of the Year Award

Special recognition is given for specific accomplishments and levels of achievement:

- Accelerated Reader of the Month (2)
- Student of the Year (2)

Homework

Imperial Avenue Holbrook School feels homework is a fundamental part of the learning process that helps to develop basic academic and study skills as well as promote student responsibility and self-discipline. Homework is assigned on a regular basis for all grade levels. Each teacher determines the appropriate measure of homework for his or her students, averaging 10 hours per week. Each student is expected to complete his/her homework assignments timely and to the best of their ability. Parents are encouraged to provide a supportive environment for homework activities and be responsible for reviewing homework assignments with their child.

Academic Performance Index

Imperial Avenue Holbrook School did not receive a 1999-2000 API score since enrollment was less than 100. New state criteria for continuation high schools are being developed.

Student Achievement & Testing

Various measures of student achievement are used as an ongoing part of the quality instructional program at Imperial Avenue Holbrook School. These measures are much more authentic in terms of students' actual progress as well as a measurement of the effectiveness of the instructional program. These measures are especially helpful as active long-term reflections of student instructional growth.

Standardized State Testing

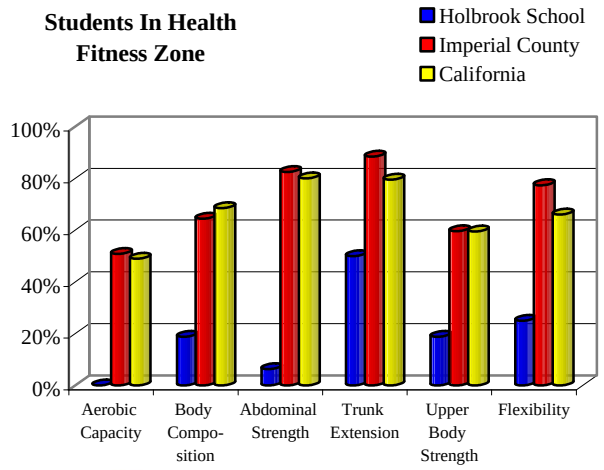
Imperial Avenue Holbrook School participates in the State's mandatory Standardized Testing and Reporting Program (STAR), which utilizes the Stanford Achievement Test Series, Ninth Edition (SAT-9), the most respected achievement test in the country. The SAT-9 was modified to include items directly tied to the state's curriculum standards.

The SAT-9 was administered for the first time statewide in the spring of 1998 to all students, grades 2-11. This nationally norm-referenced test measures a student's performance in various academic subjects against other students at the same grade who take the test. Students at Imperial Avenue Holbrook School were tested in reading, math, language, spelling, reference skills, science, social science. Only 27 students participated in the SAT-9, which was administered in the spring of 2000. To maintain confidentiality, these numbers are not available. However, the school uses student scores from the SAT-9, as well as a student writing sample to determine student achievement levels.

Physical Fitness

In the spring of each year, Imperial Avenue Holbrook School is required by the state to administer a physical fitness test to all students in ninth grade. The physical fitness test is a standardized evaluation that tracks the development of high-quality fitness programs and compares student performance to other students statewide that are in the same grade level who took the test.

The physical fitness test measures six fitness areas and students are provided several options to perform tasks in each area. The scores presented below represent the percentage of students tested that either met or exceeded the standards recommended fitness zones established by the Cooper Institute for Aerobic Research.



Training & Curriculum Improvement

All training and curriculum development at Imperial Avenue Holbrook School revolves around the California State Content Standards and Frameworks. Teachers align curriculum to ensure that all students either meet or exceed state proficiency levels.

