# Willows Intermediate School School Accountability Report Card Reported Using Data from the 2012-13 School Year Published During 2013-14

Every school in California is required by state law to publish a School Accountability Report Card (SARC), by February 1 of each year. The SARC contains information about the condition and performance of each California public school.

- For more information about SARC requirements, see the California Department of Education (CDE) SARC webpage at http://www.cde.ca.gov/ta/ac/sa/.
- For additional information about the school, parents and community members should contact the school principal or the district office.

### I. Data and Access

#### DataQuest

DataQuest is an online data tool located on the CDE DataQuest Web page at http://dq.cde.ca.gov/dataquest/ that contains additional information about this school and comparisons of the school to the district, the county, and the state. Specifically, DataQuest is a dynamic system that provides reports for accountability (e.g., state Academic Performance Index [API], federal Adequate Yearly Progress [AYP]), test data, enrollment, high school graduates, dropouts, course enrollments, staffing, and data regarding English learners.

#### Internet Access

Internet access is available at public libraries and other locations that are publicly accessible (e.g., the California State Library). Access to the Internet at libraries and public locations is generally provided on a first-come, first-served basis. Other use restrictions may include the hours of operation, the length of time that a workstation may be used (depending on availability), the types of software programs available on a workstation, and the ability to print documents.

#### **Additional Information**

For further information regarding the data elements and terms used in the SARC see the 2012–13 Academic Performance Index Reports Information Guide located on the CDE API Web page at http://www.cde.ca.gov/ta/ac/ap/.

### **II. About This School**

#### **Contact Information (School Year 2013-14)**

School Contact Information			
School Name	Willows Intermediate School		
Street	1145 West Cedar Street		
City, State, Zip	Willows, CA 95988		
Phone Number	(530) 934-6633		
Principal	Steve Sailsbery		
E-mail Address	ssailsbery@willowsunified.org		
CDS Code	11-62661-6007611		

District Contact Information			
District Name	Willows Unified School District		
Phone Number	530.934.6600		
Web Site	www.willowsunified.org		
Superintendent	Mort Geivett, Ed.D.		
E-mail Address	kschmies@willowsunified.org		

#### School Description and Mission Statement (School Year 2012-13)

This section provides information about the school, its programs and its goals.

Willows Intermediate School (WIS) is in the Willows Unified School District serving all 6, 7, and 8 grade students in the community. WIS is dedicated to maximizing the expertise and human potential of every teacher because we recognize that an exemplary staff, working as partners with parents, is the key to student development. WIS is a school-wide program striving to meet the needs of all students. With the influx of a variety of cultures, our school faces the challenge of providing for those divergent needs of our total school population. It is the philosophy of the school there be high expectations for all of its students; a sense of collegiality, community and high standards for order and discipline; and support and involvement of parents in the school. We refer to ourselves as a team, specifically, Team WIS and with that: Team WIS works collaboratively and strives to involve parents and the community to inspire students to achieve their greatest potential in order to Succeed!

It is the desire of our school community to provide a safe and enriched, student learning environment where:

- All students are unique and important.
- Education is a shared responsibility requiring cooperation among the student, home, school, and community.
- All students can learn given needed time and support.
- Learning is a lifelong process requiring self-motivation, self-direction, flexibility, and adaptability.
- All students deserve a safe, caring environment in which to learn promoting self-esteem, tolerance, and compassion.
- All students need to be problem solvers having the ability to find, use, and evaluate information.
- Cooperation is vital for a productive role in society requiring sensitivity, appreciation, and mutual respect.
- High expectations are essential for individuals to achieve their potential.

#### **Opportunities for Parental Involvement (School Year 2012-13)**

This section provides information on how parents can become involved in school activities, including contact information pertaining to organized opportunities for parent involvement.

We welcome parent involvement at Willows Intermediate School. Research shows that students whose parents are involved in their education generally are more successful in school and in life. You have many opportunities to become involved in your student's education through:

- Parent conferences
- Back to School Night
- Parent Booster Club
- English Language Advisory Meetings
- School Site Council
- Parent volunteer participation
- Fall magazine drive
- 8th grade graduation fundraisers

Please contact the school principal, Steve Sailsbery at 934-6633, to find out how you can participate.

