



U.S. House of Representatives COMMITTEE ON ETHICS

Employee Post-Travel Disclosure Form

Original Amendment

This form is for disclosing the receipt of travel expenses from private sources for travel taken in connection with official duties. This form does not eliminate the need to report privately-funded travel on the annual *Financial Disclosure Statements* of those employees required to file them. In accordance with House Rule 25, clause 5, **you must complete this form and file it with the Clerk of the House, B-81 Cannon House Office Building, within 15 days after travel is completed.** Please **do not** file this form with the Committee on Ethics.

NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001.

- Name of Traveler: Lakisha Steele
- a. Name of Accompanying Relative: _____ OR None
b. Relationship to Traveler: Spouse Child Other (specify): _____
- a. Dates: Departure: 2/17/2020 Return: 2/19/2020
b. Dates at Personal Expense, if any: _____ OR None
- Departure City: Washington, DC Destination: Denver, CO Return City: Washington, DC
- Sponsor(s), Who Paid for the Trip: Aspen Education and Society Program
- Describe Meetings and Events Attended: Staff attended meetings with local nonprofit organizations, civil rights groups, state education staff, district level staff, legislators and visited schools to understand Colorado state and federal accountability system.
- Attached to this form are **each** of the following, signify that each item is attached by checking the corresponding box:
 - a completed Sponsor Post-Travel Disclosure Form;
 - the Primary Trip Sponsor Form completed by the trip sponsor **prior** to the trip, **including all** attachments; **and** the Grantmaking or Non-Grantmaking Sponsor Forms;
 - page 2 of the completed Traveler Form submitted by the employee; **and**
 - the letter from the Committee on Ethics approving my participation on this trip.
- a. I represent that I participated in each of the activities reflected in the attached sponsor's agenda.
Signify statement is true by checking the box:
b. If not, explain: _____

LEGISLATIVE RESOURCE CENTER
20 MAR -5 AM 11:55
OFFICE OF THE CLERK
HOUSE OF REPRESENTATIVES

I certify that the information contained on this form is true, complete, and correct to the best of my knowledge.

Signature of Traveler: Lakisha Steele Date: 3/5/2020

I authorized this travel in advance. I have determined that all of the expenses listed on the attached *Sponsor Post-Travel Disclosure Form* were necessary and that the travel was in connection with the employee's official duties and would not create the appearance that the employee is using public office for private gain.

Name of Supervising Member: Robert C. "Bobby" Scott Date: 3/5/2020

Signature of Supervising Member: Bobby Scott



U.S. House of Representatives COMMITTEE ON ETHICS

Sponsor Post-Travel Disclosure Form

Original Amendment

This form must be completed by an officer of any organization that served as the primary trip sponsor in providing travel expenses or reimbursement for travel expenses to House Members, officers, or employees under House Rule 25, clause 5. **A completed copy of the form must be provided to each House Member, officer, or employee who participated on the trip within ten days of their return.** You must answer all questions, and check all boxes, on this form for your submission to comply with House rules and the Committee's travel regulations. Failure to comply with this requirement may result in the denial of future requests to sponsor trips and/or subject the current traveler to disciplinary action or a requirement to repay the trip expenses.

NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001.

1. Sponsor(s) who paid for the trip: The Aspen Institute, Inc. (Education and Society Program)

2. Travel Destination(s): Denver, CO

3. Date of Departure: 2/17/20 Date of Return: 2/19/20

4. Name(s) of Traveler(s): Andre Lindsay, Lakeisha Steele, Loredana Valtierra


Note: You may list more than one traveler on a form only if *all* information is *identical* for each person listed.

5. Actual amount of expenses paid on behalf of, or reimbursed to, each individual named in Question 4:

	Total Transportation Expenses	Total Lodging Expenses	Total Meal Expenses	Total Other Expenses (dollar amount per item and description)
Traveler	\$600.00	\$324.00	\$190.00	\$500.00
Accompanying Family Member	N/A	N/A	N/A	N/A

6. All expenses connected to the trip were for actual costs incurred and not a *per diem* or lump sum payment. Signify statement is true by checking box:

I certify that the information contained in this form is true, complete, and correct to the best of my knowledge.

Signature:  Date: 2/24/20

Name: Elliot Gerson Title: EVP, Public & Policy Programs

Organization: The Aspen Institute, Inc.

I am an officer of the above-named organization. Signify statement is true by checking box:

Address: 2300 N Street, NW Washington DC 20037

Telephone: 202-736-5859 (Lisa Jones, Deputy General Counsel) Email: lisa.jones@aspeninstitute.org

Committee staff may contact the above-named individual if additional information is required.

If you have questions regarding your completion of this form, please contact the Committee on Ethics at 202-225-7103.