The writing and implementation of Holbrook's curriculum is an ongoing process. Curriculum planning is done through careful review of the district/state standards, the state frameworks, the district policies, review of the SAT-9 results, review of multiple measures, and research. Teachers belong to professional organizations to acquire and share knowledge regarding recent instructional trends, developments, and improvements. Imperial Avenue Holbrook has a Committee of the Whole (COW) whose primary job is to evaluate, monitor, etc., the school's curriculum. Programs that were implemented during the 1999-2000 school year were:

- Digital High School
- Accelerated Reader

Staff members are encouraged to attend workshops and conferences provided by the district, outside agencies, and consultants. During the 1999-2000 school year, training was offered on the following topics:

- SDAIE/CLAD Training
- Reading Workshops
- Safe Schools Planning

For the 2000-2001 school year, staff at Imperial Unified School District and Imperial Avenue Holbrook School will continue to make a strong commitment to providing guidance for all staff in an effort to develop an instructional program that fosters creativity and academic excellence.

Preparation to Enter the Work Force

To prepare students for the work force, Imperial Avenue Holbrook invites speakers from a variety of businesses and organizations to discuss the occupational skills needed to enter the workforce. Students also attend Imperial Valley College's Career Fair and use software in the classroom to research occupations, skill levels, education, and job availability. Additionally, district counselors some on campus to provide students with information on college entry.

Imperial's work experience program provides practical work and learning experiences through collaborative partnerships with local employers. This program allows students to attend school for five hours per week and work at least 30 hours a week in the school-sponsored work experience program.

Many students currently work and attend school full time (22 ½ hours per week). Local business supporting the school's work experience program include:

- Mama's Place
- J.C. Penney's
- ERA Real Estate
- Big 5 Sporting Goods
- Imperial Manor

Field trips that Imperial Avenue Holbrook offered in 1999-2000 school year include: College Day at the High School, Job Fair (IVC), and College/University Day (IVC).

Imperial Avenue measures the success of its efforts to prepare students for the work force through the SAT-9, writing and math proficiency tests, and follow-ups on all graduates in the past two years.

Counseling & Other Support Services

It is the goal of Imperial Unified School District to assist students in their social and personal development as well as academics. The district provides special attention to students who experience achievement problems, difficulty coping with personal and family problems, trouble with decision making, or handling peer pressure.

The district provides qualified personnel to provide counseling and support services on a part-time and full-time basis. Psychologists and counselors are devoted to helping students deal with problems and assisting them to reach positive goals.

- District Nurse - full-time
- District Psychologist - full-time
- Two Counselors - part-time

Special Education

The goal of the Imperial Unified School District Special Education Program is to provide training and support for students and teachers to allow students to experience success in the regular education classroom. Through continual monitoring, measuring, and modifying Imperial Avenue Holbrook School's philosophy is that every child is capable of benefiting from the regular education classroom. Through continual support and training, the Special Education Program helps teachers adopt program modifications and teaching styles respectful of students' needs.

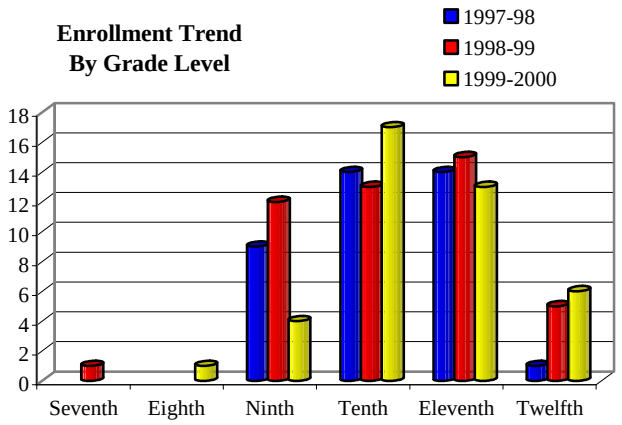
Community Resources

The school uses all available resources in the community to assist students in their emotional and academic development.