# **III. Student Performance**

The Standardized Testing and Reporting (STAR) Program consists of several key components, including:

- California Standards Tests (CSTs), which include English-language arts (ELA) and mathematics in grades two through eleven; science in grades five, eight, and nine through eleven; and history-social science in grades eight, and nine through eleven.
- California Modified Assessment (CMA), an alternate assessment that is based on modified achievement standards in ELA for grades three through eleven; mathematics for grades three through seven, Algebra I, and Geometry; and science in grades five and eight, and Life Science in grade ten. The CMA is designed to assess those students whose disabilities preclude them from achieving grade-level proficiency on an assessment of the California content standards with or without accommodations.
- California Alternate Performance Assessment (CAPA), includes ELA and mathematics in grades two through eleven, and science for grades five, eight, and ten. The CAPA is given to those students with significant cognitive disabilities whose disabilities prevent them from taking either the CSTs with accommodations or modifications or the CMA with accommodations.

The assessments under the STAR Program show how well students are doing in relation to the state content standards. On each of these assessments, student scores are reported as performance levels.

For detailed information regarding the STAR Program results for each grade and performance level, including the percent of students not tested, see the CDE STAR Results Web site at http://star.cde.ca.gov.

#### Standardized Testing and Reporting Results for All Students - Three-Year Comparison

	Percent of Students Scoring at Proficient or Advanced (meeting or exceeding the state standards)								
Subject	School		District			State			
	2010-11	2011-12	2012-13	2010-11	2011-12	2012-13	2010-11	2011-12	2012-13
English-Language Arts	48	53	51	42	43	42	54	56	55
Mathematics	46	45	36	35	34	30	49	50	50
Science	52	48	48	48	47	39	57	60	59
History-Social Science	36	33	34	31	24	29	48	49	49

Note: Scores are not shown when the number of students tested is ten or less, either because the number of students in this category is too small for statistical accuracy or to protect student privacy.

#### Standardized Testing and Reporting Results by Student Group - Most Recent Year

	Percent of Students Scoring at Proficient or Advanced				
Group	English-Language Arts	Mathematics	Science	History-Social Science	
All Students in the LEA	42	30	39	29	
All Student at the School	51	36	49	34	
Male	44	36	44	29	
Female	58	36	53	39	
Black or African American					
American Indian or Alaska Native					
Asian	50	25			
Filipino					
Hispanic or Latino	39	33	36	29	
Native Hawaiian/Pacific Islander					
White	63	44	62	39	
Two or More Races					
Socioeconomically Disadvantaged	42	30	41	23	
English Learners	18	17	14	11	
Students with Disabilities	54	35		9	
Students Receiving Migrant Education Services					

Note: Scores are not shown when the number of students tested is ten or less, either because the number of students in this category is too small for statistical accuracy or to protect student privacy.

#### California Physical Fitness Test Results (School Year 2012-13)

The California Physical Fitness Test (PFT) is administered to students in grades five, seven, and nine only. This table displays by grade level the percent of students meeting the fitness standards for the most recent testing period. For detailed information regarding this test, and comparisons of a school's test results to the district and state, see the CDE PFT Web page at http://www.cde.ca.gov/ta/tg/pf/.

Grade	Percent of Students Meeting Fitness Standards			
Level	Four of Six Standards	Five of Six Standards	Six of Six Standards	
7	19.1	23.5	37.4	

Note: Scores are not shown when the number of students tested is ten or less, either because the number of students in this category is too small for statistical accuracy or to protect student privacy.

# **IV. Accountability**

#### **Academic Performance Index**

The Academic Performance Index (API) is an annual measure of state academic performance and progress of schools in California. API scores range from 200 to 1,000, with a statewide target of 800. For detailed information about the API, see the CDE API Web page at http://www.cde.ca.gov/ta/ac/ap/.

#### Academic Performance Index Ranks - Three-Year Comparison

This table displays the school's statewide and similar schools' API ranks. The statewide API rank ranges from 1 to 10. A statewide rank of 1 means that the school has an API score in the lowest ten percent of all schools in the state, while a statewide rank of 10 means that the school has an API score in the highest ten percent of all schools in the state.

