



**OPPORTUNITY & ACTION FOR  
EVERY STUDENT**  
myschoolmyvoice.nea.org

# OPPORTUNITY AUDIT



# CONDUCTING AN OPPORTUNITY AUDIT

Working together, we can build the schools our students deserve! Think about your school – do you need a way to assess what’s going well in your school, and what may need to be improved for the success of all students? This Opportunity Audit will help you develop a plan to make sure your students have everything they need, eliminate inequities, and strengthen student learning. This Audit will help you assess and take action on both the accessibility and effectiveness of policies, programs, and budgeting that allow you to create the quality learning environment necessary for all students to succeed. The NEA Opportunity Audit data in conjunction with our GPS Indicators Framework ([www.nea.org/gpsindicators](http://www.nea.org/gpsindicators)) will assist you in creating a plan to eliminate inequities and elevate student achievement.

The Every Student Succeeds Act (ESSA) has opened the door for educators, parents, and students to be leaders in fulfilling the promise of a great public school for every student. ESSA requires that states, districts, and schools engage stakeholders in plans to help ensure the success of all students. ESSA also stipulates that plans be based on needs assessments, similar to the one you and your colleagues complete with this Opportunity Audit. The data you collect from your Audit and by engaging parents and the community can help inform which resources and programs get written into local ESSA plans. Additional resources and supports are available at [myschoolmyvoice.nea.org](http://myschoolmyvoice.nea.org).







## Opportunity Audit Continuum

| N/A                                                                                                         | DOES NOT EXIST                       | NOT APPARENT                                                            | EMERGING                                                                                                                       | IMPROVING                                                                | FLOURISHING                                                                                     |
|-------------------------------------------------------------------------------------------------------------|--------------------------------------|-------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| Element does not apply to my school.<br>(Ex. The element discussed preschools and I work in a high school.) | Element does not exist at my school. | Element is not demonstrated or evident at the school or district level. | Element exists as a written policy or practice, but is not sufficiently implemented or funded at the school or district level. | Element is demonstrated in compliance with school and district policies. | Element exceeds compliance and demonstrates innovation and inclusiveness in school improvement. |

# Criteria I: Schools exemplify readiness for all students and educators.

|   | N/A | ELEMENT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | DOES NOT EXIST | NOT APPARENT | EMERGING | IMPROVING | FLOURISHING |
|---|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------|----------|-----------|-------------|
| A |     | The opportunity exists for all students in our community to access high quality early learning programs.                                                                                                                                                                                                                                                                                                                                                                                                                          |                |              |          |           |             |
| B |     | Our school offers full-day kindergarten in compliance with state and local mandates.                                                                                                                                                                                                                                                                                                                                                                                                                                              |                |              |          |           |             |
| C |     | PreK-grade 3 educators at our school are trained and licensed in compliance with state licensure requirements.                                                                                                                                                                                                                                                                                                                                                                                                                    |                |              |          |           |             |
| D |     | Our school administers developmental and comprehensive health screenings, including hearing and vision exams, facilitates enrollment in Medicaid and SCHIP (as needed/ appropriate), and ensures all school-age children are immunized pursuant to state regulations. <b>(Where to Find:</b> Medicaid and SCHIP are offered through federal-state partnerships. Information about your specific CHIP and Medicaid programs, which work closely together, can be found at <a href="http://www.benefits.gov">www.benefits.gov</a> ) |                |              |          |           |             |
| E |     | Our school has a funded plan to ensure successful transition from early learning programs to elementary school and the plan is aligned with state early learning standards.                                                                                                                                                                                                                                                                                                                                                       |                |              |          |           |             |