- Imperial Valley College Counseling
- Imperial County Office of Education Pregnant Minors Program
- Imperial County Office of Education YES Program
- Imperial County Mental Health Department

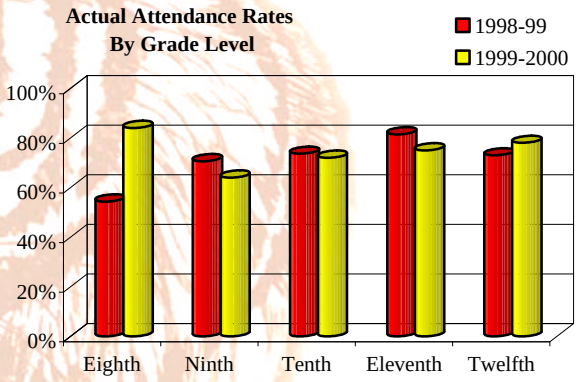
School Attendance

Student enrollment over the past three years at Imperial Avenue Holbrook School has increased by 7.9%. Schoolwide enrollment at the beginning of the 1999-2000 school year was 41 students.

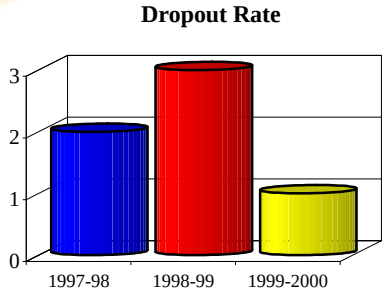


School districts receive financial support from the state for the education of the students they serve based on how many students attend each day. Most importantly, attendance is critical to academic achievement and regular daily attendance is a priority at Imperial Avenue Holbrook School. There are no "excused" absences, and students who are tardy must serve double time after school on the same day they are late. Students under the age of 18 who are habitually tardy may be referred to the Student Attendance Review Board (SARB). Students who are over 18 may be dropped or referred to Adult Education.

The actual attendance rate for all grade levels for Imperial Avenue Holbrook School was 74.6%. The chart below displays Imperial Avenue Holbrook School's actual student attendance rate for the past two years.



During the 1999-2000 school year, Imperial Avenue Holbrook School had 1 dropout, a decrease of 2 compared to previous years. The chart below illustrates the dropout trend over the past three years.



Intervention programs that promote attendance and reduce dropout rates include:

- Frequent parent conferences regarding student progress
- Follow-up visits, home visits by the security department when warranted
- Referring excessive absences, truancies, and tardies to the School Attendance Review Board (SARB)
- Issuing student attendance/behavior contracts

Instructional Minutes

Continuation is an alternative education program for high school age students. This program allows flexible class times, and may even include on-the-job work experience. The California Education Code requires that students in grades nine through twelve receive a minimum of 64,800 minutes of instructional time.

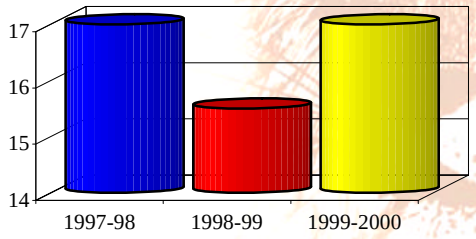
Minimum Days

Imperial Avenue's 180 instructional days for the 1999-2000 school year either met or exceeded the daily instructional minute requirements specified in the California Education Code.

Class Size

Imperial Avenue Holbrook School maintained a schoolwide average class size of 17 students and a pupil/teacher ratio of 13:1 for the 1999-2000 school year.

Average Class Size



Textbooks and Instructional Materials

Imperial Avenue Holbrook School sets a high priority upon ensuring that sufficient and current textbooks and materials are available to support the school's instructional program as well as provide students with their own textbooks. All textbooks and instructional materials used within the school are aligned with the California State Content Standards and Frameworks as well as the school's curriculum council standards. The following are texts used by Imperial Avenue Holbrook:

Subject	Title and Adoption Year
Social Studies	U.S. Geography (1999) World Geography and You (1997)* Exploring World History (1999) World History and You (1997)* Our Nations History (1993) U.S. History and You (1997)* U.S. Government (1998) American Government (2000) American Government Freedom, Rights, Responsibilities (1997)* Economics and American Free Enterprise (1994) Economics (2000) Economics Concepts and Applications (1997)*
English	Basic English Grammar (1995) Basic English Composition (1995) English to Use (1993) Life Skills English (1993) World of Work (1993) Grammar and Composition (1996)* Writing Proficiency Set/Stack the Deck (2000)* World of Vocabulary*
Driver's Education	Responsible Driver (1999) Basic Health (2000)
Math	Essentials of Math 1&2 (1999) Basic Math Concepts (1999) Basic Essentials of Math 1&2 (1999) Consumer Math (1999) Algebra Merrill (1999) Geometry Merrill (1999) Algebra II (1999)
Science	Essentials of Biology (1999) Basic Biology (1999) Chemistry (2000) Physics (2000)

Supplemental

The school's library is stocked with 400 books that are available for students to check out. The school's library contains a large collection of videos and audiotapes for classroom use that tie into curricular areas of study. Computer resources within the library are connected to the Internet so students are able to access resources and information on-line to improve their research skills.

Computer skills and concepts integrated throughout standard curriculum prepare students for technological growth and opportunities. Students receive computer-assisted instruction on a regular schedule. Software includes programs to develop critical thinking skills, technological skills, mathematical proficiency.

	1997-98	1998-99	1999-2000
Computers	14	13	15
Students per computer	2.7	3.5	2.7
Classrooms connected to Internet	2	2	2

Imperial Avenue Holbrook School's website provides a variety of resources and information for parents, staff, students and community members.

School Facilities & Safety

Imperial Avenue Holbrook School provides a safe, clean environment for students, staff, and volunteers. School facilities were built in 1992 and currently consist of four modular buildings, which are all up-to-date and provide adequate space for students and staff. Custodial care is done on a daily basis to ensure classrooms, restrooms, and campus grounds are kept clean and safe. A scheduled maintenance program is administered by the Imperial Unified School District to ensure that all classrooms and facilities are maintained to a degree of adequacy that provides for good learning.

Safety of students and staff is a primary concern of Imperial Avenue Holbrook School. The school is always in compliance with all laws, rules, and regulations pertaining to hazardous materials and state earthquake standards.

The Imperial Unified School District's Disaster Preparedness Plan is sent home to parents at the beginning of each school year. The plan includes steps for ensuring student and staff safety during a disaster. Fire and disaster drills are conducted on a regular basis throughout the school year.

The Imperial Avenue Holbrook School Site Council has reviewed the School Safety Plan. This plan has been approved and submitted to the District Board of Education. There were no instances of crime reported on school grounds in 1999-2000.

Quality of Instruction & Leadership

Leadership at Imperial Unified School District is a responsibility shared between district administration, the school principals, instructional staff, students, and parents. The district's emphasis has always been on a well-balanced and rigorous core curriculum at all grade levels. Instructional programs are aligned with the State Content Standards and Frameworks and district standards.

The District requires various levels of participation from school site staff to regularly assemble and address specific issues for each site as well as districtwide issues. Leadership groups and committees throughout the District include:

- School Site Council
- School Advisory Committee
- District Language Advisory Committee
- Program Quality Review
- Coordinated Compliance Review
- Safe School Committee
- Technology Team
- Grant Writing Teams
- Parent Advisory Group
- Student Study Team

The School Site Council, comprised of the principal, staff members, and parents, meets regularly to monitor the School Improvement Program (SIP). Each spring the School Site Council and school staff review and update the School Improvement and School Site Safety Plans. The School Improvement Plan identifies Imperial Avenue Holbrook's education plan for the year. Site goals, objectives, action steps, timelines, expenditures, and evaluation processes are described in the plan. The Parent Advisory Committees are formed as needed to provide input to the educational program.

Teacher Assignment

Imperial Avenue Holbrook School recruits and employs the most qualified credentialed teachers. For the 1999-2000 school year, Imperial Avenue Holbrook School had 3 fully credentialed teachers who met all credential requirements in accordance with State of California requirements.

Teacher Credential Status

	1997-98	1998-99	1999-2000
Fully Credentialed	3	3	3
Without Credentials	0	0	0
Working Outside Subject	0	0	0

Teaching staff is encouraged to continue their individual efforts in attaining additional training and education.