U.S. House of Representatives

COMMITTEE ON ETHICS

TRAVELER FORM

1. Name of Traveler: Lakisha Steele
2. Sponsor(s) who will be paying for the trip: Aspen Education and Society Program
3. City and State **OR** Foreign Country of Travel: Denver, CO
4. a. Date of Departure: 2/17/2020 Date of Return: 2/19/2020
 b. Will you be extending the trip at your personal expense? Yes No
 If yes, list dates at personal expense: _____
5. a. Will you be accompanied by a family member at the sponsor's expense? Yes No If yes:
 (1) Name of Accompanying Family Member: _____
 (2) Relationship to Traveler: Spouse Child Other (specify): _____
 (3) Accompanying Family Member is at least 18 years of age: Yes No
6. a. Did the trip sponsor answer "Yes" to Question 8(c) on the *Primary Trip Sponsor Form* (i.e., travel is sponsored by an entity that employs a registered federal lobbyist or a foreign agent)? Yes No
 b. If yes, and you are requesting lodging for two nights, explain why the second night is warranted:

7. *Primary Trip Sponsor Form* is attached, including agenda, invitee list, and any other attachments and contributing sponsor forms: Yes No
 NOTE: The agenda should show the traveler's individual schedule, including departure and arrival times and identify the specific events in which the traveler will be participating.
8. Explain why participation in the trip is connected to the traveler's individual official or representational duties. Staff should include their job title and how the activities on the itinerary relate to their duties.
As a Professional Staff member on the Committee on Education and Labor, it is my responsibility to understand the every students Success Act to help ensure its successful implementation.
9. **Is the traveler aware of any registered federal lobbyists or foreign agents involved planning, organizing, requesting, or arranging the trip?** Yes No
10. For staff travelers, to be completed by your employing Member:

ADVANCED AUTHORIZATION OF EMPLOYEE TRAVEL

I hereby authorize the individual named above, an employee of the U.S. House of Representatives who works under my direct supervision, to accept expenses for the trip described in this request. I have determined that the above-described travel is in connection with my employee's official duties and that acceptance of these expenses will not create the appearance that the employee is using public office for private gain.

Signature of Employing Member B. B. B.

Date 1/21/2020



Primary Trip Sponsor Form

This form should be completed by private entities offering to provide travel or reimbursement for travel to House Members, officers, or employees under House Rule 25, clause 5. A completed copy of the form (and any attachments) should be provided to each invited House Member, officer, or employee, who will then forward it to the Committee together with a *Traveler Form* **at least 30 days before the start date of the trip**. The trip sponsor should *NOT* submit the form directly to the Committee. The Committee website (ethics.house.gov) provides detailed instructions for filling out the form.

NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001. Failure to comply with the Committee's Travel Regulations may also lead to the denial of permission to sponsor future trips.

1. Sponsor who will be paying for the trip: The Aspen Institute, Inc. (Education and Society Program ("E&S"))
2. I represent that the trip will not be financed, in whole or in part, by a registered federal lobbyist or foreign agent. Signify that the statement is true by checking box:
3. **Check only one.** I represent that:
 - a. The primary trip sponsor has not accepted from any other source, funds intended directly or indirectly to finance any aspect of the trip: **OR**
 - b. The trip is arranged without regard to congressional participation and the primary trip sponsor has accepted funds only from entities that will receive a tangible benefit in exchange for those funds: **OR**
 - c. The primary trip sponsor has accepted funds from other source(s) intended directly or indirectly to finance all or part of this trip and has enclosed disclosure forms from each of those entities.
If "c" is checked, list the names of the additional sponsors: The Bill and Melinda Gates Foundation
4. Provide names and titles of **ALL** House Members *and* employees you are inviting. **For each House invitee, provide an explanation of why the individual was invited** (include additional pages if necessary): See attached list of staff invited (note: all are education staffers responsible for education policy)
5. Is travel being offered to an accompanying family member of the House invitee(s)? Yes No
6. Date of Departure: February 17, 2020 Date of Return: February 19, 2020
7.
 - a. City of departure: Washington, DC
 - b. Destination(s): Denver, CO
 - c. City of return: Washington, DC
8. **Check only one.** I represent that:
 - a. The sponsor of the trip is an institution of higher education within the meaning of section 101 of the Higher Education Act of 1965: **OR**
 - b. The sponsor of the trip does not retain or employ a registered federal lobbyist or foreign agent: **OR**
 - c. The sponsor employs or retains a registered federal lobbyist or foreign agent, but the trip is for attendance at a one-day event *and* lobbyist / foreign agent involvement in planning, organizing, requesting, or arranging the trip was *de minimis* under the Committee's travel regulations.
9. **Check only one of the following:**
 - a. I checked 8(a) or (b) above:
 - b. I checked 8(c) above but am not offering any lodging:
 - c. I checked 8(c) above and am offering lodging and meals for one night: **OR**
 - d. I checked 8(c) above and am offering lodging and meals for two nights: If you checked this box, explain why the second night of lodging is warranted: _____