The **similar schools API rank** reflects how a school compares to 100 statistically matched "similar schools." A similar schools rank of 1 means that the school's academic performance is comparable to the lowest performing ten schools of the 100 similar schools, while a similar schools rank of 10 means that the school's academic performance is better than at least 90 of the 100 similar schools.

API Rank	2010	2011	2012	
Statewide	5	4	4	
Similar Schools	4	1	4	

#### Academic Performance Index Growth by Student Group – Three-Year Comparison

	Actual API Change					
Group	2010-11	2011-12	2012-13			
All Students at the School	-15	17	-4			
Black or African American						
American Indian or Alaska Native						
Asian						
Filipino						
Hispanic or Latino	-34	27	0			
Native Hawaiian/Pacific Islander						
White	10	14	-16			
Two or More Races						
Socioeconomically Disadvantaged	-24	32	0			
English Learners	-28	29	-13			
Students with Disabilities						

Note: "N/D" means that no data were available to the CDE or LEA to report. "B" means the school did not have a valid API Base and there is no Growth or target information. "C" means the school had significant demographic changes and there is no Growth or target information.

#### Academic Performance Index Growth by Student Group - 2013 Growth API Comparison

This table displays, by student group, the number of students included in the API and the 2013 Growth API at the school, LEA, and state level.

	2013 Growth API						
Group	School		District		State		
	# of Students	Growth API	# of Students	Growth API	# of Students	Growth API	
All Students at the School	314	770	1,036	718	4,655,989	790	
Black or African American	2		11	677	296,463	708	
American Indian or Alaska Native	8		27	632	30,394	743	
Asian	19	724	62	702	406,527	906	
Filipino	0		2		121,054	867	
Hispanic or Latino	147	734	500	685	2,438,951	744	
Native Hawaiian/Pacific Islander	3		6		25,351	774	
White	135	818	424	761	1,200,127	853	
Two or More Races	0		3		125,025	824	
Socioeconomically Disadvantaged	205	731	707	684	2,774,640	743	
English Learners	108	674	374	656	1,482,316	721	
Students with Disabilities	33	651	109	589	527,476	615	

#### **Adequate Yearly Progress**

The federal ESEA requires that all schools and districts meet the following Adequate Yearly Progress (AYP) criteria:

- Participation rate on the state's standards-based assessments in ELA and mathematics
- Percent proficient on the state's standards-based assessments in ELA and mathematics
- API as an additional indicator
- Graduation rate (for secondary schools)

For detailed information about AYP, including participation rates and percent proficient results by student group, see the CDE AYP Web page at http://www.cde.ca.gov/ta/ac/ay/.

#### Adequate Yearly Progress Overall and by Criteria (School Year 2012-13)

AYP Criteria	School	District
Made AYP Overall	No	No
Met Participation Rate: English-Language Arts	Yes	Yes
Met Participation Rate: Mathematics	Yes	Yes
Met Percent Proficient: English-Language Arts	No	No
Met Percent Proficient: Mathematics	No	No
Met API Criteria	Yes	No
Met Graduation Rate (if applicable)	N/A	Yes

#### Federal Intervention Program (School Year 2013-14)

Schools and districts receiving federal Title I funding enter Program Improvement (PI) if they do not make AYP for two consecutive years in the same content area (ELA or mathematics) or on the same indicator (API or graduation rate). After entering PI, schools and districts advance to the next level of intervention with each additional year that they do not make AYP. For detailed information about PI identification, see the CDE PI Status Determinations Web page: http://www.cde.ca.gov/ta/ac/ay/tidetermine.asp.

Indicator	School	District	
Program Improvement Status	In PI	In PI	
First Year of Program Improvement	2009-2010	2009-2010	
Year in Program Improvement	Year 5	Year 3	
Number of Schools Currently in Program Improvement		3	
Percent of Schools Currently in Program Improvement		100.0	

# **V. School Climate**

Student Enrollment by Grade Level (School Year 2012-13)

Grade Level	Number of Students
Grade 6	107
Grade 7	121
Grade 8	124
Total Enrollment	352

#### Student Enrollment by Group (School Year 2012-13)

Group	Percent of Total Enrollment	Group	Percent of Total Enrollment
Black or African American	0.6	White	42.3
American Indian or Alaska Native	3.1	Two or More Races	0.0
Asian	6.0	Socioeconomically Disadvantaged	66.0
Filipino	0.0	English Learners	19.0
Hispanic or Latino	46.9	Students with Disabilities	9.4
Native Hawaiian/Pacific Islander	0.9		