Imperial Avenue Holbrook School supports efforts made by teachers and other certificated school staff in attaining additional education and training through local colleges and universities for their personal growth as well as for the benefit of the school. During the 1999-2000 school year, certificated staff consisted of 3 employees: one with 30+ additional units beyond their bachelor's degree and two holding advanced graduate degrees such as a masters or doctorate degree.

Specially trained staff who provide additional instruction or services include: Resource Specialist, Speech Specialist, District Bilingual Technician, and an Instructional Assistant.

Teacher Evaluation & Professional Development

A constructive evaluation process has been established to promote quality instruction and is a fundamental element in a sound educational program. Evaluations and formal observations are designed to encourage common goals and to comply with the state's evaluation criteria and district policies. Tenured certificated teachers are formally evaluated at least once every two years. Probationary certificated teachers are formally evaluated twice in each of their two probationary teaching years. The school principal conducts each evaluation and assesses performance based on four criteria:

- Students' progress, as compared to district standards
- Create and maintain an effective learning environment
- Teaching techniques and strategies
- Progress in meeting curricular objectives

A conference is held afterward to discuss the quality of instruction and to provide suggestions for improvement.

Staff members build teaching skills and concepts by participating in many conferences and workshops throughout the year and then sharing their experiences and knowledge with district colleagues. The district offers three staff development days annually where teachers are offered a broad based variety of professional growth opportunities in curriculum, teaching strategies, and methodologies. The 1999-2000 topics for staff development were:

Categorical Program and Grant Review

- Eligibility Requirements
- Teaching Strategies
- Classroom Management
- Pupil Performance
- Preparation for CCR/WASC Review

The Regular Education Teacher's Role in the Special Education Process/Site Specific In-service on Classroom Strategies

- In-service on Special Education
- Student Study Team Process
- K-6 Teachers – Effective Teaching Strategies and Title I/Compensatory Education
- 7th and 8th Grade Teachers – Classroom Management
- High School Teachers – Digital High School

Standards and Assessment/Promotion Retention - K-6 Teachers

- New Promotion Retention Policy
- Grading Policy
- Standards and Assessments
- Grade Level Standards

Classroom Management/Instructional Strategies - 7-12 Grade Teachers

- Review Instructional Strategies involving School-to-Career, AVID and Classroom Management

State Mentor Teacher funds provide district mentor teachers to assist new teachers. Eisenhower funds provide staff with a math and science mentor teacher. The district pays the costs to allow teachers to attend BCLAD*, CLAD**, and SDAIE*** training to receive certification to assist English language learners.

**BCLAD – Bilingual Crosscultural, Language and Academic Development*
*** CLAD – Crosscultural, Language and Academic Development*
**** SDAIE – Specially Designed Academic Instruction in English*

Substitute Teachers

Staff attendance is critical to maintaining the quality of instruction and learning. Due to countywide class size reductions, CBEST (California Basic Educational Skills Test) certified substitutes have been difficult to obtain. Imperial Unified School District has requested a waiver from the state for CBEST for substitutes.

Currently, Imperial Unified School District has 57 fully credentialed substitutes and 20 on waiver. In an effort to maintain an adequate pool of substitutes and recruit qualified teachers, Imperial Unified School District advertises employment opportunities in local newspapers and on the Internet.

Expenditures Per Student & Types of Services Funded

For the 1998-99 school year, Imperial Unified School District spent an average of $4,950 to educate each student. The figures shown in the table below reflect the direct cost of educational services, per ADA, excluding food services, facilities acquisition and construction, and certain other expenditures. This calculation is required annually by law and is compared with other districts statewide.