**NOTES**

**NEXT STEPS**

**Criteria II: All students have access to a rigorous curriculum, including advanced coursework, rooted in high academic standards.**

|       | N/A | ELEMENT                                                                                                                                                                                                                                                        | DOES NOT EXIST | NOT APPARENT | EMERGING | IMPROVING | FLOURISHING |
|-------|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------|----------|-----------|-------------|
| A(i)  |     | Educators at our school are actively engaged in the development of standards-based curriculum.                                                                                                                                                                 |                |              |          |           |             |
| A(ii) |     | Our school has a plan in place to solicit educator feedback on content standards, curriculum, resources, and assessments. <b>(Where to Find:</b> Converse with your school's mathematics and literacy specialists, staff development teacher, or team leader.) |                |              |          |           |             |
| B(i)  |     | Students at our school have access to a full and rich curriculum, including fine arts, physical education, play, advanced coursework, career and technical education programs, and other experiential or work-based learning opportunities.                    |                |              |          |           |             |
| B(ii) |     | Curriculum is clearly aligned to college and career ready standards, addressing the needs of students with different abilities and from diverse backgrounds.                                                                                                   |                |              |          |           |             |
| C     |     | Students have access to developmentally-appropriate practices and instruction, enhanced by educators' access to regular, job-embedded professional learning opportunities.                                                                                     |                |              |          |           |             |
| D     |     | The learning community in our school provides various means to accommodate, scaffold, and enrich instruction for students with diverse needs, such as language-rich instruction, UDL, PBS,RTI, etc.                                                            |                |              |          |           |             |

**NOTES**

**NEXT STEPS**



## Criteria III: Conditions at schools foster positive climates that support teaching and learning for educators and students.

|        | N/A | ELEMENT                                                                                                                                                                                                                                                                                                                       | DOES NOT EXIST | NOT APPARENT | EMERGING | IMPROVING | FLOURISHING |
|--------|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------|----------|-----------|-------------|
| A      |     | Our school has high quality facilities with heating and cooling systems, safe indoor air quality, and running water.                                                                                                                                                                                                          |                |              |          |           |             |
| B      |     | Our school provides clear goals and support for the work of our educators, including planning time, collaborative time with fellow educators, and access to professional publications, research, and technology.                                                                                                              |                |              |          |           |             |
| C      |     | Students at our school have access to services that support their social, emotional, and physical well-being, through favorable student-to-SISP ratios, school policies, and the allocation of resources. <b>(Where to Find:</b> Converse with your school's specialized instructional support personnel and administration.) |                |              |          |           |             |
| D(i)   |     | Our school ensures that those who work closest with students have the authority to make decisions about their work.                                                                                                                                                                                                           |                |              |          |           |             |
| D(ii)  |     | Our school honors all educators through authentic incorporation of educator voice in decision-making.                                                                                                                                                                                                                         |                |              |          |           |             |
| E(i)   |     | Our school fosters positive teaching and learning conditions, supporting culturally-relevant instruction through professional learning opportunities focused on cultural competence and understanding implicit bias.                                                                                                          |                |              |          |           |             |
| E(ii)  |     | Our school has a plan to evaluate the relationship between educator training (on cultural competence and implicit bias) and student achievement.                                                                                                                                                                              |                |              |          |           |             |
| F(i)   |     | Our school has a policy addressing student safety issues, on and offsite (such as bullying, bias-related incidents, and violence against marginalized persons or groups). <b>(Where to Find:</b> Consider your school and district policy on identifying, preventing, resolving, and reporting these safety issues.)          |                |              |          |           |             |
| F(ii)  |     | Our school has policies in place that follow a best practices model regarding discipline.                                                                                                                                                                                                                                     |                |              |          |           |             |
| F(iii) |     | Our school conducts annual school climate surveys and allocates resources for intervention and improvement.                                                                                                                                                                                                                   |                |              |          |           |             |
| G      |     | Our school has a school library program.                                                                                                                                                                                                                                                                                      |                |              |          |           |             |