U.S. House of Representatives

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10. Attached is a detailed agenda of the activities House invitees will be participating in during the travel (i.e., an hourly description of planned activities for trip invitees). *Indicate agenda is attached by checking box:*
11. **Check only one of the following:**
- a. I represent that a registered federal lobbyist or foreign agent will not accompany House Members or employees on any segment of the trip. *Signify that the statement is true by checking box:* **OR**
 - b. *Not Applicable.* Trip sponsor is a U.S. institution of higher education:
12. For **each** sponsor required to submit a sponsor form, describe the sponsor's interest in the subject matter of the trip **and** its role in organizing and/or conducting the trip:
Aspen E&S has a 12year history of providing non-partisan education programs for Congressional staff. The purpose of this trip is to discuss the implementation and use of the Every Student Succeeds Act. Aspen E&S is solely responsible for organizing/conducting the conference.
13. **Answer parts a and b. Answer part c if necessary:**
- a. Mode of travel: Air Rail Bus Car Other (specify: _____)
 - b. Class of travel: Coach Business First Charter Other (specify: _____)
 - c. If travel will be first class, or by chartered or private aircraft, explain why such travel is warranted:

14. I represent that the expenditures related to local area travel during the trip will be unrelated to personal or recreational activities of the invitee(s). *Signify that the statement is true by checking box:*
15. **Check only one.** I represent that either:
- a. The trip involves an event that is arranged or organized *without regard* to congressional participation and that meals provided to congressional participants are similar to those provided to or purchased by other event attendees: **OR**
 - b. The trip involves events that are arranged specifically *with regard* to congressional participation:
 If "b" is checked:
 - 1) Detail the cost *per day* of meals (approximate cost may be provided): 2/17 \$76, 2/18, \$76, 2/19 \$37
 - 2) Provide the reason for selecting the location of the event or trip: Denver is an urban area with many public schools who are implementing the Every Student Succeeds Act.
16. Name, nightly cost, and reasons for selecting each hotel or other lodging facility:
- Hotel Name: Grand Hyatt Denver City: Denver, CO Cost Per Night: \$162
 Reason(s) for Selecting: The hotel is in close proximity to school site visit locations and has meeting space.
- Hotel Name: _____ City: _____ Cost Per Night: _____
 Reason(s) for Selecting: _____
- Hotel Name: _____ City: _____ Cost Per Night: _____
 Reason(s) for Selecting: _____
17. I represent that all expenses connected to the trip will be for actual costs incurred and not a per diem or lump sum payment. *Signify that the statement is true by checking box:*



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18. Total Expenses for each Participant:

<input type="checkbox"/> Actual Amounts	Total Transportation Expenses per Participant	Total Lodging Expenses per Participant	Total Meal Expenses per Participant
<input checked="" type="checkbox"/> Good Faith Estimates			
For each Member, Officer, or Employee	\$500 (airfare and ground)	\$324 (two nights)	\$190
For each Accompanying Family Member	n/a	n/a	n/a

	Other Expenses (dollar amount per item)	Identify Specific Nature of "Other" Expenses (e.g., taxi, parking, registration fee, etc.)
For each Member, Officer, or Employee	\$400	(Conference room fees)
For each Accompanying Family Member	n/a	n/a

NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001.

19. Check only one:

- a. I certify that I am an officer of the organization listed below: OR
- b. Not Applicable. Trip sponsor is an individual or a U.S. institution of higher education.

20. I certify that I am not a registered federal lobbyist or foreign agent for any sponsor of this trip.

21. I certify by my signature that the information contained in this form is true, complete, and correct to the best of my knowledge.

Signature: Elliot Gerson Date: 12/10/2019

Name: Elliot Gerson

Title: Executive Vice President, Policy & Public Programs

Organization: The Aspen Institute

Address: 2300 N Street, NW, Suite 700, Washington, DC, 20037

Telephone: 202-736-5859 (Lisa Jones, Deputy General Counsel)

Email: lisa.jones@aspeninst.org

If there are any questions regarding this form, please contact the Committee at the following address:

Committee on Ethics
U.S. House of Representatives
1015 Longworth House Office Building, Washington, D.C. 20515
Phone: 202-225-7103 General Fax: 202-225-7392



U.S. House of Representatives

COMMITTEE ON ETHICS

Grantmaking Trip Sponsor Form

This form should be completed by a public charity or private foundation (both as defined under section 501(c)(3) of the Internal Revenue Code) that provides a grant of funds to another entity to underwrite, in whole or in part, a trip or an event, meal, or activity that will occur during a trip, or a necessary expense that will be incurred during a trip, with express or implicit knowledge or understanding that one or more House Members or employees may participate in or attend that trip or event, or otherwise may be beneficiaries of the gift or donation. **Provide a copy of your completed form to the primary sponsor of the trip.**

NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001. Failure to comply with the Committee's Travel Regulations may also lead to the denial of permission to sponsor future trips.