#### Average Class Size and Class Size Distribution (Elementary)

	2010-11			2011-12			2012-13					
Grade	Avg.	Number of Classrooms		Avg.	Avg. Number of Classrooms			Avg.	Numb	er of Class	rooms	
Level	Class Size	1-20	21-32	33+	Class Size	1-20	21-32	33+	Class Size	1-20	21-32	33+
5	28	0	4	0	27	0	4	0				
6	30	0	4	0	29	0	4	0	25	0	4	0
Other												

Note: Number of classes indicates how many classes fall into each size category (a range of total students per class).

#### Average Class Size and Class Size Distribution (Secondary)

	2010-11				2011-12			2012-13				
Subject	Avg.	Numb	er of Class	srooms	Avg.	Numb	er of Class	srooms	Avg.	Numb	er of Clas	srooms
	Class Size	1-22	23-32	33+	Class Size	1-22	23-32	33+	Class Size	1-22	23-32	33+
English	22.3	4	7	0	21	6	7	0	28	0	8	0
Mathematics	22.6	3	6	0	23.6	3	6	0	30	0	5	2
Science	23	4	4	0	27	2	4	1	33	0	2	4
Social Science	19.9	5	4	0	27	1	5	1	33	0	1	5

Note: Number of classes indicates how many classrooms fall into each size category (a range of total students per classroom). At the secondary school level, this information is reported by subject area rather than grade level.

#### School Safety Plan (School Year 2012-13)

This section provides information about the school's comprehensive safety plan, including the dates on which the safety plan was last reviewed, updated, and discussed with faculty; as well as a brief description of the key elements of the plan.

An extensive school safety plan, updated annually, in accordance with SB 187, has been developed and implemented. This plan includes the following emergency procedures: traumatic incidents, imminent danger procedure – Code Red, evacuation/relocation procedure, civil defense/disorder, bomb threat/bomb emergency, earthquake, chemical spill, crime in progress, and fire/explosion. Staff and students practice fire, earthquake, and the Code Red Lockdown each semester. Teachers and students are familiar with the procedures. Safety is a high priority. The plan was reviewed and updated October, 2012.

#### **Suspensions and Expulsions**

Dete		School		District			
Rate	2010-11	2011-12	2012-13	2010-11	2011-12	2012-13	
Suspensions	9.16	2.63	12.3	10.0	4.11	8.4	
Expulsions	0.0	0.0	0	.25	0.0	0.0	

Note: The rate of suspensions and expulsions is calculated by dividing the total number of incidents by the total enrollment x 100.

### **VI. School Facilities**

#### School Facility Conditions and Planned Improvements (School Year 2013-14)

This section provides information from the most recent Facility Inspection Tool (FIT) data (or equivalent), including:

- Description of the safety, cleanliness, and adequacy of the school facility
- Description of any planned or recently completed facility improvements
- Description of any needed maintenance to ensure good repair

To determine the condition of our facilities, our district sent experts from our facilities team to perform an inspection using a survey called the Facilities Inspection Tool, which is issued by the Office of Public School Construction. Based on that survey, we've answered the questions you see on this report. Please note that the information reflects the condition of our buildings as of the date of the report. Since that time, those conditions may have changed.

#### School Facility Good Repair Status (School Year 2013-14)

This section provides information from the most recent Facility Inspection Tool (FIT) data (or equivalent), including:

- Determination of repair status for systems listed
- Description of any needed maintenance to ensure good repair
- The year and month in which the data were collected
- The Overall Rating

	School Facility Good Repair Status (School Year 2013-14) Year and month in which data were collected: 10-21-2013							
System Inspected	R	lepair Statu	ıs	Repair Needed and				
	Good	Fair	Poor	Action Taken or Planned				
Systems: Gas Leaks, Mechanical/HVAC, Sewer	[X]	[]	[]					
Interior: Interior Surfaces	[X]	[]	[]					
Cleanliness: Overall Cleanliness, Pest/ Vermin Infestation	[X]	[]	[]					
<b>Electrical:</b> Electrical	[X]	[]	[]					
Restrooms/Fountains: Restrooms, Sinks/ Fountains	[X]	[]	[]					
<b>Safety:</b> Fire Safety, Hazardous Materials	[X]	[]	[]					
<b>Structural:</b> Structural Damage, Roofs	[X]	[]	[]					
<b>External:</b> Playground/School Grounds, Windows/ Doors/Gates/Fences	[X]	[]	[]					