**NOTES**

**NEXT STEPS**

## Criteria IV: All students have access to capable, qualified educators.

|       | N/A | ELEMENT                                                                                                                                                                                                                                                        | DOES NOT EXIST | NOT APPARENT | EMERGING | IMPROVING | FLOURISHING |
|-------|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------|----------|-----------|-------------|
| A     |     | Our school hires educators who complete an accredited, state-mandated residency program prior to obtaining initial licensure or have access to complete an equivalent alternative                                                                              |                |              |          |           |             |
| B     |     | Our school offers opportunities to grow educational leaders through formal and informal pathways, such as mentoring, state/national endorsements, or other methods.                                                                                            |                |              |          |           |             |
| C(i)  |     | Effective educators and school leaders are equitably distributed throughout the district. ( <b>Where to Find:</b> Using your district's demographic information, examine the distribution of students and educators throughout the district.)                  |                |              |          |           |             |
| C(ii) |     | Educator evaluations are based on multiple measures to demonstrate effectiveness. ( <b>Where to Find:</b> Consider your district educator evaluation and professional growth systems.)                                                                         |                |              |          |           |             |
| D     |     | Our district works with area higher education programs to identify and recruit aspiring educators from underrepresented populations and for critical shortage areas.                                                                                           |                |              |          |           |             |
| E     |     | Our district offers competitive educator compensation and working conditions, incentivizes National Board Certification, honors representation by unions with collective bargaining rights, and permits educators to bargain teaching and learning conditions. |                |              |          |           |             |

**NOTES**

**NEXT STEPS**



**NOTES**

**NEXT STEPS**

## Criteria VI: Schools engage with families and communities to collaborate in learning, advocacy, and securing resources.

|       | N/A | ELEMENT                                                                                                                                                                                                                                                                           | DOES NOT EXIST | NOT APPARENT | EMERGING | IMPROVING | FLOURISHING |
|-------|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------|----------|-----------|-------------|
| A(i)  |     | Our school successfully engages families by accommodating family schedules and offering home visits.                                                                                                                                                                              |                |              |          |           |             |
| A(ii) |     | Our school submits data to our district annually on family and community engagement.                                                                                                                                                                                              |                |              |          |           |             |
| B(i)  |     | Our school has a full-time community liaison, tasked with engaging and representing families, as well as conveying school policies and procedures.                                                                                                                                |                |              |          |           |             |
| B(ii) |     | Our school empowers family members and caregivers to access and utilize school materials and information in their context, including providing information in multiple formats and languages.                                                                                     |                |              |          |           |             |
| C     |     | Our school offers out-of-school-time learning programs and wrap-around services, such as health, language, mentoring, and tutoring.                                                                                                                                               |                |              |          |           |             |
| D     |     | Our schools requires all educators and administrators to participate in professional development, focusing on family and community engagement, with input from higher education institutions and community stakeholders, as part of licensure programs and professional learning. |                |              |          |           |             |

**NOTES**

**NEXT STEPS**



**Criteria VII: All schools are sufficiently and equitably funded to provide the resources and supports required to meet all students' needs.**

|       | N/A | ELEMENT                                                                                                                                                                                                                                                                                                                                                                         | DOES NOT EXIST | NOT APPARENT | EMERGING | IMPROVING | FLOURISHING |
|-------|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------|----------|-----------|-------------|
| A(i)  |     | Our district guarantees sufficient funding and makes adjustments for school level, size, and location.                                                                                                                                                                                                                                                                          |                |              |          |           |             |
| A(ii) |     | Our school has access to sufficient funds to support students in meeting rigorous academic standards. (Where to Find: Consider your district budget and funding levels that provide more than the basic needs of the school.)                                                                                                                                                   |                |              |          |           |             |
| B     |     | Our district adjusts funding for diverse student needs, allowing for students in schools with the greatest need to receive additional funding. ( <b>Where to Find:</b> Consider if your district allocates sufficient funding and resources for English for Speakers of Other Languages (ESOL), special education, Title I, and Free and Reduced Meals (FARMS) to your school.) |                |              |          |           |             |
| C(i)  |     | Educators and families at our school have access to an up-to-date school budget and are included in the school budgeting process.                                                                                                                                                                                                                                               |                |              |          |           |             |
| C(ii) |     | State and district funding programs incentivize evidence-based innovation at our school.                                                                                                                                                                                                                                                                                        |                |              |          |           |             |
| D     |     | Current educators and administrators in our school have opportunities to meaningfully participate in the development of a sustainable, multi-year budget. Local efforts to diversify revenue streams are supported by the state.                                                                                                                                                |                |              |          |           |             |

**NOTES**

**NEXT STEPS**

# AFTER CONDUCTING YOUR AUDIT

## **Share your Audit.**

- Host 10 Minute Meetings to discuss your audit and get feedback.
- Access [myschoolmyvoice.nea.org](https://myschoolmyvoice.nea.org) to view a sample meeting agenda.