1. I certify that (name of your organization): The Bill and Melinda Gates Foundation
has been designated a § 501(c)(3) nonprofit charitable organization by the Internal Revenue Service. Yes No

2. Name of Primary Trip Sponsor: The Aspen Institute Education & Society Program

3. I certify that my organization (check and complete a or b):
a. Has provided a grant, gift, or donation to the above-named Primary Trip Sponsor and conducts an audit or review of its grant, gift, or donation to ensure that the funds are spent in accordance with the terms of its grant, gift, or donation. **OR**
b. Has had a direct role in the organizing, planning, or conducting of a trip to
Destination: _____ on Date: _____
that is being organized or arranged by the above-named Primary Trip Sponsor.

4. **Check only one:**
a. My organization does not employ or retain a registered federal lobbyist or foreign agent **OR**
b. My organization employs a registered federal lobbyist or foreign agent, but their involvement in planning, organizing, or arranging the trip was *de minimis* under the travel regulations.

5. I certify that I am not a registered federal lobbyist or foreign agent for any sponsor of this trip.

6. I certify by my signature that the information contained in this form is true, complete, and correct to the best of my knowledge.

Signature: Kathryn Young Date: 12/12/2019

Name: Kathryn Young Title: Senior Program Officer

Organization: The Bill and Melinda Gates Foundation

Address: 1300 I Street, NW, Suite 300 East, Washington, DC 20005

Telephone: (202) 662-8113 Email: kathryn.young@gatesfoundation.org

If there are any questions regarding this form, please contact the Committee at the following address:

Committee on Ethics
U.S. House of Representatives
1015 Longworth House Office Building, Washington, D.C. 20515
Phone: 202-225-7103 General Fax: 202-225-7392

Theodore E. Deutch, Florida
Chairman
Kenny Marchant, Texas
Ranking Member

Grace Meng, New York
Susan Wild, Pennsylvania
Dean Phillips, Minnesota
Anthony Brown, Maryland

John Ratcliffe, Texas
George Holding, North Carolina
Jackie Walorski, Indiana
Michael Guest, Mississippi



ONE HUNDRED SIXTEENTH CONGRESS

U.S. House of Representatives

COMMITTEE ON ETHICS

Thomas A. Rust
Staff Director and Chief Counsel

David W. Arrojo
Counsel to the Chairman

Christopher A. Donesa
Counsel to the Ranking Member

1015 Longworth House Office Building
Washington, D.C. 20515-6328
Telephone: (202) 225-7103
Facsimile: (202) 225-7392

February 10, 2020

Ms. Lakeisha Steele
Committee on Education and Labor
1201 Longworth House Office Building
Washington, DC 20515

Dear Ms. Steele:

Pursuant to House Rule 25, clause 5(d)(2), the Committee on Ethics hereby approves your proposed trip to Denver, Colorado, scheduled for February 17 to 19, 2020, sponsored by Aspen Institute, Inc., with financial support from the Bill and Melinda Gates Foundation.

You must complete an Employee Post-Travel Disclosure Form (which your employing Member must also sign) and file it, together with a Sponsor Post-Travel Disclosure Form completed by the trip sponsor, with the Clerk of the House within 15 days after your return from travel. As part of that filing, you are also required to attach a copy of this letter and both the Traveler and Primary Trip Sponsor Forms (including attachments) you previously submitted to the Committee in seeking pre-approval for this trip. If you are required to file an annual Financial Disclosure Statement, you must also report all travel expenses totaling more than \$390 from a single source on the "Travel" schedule of your annual Financial Disclosure Statement covering this calendar year. Finally, Travel Regulation § 404(d) also requires you to keep a copy of all request forms and supporting information provided to the Committee for three subsequent Congresses from the date of travel.

If you have any further questions, please contact the Committee's Office of Advice and Education at extension 5-7103.