Current Expense of Education Per Student*
1998-99

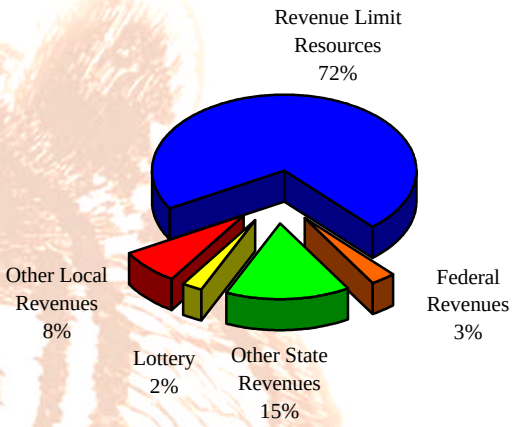
	Statewide Average	
Imperial Unified School District	**All Unified Districts**	**All Districts**
$4,950	**$5,416**	**$5,379**

**Ed-Data and California Department of Education, School Fiscal Services Division - J-200 Reports.*

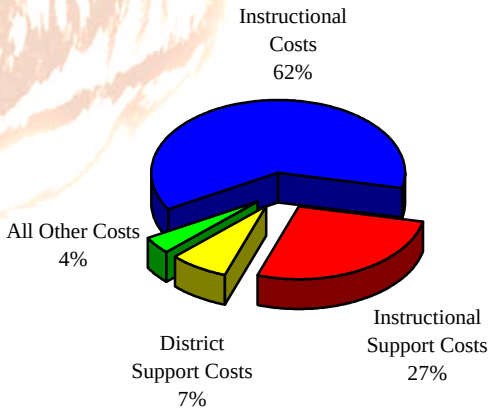
In addition to General Fund State funding, Imperial Unified School District receives state and federal categorical funding. The school receives approximately $1,296 per student in categorical aid. Federal and state funding is provided for the following categorical, special education, and support programs:

- Special Education
- Drug-Free Schools
- Tenth Grade Counseling
- Instructional Materials
- School Improvement Program
- Home-to-School Transportation
- Economic Impact Aid
- Gifted and Talented Education
- Math and Science

District Revenue Sources
1998-99



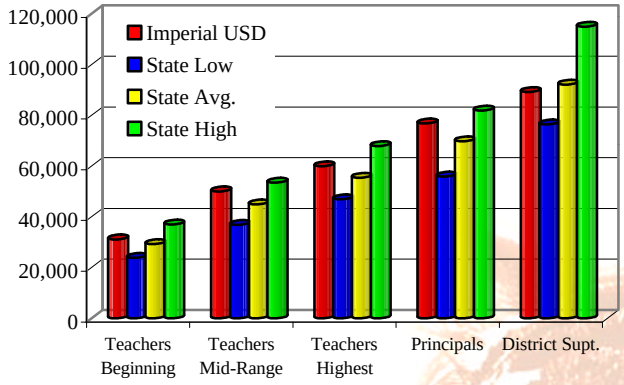
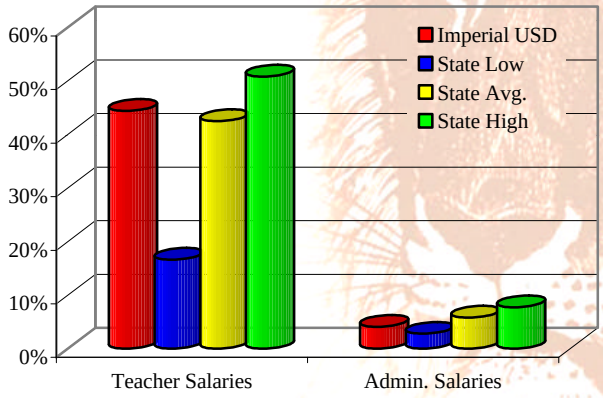
District Expenditures
1998-99



Salary & Budget Comparison

State law requires comparative salary and budget information to be reported to the general public. For comparison purposes, the State Department of Education has provided average salary data from school districts having between 1,500 and 4,999 average daily attendance throughout the state.

1998-99 Average Salary Information
Teachers - Principals - Superintendent



1998-99 Average Salary Information
Teachers & Administrative Salary Percentages