## **Build your team.**

- Recruit members, parents, and community leaders who are interested in creating your district/school ESSA plan.
- Identify examples of success and inequity throughout the school.

## **Reference the GPS Indicators Framework.**

- Do a deep dive on the indicators to assess strengths and weaknesses to guide next steps.

## **Engage others.**

- Share your team findings with other education stakeholders.
- Coordinate community capacity to achieve your shared vision.

## **Create a detailed advocacy plan.**

- Build a roadmap to achieve your goals.
- Use Advocating for Great Public Schools.

# NEXT STEPS

## Now that my audit is complete...

|                                                                                                                                                                                                                           |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| <p>When will I hold a 10 minute meeting in my school to share the findings and outcomes?</p>                                                                                                                              |  |
| <p>Who can work with me to address the opportunities identified in our audit?</p>                                                                                                                                         |  |
| <p>What support will I need to deep-dive into the NEA GPS Indicators Framework to continue the work of moving our school forward?</p>                                                                                     |  |
| <p>What will our timeframe be to build our plan of action to address our school's opportunity gaps? How will we use our expertise to help build our school's ESSA plan to meet these and other needs of our students?</p> |  |

# OPPORTUNITY AUDIT DEFINITIONS

- 1. Advanced Course Opportunities** generally refers to accelerated coursework that incorporates elevated rigor, including coursework that provides students opportunities to earn postsecondary credit. Examples include International Baccalaureate programs, Advanced Placement Programs, or dual enrollment.
- 2. Community-based organization** means a public or private nonprofit organization of demonstrated effectiveness that is representative of a community or significant segments of a community and provides educational or related services to individuals throughout the community.
- 3. Developmentally Appropriate Practice (DAP)** is an approach to teaching grounded in research on how children develop and learn that involves teachers meeting young children where they are in their stage of development and helping each child meet challenging and achievable learning goals.
- 4. Educators** includes classroom teachers, paraeducators, education support professionals (ESP), specialized instructional support personnel (SISP), librarians, administrators, and higher education professionals.
- 5. Full-Service Community School** means a public elementary or secondary school that participates in community-based efforts to integrate educational, health, and other comprehensive services through public, community-based, and private partnerships; and provides access to such services year round, including when school is out.
- 6. Indicators** refers to metrics that all public schools in the state must identify for data collection and measurement in their state plans, consisting of not less than one valid, reliable indicator of school quality or student success that allows for meaningful differentiation in school performance, such as measures of engagement, educator engagement, student access to and completion of advanced coursework, postsecondary readiness, or another indicator. States must report on mandatory federal indicators, and, at the state's discretion, additional state indicators.
- 7. Language Rich Instruction (LRI)** provides a classroom environment that accelerates oral language and academic vocabulary development through exposure to content-rich language, cooperative learning opportunities, and other tools to aid comprehension and language development for English Language Learners and native speakers.
- 8. Pupil Weights** means weighted per-pupil allocations for underserved students'.
- 9. Response to Intervention (RtI)** is a tiered approach to the early identification and support of students with learning and behavior needs through high-quality instruction and screening of all students in the general education classroom and appropriate progression to appropriate interventions and comprehensive evaluation.
- 10. Rigorous** means academically, intellectually, and individually challenging curriculum and learning goals.
- 11. School** means a public or private kindergarten, a public or private elementary school or secondary school, or a home school.
- 12. Student** means any child or individual age 3 through 21.
- 13. Universal Design for Learning (UDL)** is an educational framework based on research in the learning sciences, including cognitive neuroscience, which guides the development of flexible learning environments that can accommodate individual learning differences.
- 14. Positive Behavior Support (PBS)** was originally developed to provide an alternative to aversive school discipline procedures often used with students with significant disabilities; now, PBS is a general term that refers to the culturally appropriate application of positive behavioral interventions and systems to achieve socially important behavior change.

## **NATIONAL EDUCATION ASSOCIATION**

The National Education Association is the nation's largest professional employee organization, representing more than 3 million elementary and secondary teachers, higher education faculty, education support professionals, school administrators, retired educators and students preparing to become teachers.

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