Sincerely,

Theodore E. Deutch
Chairman

Kenny Marchant
Ranking Member

TED/KM:jl

Aspen Senior Congressional Education Staff Network Retreat

Implementing ESSA: School Leadership and School Improvement

Grand Hyatt Denver
1750 Welton St, Denver, CO
Denver, CO, 80202
P: (303) 295-1234

Aspen Contact: Jenna Douglas
908-581-8890 (jenna.douglas@aspeninstitute.org)

Logistics Contact: Natalie Wolpert
508-797-2555 (aspenseducation@scottcircle.com)

February 17-19, 2020

AGENDA

Retreat Goals:

- Understand how Colorado, Denver Public Schools, and other districts are implementing the Every Student Succeeds Act (ESSA), with a focus on school improvement.
- Examine how federal, state, and local policies and contexts influence the work of principals and other school leaders, particularly in the context of school improvement.
- Interact with principals, teachers, students, and families at schools identified for improvement to learn how they are going about the work of improving their schools and the impact(s) school identification has on students, families, and communities.
- Engage in active learning and build working relationships with education leaders from the field, as well as with colleagues from different parties and chambers.

Monday, February 17, 2020

9:00 – 9:30 AM

Participants arrive at Denver International Airport

All participants will travel from Washington Reagan International at 7:00 A.M. E.T. with Frontier Airlines on F9 535 and will arrive to Denver International at approximately 9:25 A.M.

10:00 – 11:00 AM

Transportation to Grand Hyatt Denver (downtown Denver)

Transportation to Grand Hyatt Denver, 1750 Welton St, Denver, CO 80202 via chartered bus. Participants check-in to hotel.

All meetings on Monday, February 17, will take place at Grand Hyatt Denver.

11:30 – 1:15 AM

[Lunch: Welcome, Overview, and Discussion of Civil Rights & Community Contexts for School Improvement in Denver & Colorado](#)

Lunch will be served starting at 11:30, with welcome, overview, and discussion of civil rights and community context of education in Denver and Colorado starting at noon.

Room: Grays Peak A

Jake Cousins, Deputy Executive Director, Padres Y Jóvenes Unidos

Van Schoales, President, A+ Colorado

Lisa Birdie, VP Policy and Research, A+ Colorado

Mark Sass, Colorado State Director, Teach Plus

Leslie Colwell, Vice President, Colorado Children's Campaign

Janiece Mackey, Co-Founder and Executive Director, Young Aspiring Americans for Social and Political Activism

Guiding Questions:

- *What is the historical education context in Colorado, particularly in Denver? How has this affected the district's schools?*
- *What are the most pressing educational issues facing families and students in Denver and surrounding districts?*
- *What do you think of DPS's School Performance Framework? How much does state and federal accountability enter the conversation?*
- *How do community leaders view schools identified for improvement and the role of the principal? What role does school leadership play in the broader community?*
- *How should the state and Denver Public Schools support more effective schools and school leadership, as well as expand the reach of effective school leaders?*
- *What are the greatest challenges to supporting school-level leaders in Denver, including principals, other administrators, and teacher leaders?*

1:30 – 2:45 PM

Session I: School Improvement Leadership Nationally, in Colorado, and at DPS: Pipeline, Preparation, Professional Development, and Evaluation

Room: Mt. Evans

Susan Korach, Associate Professor, Morgridge College of Education | Educational Leadership and Policy Studies, University of Denver

Matt Clifford, Principal Researcher, American Institutes for Research

Landon Mascareñas, Vice President of Community Partnerships, Colorado Education Initiative

Guiding Questions

- *What does the research say about the role of school leaders in effective schools, student achievement, and turning around low-performing schools?*
- *What other promising or innovative school leadership strategies are being implemented in other states and districts?*
- *How does University of Denver support DPS' efforts around school leadership? How has that changed over time?*
- *How does state and/or federal funding or policies support DPS' efforts around school leadership?*

- *How can DPS scale the work of effective principals across schools in improvement? Across all district schools?*

2:45 – 3:00 PM

Break

3:00 – 4:15 PM

Session II: Accountability, School Improvement, and School Leadership in Rural and Suburban Districts

Room: Mt. Evans

Jason Glass, Superintendent, Jefferson County School District, Colorado

Lamont Browne, Adams County School District 14/MGT, Colorado

George Welsh, Superintendent, Cañon City Schools, Colorado

Landon Mascareñaz, Vice President of Community Partnerships, Colorado Education Initiative

Guiding Questions:

- *How do rural and suburban districts, its schools and leaders, and the communities they serve understand and interpret the three accountability systems (federal, state, and district)?*
- *How did the identification of schools under ESSA for CSI, ATS, or TSI schools compare to expectations?*
- *What are the most promising school improvement strategies for CSI, ATS, and TSI schools and how important is school leadership in school improvement? How is this different in rural, suburban, and urban contexts?*
- *Is ESSA's funding and policies supporting district goals and strategies, particularly around school improvement? Is the district braiding local, state, and federal funds? Addressing any resource inequities?*
- *How does the district recruit, develop, support, and evaluate principals? Do districts leverage any university or community partners? How do rural districts recruit – and/or develop – highly effective school leaders?*

4:15 – 4:45 PM

Taking stock: Staff reflections and feedback to guide remaining discussions

Congressional Staff Members and Aspen Education faculty will convene to debrief the day.