#### **Overall Facility Rate**

Overall Pating	Exemplary	Good	Fair	Poor	
Overall Rating	[]	[X]	[]	[]	

### **VII. Teachers**

#### **Teacher Credentials**

Taasharr		District		
Teachers	2010-11	2011-12	2012-13	2012-13
With Full Credential	20	19	15	66
Without Full Credential	0	0	0	0
Teaching Outside Subject Area of Competence (with full credential)	0	0	0	

#### **Teacher Misassignments and Vacant Teacher Positions**

Indicator	2011-12	2012-13	2013-14
Misassignments of Teachers of English Learners	0	0	0
Total Teacher Misassignments	0	0	0
Vacant Teacher Positions	0	0	0

Note: "Misassignments" refers to the number of positions filled by teachers who lack legal authorization to teach that grade level, subject area, student group, etc.

\* Total Teacher Misassignments includes the number of Misassignments of Teachers of English Learners.

#### Core Academic Classes Taught by Highly Qualified Teachers (School Year 2012-13)

The federal ESEA, also known as NCLB, requires that core academic subjects be taught by Highly Qualified Teachers, defined as having at least a bachelor's degree, an appropriate California teaching credential, and demonstrated core academic subject area competence. For more information, see the CDE Improving Teacher and Principal Quality Web page at www.cde.ca.gov/nclb/sr/tq/.

Leasting of Classes	Percent of Classes In Core Academic Subjects				
Location of Classes	Taught by Highly Qualified Teachers	Not Taught by Highly Qualified Teachers			
This School	100.0	0.0			
All Schools in District	100.0	0.0			
High-Poverty Schools in District	100.0	0.0			
Low-Poverty Schools in District	0.0	0.0			

Note: High-poverty schools are defined as those schools with student eligibility of approximately 40 percent or more in the free and reduced price meals program. Low-poverty schools are those with student eligibility of approximately 39 percent or less in the free and reduced price meals program.

# **VIII. Support Staff**

Academic Counselors and Other Support Staff (School Year 2012-13)

Title	Number of FTE Assigned to School	Average Number of Students per Academic Counselor
Academic Counselor		
Counselor (Social/Behavioral or Career Development)	.75	
Library Media Teacher (Librarian)		
Library Media Services Staff (Paraprofessional)	0.488	
Psychologist		
Social Worker		
Nurse	0.32	
Speech/Language/Hearing Specialist		
Resource Specialist		
Other		

Note: One Full Time Equivalent (FTE) equals one staff member working full time; one FTE could also represent two staff members who each work 50 percent of full time.

# **IX. Curriculum and Instructional Materials**

#### Quality, Currency, Availability of Textbooks and Instructional Materials (School Year 2013-14)

This section describes whether the textbooks and instructional materials used at the school are from the most recent adoption; whether there are sufficient textbooks and instruction materials for each student; and information about the school's use of any supplemental curriculum or non-adopted textbooks or instructional materials.

#### Year and month in which data were collected: 05-02-2013

The main fact about textbooks that the Williams legislation calls for described whether schools have enough books in core classes for all students. The law also asks districts to reveal whether those books are presenting what the California Content Standards call for.

Core Curriculum Area	Textbooks and Instructional Materials/ Year of Adoption	From Most Recent Adoption?	Percent of Students Lacking Own Assigned Copy
Reading/Language Arts	6th grade - CA Treasures - McGraw Hill 7th grade - CA Treasures - McGraw Hill 8th grade - Second Course - Holt Lit. and Lang Arts (Holt, Rinehart and Winston) CA Treasures - McGraw Hill	Yes	0
Mathematics	6th grade - Holt California - Course 1 - Numbers to Algebra (Holt, Rinehart and Winston) 7th & 8th grade - Pre-Alg Holt California - Course 2 (Holt, Rinehart and Winston) 8th grade - Algebra I (Holt, Rinehart and Winston)	Yes	0
Science	6th, 7th, 8th - Focus on Earth Science/Focus on Life Science/Focus on Physical Science Glenncoe/McGraw	Yes	0
History-Social Science	6th, 7th, 8th grade - Ancient Civilization/Medieval to Early Modern Times/U.S. History Independence (Harcourt)	Yes	0