5:30 – 7:30 PM

Networking Reception and Dinner with faculty, local education leaders

Allie Kimmel, Senior Policy Advisor, Office of Governor Jared Polis

Rebecca Holmes, President and CEO, Colorado Education Initiative

Landon Mascareñaz, Vice President of Community Partnerships, Colorado Education Initiative

Location: Grand Hyatt Restaurant

Room: Grays Peak

Tuesday, February 18, 2020

7:00 – 8:00 AM

Breakfast at Grand Hyatt Denver

Room: Grays Peak A

8:00 – 9:15 AM

Session III: State Implementation of ESSA: Accountability and School Leaders

Room: Mt. Evans

Alyssa Pearson, Deputy Commissioner, Colorado Department of Education

Melissa Colzman, Associate Commissioner, Student Learning, Colorado Department of Education

Pat Chapman, Executive Director, Federal Programs Unit, Colorado Department of Education

Nazanin Mohajeri-Nelson, Ph.D., ESEA Office Director, Federal Programs Unit, Colorado Department of Education

Lisa Medler, Executive Director, Accountability and Continuous Improvement, Colorado Department of Education

Rhonda Haniford, Associate Commissioner, School Quality, Colorado Department of Education

Guiding Questions:

- *Why was the state not able to unify ESSA accountability with its own accountability system? What is the state's view of situations like Denver's where there are three accountability systems?*
- *How did the identification of schools for CSI, ATS, or TSI schools compare to expectations and/or state plan projections?*
- *What school improvement interventions does CDE view as especially promising, and what are the initial learnings from these approaches?*
- *What adjustments has Colorado made from year 1 to year 2 of ESSA implementation? What does Colorado expect to see happening in districts and schools in year 2 of ESSA, and how is CDE supporting those efforts?*
- *How is the state supporting district efforts, like Denver's, to enhance school leadership overall, as well as a promising approach to turning around low-performing schools?*

9:15 – 10:30 AM

Session IV: Denver Public Schools and ESSA: Accountability, School Improvement Leadership, and Funding

Room: Mt. Evans

Susana Cordova, Superintendent, Denver Public Schools

Amy Keltner, Chief Impact Officer, Denver Public Schools

Joe Amundsen, Director of School Improvement, Denver Public Schools

Jeremiah Johnson, Director of Grants Administration, Denver Public Schools

Jennifer Holladay, Associate Chief of Portfolio Management, Denver Public Schools

Guiding Questions:

- *How does the DPS School Performance Framework identify excellent and struggling schools and how is it the same, similar, or different to the state and federal accountability systems? Do these systems surface educational and/or resource inequities?*
- *How does DPS, its schools and leaders, and the communities they serve understand and interpret the three accountability systems (federal, state, and district)?*

- *How did the identification of schools for CSI, ATS, or TSI schools compare to expectations and schools identified under the SPF?*
- *What are DPS's most promising school improvement strategies for CSI, ATS, and TSI schools and how do they align with interventions under the SPF?*
- *How is the district using ESSA's funding and policies to support its goals and strategies, particularly around school improvement? Is the district braiding local, state, and federal funds? Addressing any resource inequities?*
- *How does DPS recruit, develop, support, and evaluate principals? How is the district leveraging partners in this work?*

10:30 – 11:00 AM Transportation to School Visit #1 via chartered bus

Location: 1820 Lowell Blvd., Denver, CO 80204

11:00 – 1:30 PM School visit #1 with Lunch: Lake Middle School

Location: 1820 Lowell Blvd., Denver, CO 80204
Phone: 720-424-0260

Accountability rankings:

- **ESSA: CSI - lowest 5%**
- **CDE: Turnaround (Red: lowest of 4 ratings)**
- **DPS SPF: Accredited on probation (Red: 5th of 5 ratings)**

11:00 – 11:30 AM School tour

11:30 – 12:30 PM Lunch and roundtable with Principal Amanda Stewart and leadership team

Guiding Questions:

- *What does the day-to-day work of the school leadership team look like? Who else exercises leadership in the school and what do they do?*
- *How does the district support the principal and leadership team? What about partners (like DU)?*
- *How does research and data factor into decision making?*
- *How does the leadership team navigate (and communicate) the federal, state, and local accountability systems?*
- *What caused the school to be identified and what is the leadership team's views on such identification?*
- *How quickly do you expect the school to exit its current identification status?*
- *How does the school leadership team address inequities in the school? Did inequities contribute to the school's identification?*
- *Does ESSA play a role in your efforts to improve the school?*
- *How does the school leadership team engage families and the broader community? What effect does a school being identified for improvement have on families and the community?*

12:30 to 1:30 PM Roundtable with teachers, parents, and students
- 3 rotations (1 with each group) every 20 mins each

Guiding Questions for Teachers:

- *What is your view of the role of the principal and school leadership team?*

- *How do school leaders evaluate teachers? What impact does this have on classroom instruction?*
- *What would make you want to become a principal? What would make you reluctant to pursue such a role?*
- *Do you agree with the school identification status?*
- *What do you think is working well at the school? What could be improved?*

Guiding Questions for Parents:

- *What do you think of your school? Do you think it is working well for all students?*
- *Do you know your school has been identified for improvement – and why?*
- *What do you think the school should do to improve?*
- *What do you think is working well at the school? What isn't working?*
- *Do you plan to keep your student(s) at the school next year?*

Guiding Questions for Students:

- *What do you think of your school? Do you think it is working well for all students?*
- *What do you think the school should do to improve?*
- *If you could change one thing about your school, what would it be?*
- *Do you think your principal and other school leaders are doing a good job?*

1:30 – 1:45 PM

Break

1:45 – 2:15 PM

Transportation to School Visit #2 via chartered bus

Location: 2285 S. Federal Blvd., Denver, CO 80219

2:15 – 4:30 PM

School visit #2: Abraham Lincoln High School

Location: 2285 S. Federal Blvd., Denver, CO 80219

Phone: 720-423-5000

Accountability rankings:

- **ESSA: CSI - lowest 5%**
- **CDE: Priority Improvement (Orange: 2nd lowest of 4 ratings)**
- **DPS SPF: Accredited on watch (Yellow: 3rd of 5 ratings)**

2:15 – 2:45 PM

School tour

2:45 – 3:30 PM

Roundtable with Principal Antonio Esquibel and leadership team

Guiding Questions:

- *What does the day-to-day work of the school leadership team look like? Who else exercises leadership in the school and what do they do?*
- *How does the district support the principal and leadership team? What about partners (like DU)?*
- *How does research and data factor into decision making?*
- *How does the leadership team navigate (and communicate) the federal, state, and local accountability systems?*
- *What caused the school to be identified and what is the leadership team's views on such identification?*

- *How quickly do you expect the school to exit its current identification status?*
- *How does the school leadership team address inequities in the school? Did inequities contribute to the school's identification?*
- *Does ESSA play a role in your efforts to improve the school?*

3:30 – 4:30 PM

Roundtable with teachers, parents, and students

- 3 rotations (1 with each group) every 20 mins each

Guiding Questions for Teachers:

- *What is your view of the role of the principal and school leadership team?*
- *How do school leaders evaluate teachers? What impact does this have on classroom instruction?*
- *What would make you want to become a principal? What would make you reluctant to pursue such a role?*
- *Do you agree with the school identification status?*
- *What do you think is working well at the school? What could be improved?*

Guiding Questions for Parents:

- *What do you think of your school? Do you think it is working well for all students?*
- *Do you know your school has been identified for improvement – and why?*
- *What do you think the school should do to improve?*
- *What do you think is working well at the school? What isn't working?*
- *Do you plan to keep your student(s) at the school next year?*

Guiding Questions for Students:

- *What do you think of your school? Do you think it is working well for all students?*
- *What do you think the school should do to improve?*
- *If you could change one thing about the school what would it be?*
- *Do you think your principal and other school leaders are doing a good job?*

4:30 – 5:30 PM

Synthesis Discussion about Site Visits

Staffers will convene to debrief about their learning from the school site visit.

Location: Abraham Lincoln High conference room

5:30 – 6:00 PM

Transportation to Lost City Restaurant via chartered bus

Location: 1373 N Grant St Denver CO, 80203

6:00 – 7:30 PM

Networking Reception and Dinner with Discussion of Earlier Sessions

Lost City Restaurant

7:30 – 8:00 PM

Transportation back to Grand Hyatt Denver via chartered bus

Wednesday, February 19, 2020

7:00 – 7:30 AM

Breakfast at Grand Hyatt Denver

Room: Grays Peak A

7:30 – 9:00 AM

Session IV: Policymaker Perspectives on Accountability, School Improvement Leadership, and Funding

Room: Mt. Evans

Governor Jared Polis, Colorado

Allie Kimmel, Senior Policy Advisor, Office of Governor Jared Polis

Senator Paul Lundeen (R-Monument), Colorado State Senate

Senator Jeff Bridges (D-Englewood), Colorado State Senate

Representative Janet Buckner (D-Aurora), Colorado State House of Representatives

Representative Julie McCluskie (D-Aspen), Colorado State House of Representatives

Representative Barbara McLachlan (D-Durango), Colorado State House of Representatives

Guiding Questions:

- *What are the biggest educational challenges facing Colorado districts, schools, principals, teachers, students & families?*
- *What is your view of ESSA and how it relates to state and district accountability and funding? What is the state's view of situations like Denver's where there are three accountability systems?*
- *How should the state and districts support more effective schools and school leadership, as well as expand the reach of effective school leaders?*
- *How is the state supporting district efforts, like Denver's, to enhance school leadership overall, as well as a promising approach to turning around low-performing schools?*
- *How can federal policy support more effective school improvement leadership in Colorado districts?*
- *How are SEA and LEA leaders balancing accountability, school leadership, and federal policy/funding funds to implement ESSA and achieve state and district goals?*
- *Could you describe the proposed school finance changes, including why they are being proposed, why now, and what the impacts could be if enacted?*

9:30 – 10:00 AM

Transition

9:30 – 10:00 AM

Transportation to school visit #3 via chartered bus

Location: 2030 W. Alameda Ave., Denver, CO 80223

10:00 – 12:15 PM

School visit #3: Valverde Elementary School

Location: 2030 W. Alameda Ave., Denver, CO 80223

Phone: 720-424-3250

Accountability rankings:

- ESSA: CSI - lowest 5% (on hold)
- CDE: Performance Distinction (Green: highest of 4 ratings)
- DPS SPF: Meets Expectations (Green: 2nd of 5 ratings)

10:00 – 10:30 AM **School tour**

10:30 – 11:15 AM **Roundtable with Principal Drew Schutz and leadership team**

Guiding Questions:

- *What does the day-to-day work of the school leadership team look like? Who else exercises leadership in the school and what do they do?*
- *How does the district support the principal and leadership team? What about partners (like DU)?*
- *How does research and data factor into decision making?*
- *How does the leadership team navigate (and communicate) the federal, state, and local accountability systems?*
- *What caused the school to be identified and what is the leadership team's views on such identification?*
- *How has the school been able to sustain its improvement?*
- *How does the school leadership team address inequities in the school? Did inequities contribute to the school's identification?*
- *Does ESSA play a role in your efforts to continuously improve the school?*

11:15 – 12:15 PM **Roundtable with teachers, parents, and students**

- 3 rotations (1 with each group) every 20 mins each

Guiding Questions for Teachers:

- *What is your view of the role of the principal and school leadership team?*
- *How do school leaders evaluate teachers? What impact does this have on classroom instruction?*
- *What would make you want to become a principal? What would make you reluctant to pursue such a role?*
- *Do you agree with the school identification status?*
- *What do you think is working well at the school? What could be improved?*

Guiding Questions for Parents:

- *What do you think of your school? Do you think it is working well for all students?*
- *Do you know your school had been identified for improvement – and why?*
- *What do you think the school should do to improve?*
- *What do you think is working well at the school? What isn't working?*
- *Do you plan to keep your student(s) at the school next year?*

Guiding Questions for Students:

- *What do you think of your school? Do you think it is working well for all students?*
- *What do you think the school should do to improve?*
- *If you could change one thing about the school what would it be?*
- *Do you think your principal and other school leaders are doing a good job?*

12:15 – 1:30 PM

Lunch and Synthesis Discussion with Congressional Staff

Location: School Library

Staffers will convene to debrief about their learning from the school site visit.

Staff will also complete retreat evaluation.

Guiding Questions:

- *What strategies, tactics, and/or processes at the different schools seem promising – or problematic?*
- *What characteristics of effective school leadership stood out?*
- *What were your impressions of the student and family experiences in schools trying to improve?*
- *How are SEA and LEA leaders balancing accountability, school leadership, and federal policy/funding funds to implement ESSA and achieve state and district goals?*
- *As SEA and LEA leaders implement their accountability systems, identify schools, and support/improve those schools, what other issues do they need to address (e.g., building internal capacity, identifying resource needs, examining human capital strategy, re-examining spending priorities, etc.)?*
- *What supports do SEA and LEA leaders need to navigate these challenges or take advantage of these opportunities?*

1:45 – 2:45 PM

Transportation to Airport via chartered bus

4:00 PM

Departures to DCA

All participants will travel from *Denver International* at 4:39 P.M. M.T. with Frontier Airlines on F9 540 and will arrive at *Washington Reagan International* at approximately 9:57 P.M. E.T.

Aspen Senior Congressional Education Staff Network

Implementing ESSA: The Importance of School Leadership for School Improvement

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February 17-19, 2020

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