### **X. School Finances**

#### Expenditures Per Pupil and School Site Teacher Salaries (Fiscal Year 2011-12)

		Average		
Level	Total	Supplemental/ Restricted	Basic/ Unrestricted	Teacher Salary
School Site	6,698	1,575	5,123	\$69,105
District				\$70,032
Percent Difference: School Site and District				-1.3
State			\$5,537	\$58,606
Percent Difference: School Site and State			-7.5	17.9

Supplemental/Restricted expenditures come from money whose use is controlled by law or by a donor. Money that is designated for specific purposes by the district or governing board is not considered restricted.

Basic/Unrestricted expenditures are from money whose use, except for general guidelines, is not controlled by law or by a donor.

For detailed information on school expenditures for all districts in California, see the CDE Current Expense of Education & Per-pupil Spending Web page at http://www.cde.ca.gov/ds/fd/ec/. For information on teacher salaries for all districts in California, see the CDE Certificated Salaries & Benefits Web page at http://www.cde.ca.gov/ds/fd/cs/. To look up expenditures and salaries for a specific school district, see the Ed-Data Web site at: http://www.ed-data.org.

#### Types of Services Funded (Fiscal Year 2012-13)

This section provides specific information about the types of programs and services available at the school that support and assist students. For example, this narrative may include information about supplemental educational services related to the school's federal Program Improvement (PI) status.

We are required to report financial data from the 2011-12 school year by the California Dept. of Education. More recent financial data is available on request from the district office. It is important to note when comparing Teacher and Administrative Salaries, these salaries include BOSS (Benefits on Salary Schedule).

#### Spending per Student:

To make comparisons possible across schools and districts of varying sizes, we first report our overall spending per student. We base our calculations on our average daily attendance (ADA) for the 2011-12 school year.

We've broken down expenditures by the type of funds used to pay for them. Unrestricted funds can be used for any lawful purpose. Restricted funds, however, must be spent for specific purposes set out by legal requirements or the donor. Examples include funding for instructional materials, economic impact aid, and teacher and principal training funds.

All students in grades five through eight have access to daily intervention classes in language arts and mathematics. Interventions are held before school, after school, and during the lunch time and are funded by Title I and Economic Impact Aid (EIA).

The supplemental programs are supported by restricted dollars employing one teacher, one counselor, and one paraprofessional and these programs are paid from Title I, Economic Impact Aid (EIA), and Rural and Low Income grants.

#### Teacher and Administrative Salaries (Fiscal Year 2011-12)

Category	District Amount	State Average for Districts In Same Category
Beginning Teacher Salary	\$52,081	\$38,390
Mid-Range Teacher Salary	\$67,523	\$55,793
Highest Teacher Salary	\$81,349	\$72,306
Average Principal Salary (Elementary)	\$96,611	\$88,846
Average Principal Salary (Middle)	\$101,630	\$92,801
Average Principal Salary (High)	\$114,494	\$95,916
Superintendent Salary	\$125,543	\$116,026
Percent of Budget for Teacher Salaries	41.74%	34.0%
Percent of Budget for Administrative Salaries	7.15%	6.6%

For detailed information on salaries, see the CDE Certificated Salaries & Benefits Web page at http://www.cde.ca.gov/ds/fd/cs/.

# **XI. Instructional Planning and Scheduling**

#### **Professional Development**

This section provides information on the number of days provided for professional development and continuous professional growth in the most recent three year period. Questions that may be answered include:

- What are the primary/major areas of focus for staff development and specifically how were they selected? For example, were student achievement data used to determine the need for professional development in reading instruction?
- What are the methods by which professional development is delivered (e.g., after school workshops, conference attendance, individual mentoring, etc.)?
- How are teachers supported during implementation (e.g., through in-class coaching, teacher-principal meetings, student performance, and data reporting, etc.)?

Teachers take time each year to improve their teaching skills and to extend their knowledge of the subjects they teach. Tehama, Butte, and Glenn County Offices of Education provide extensive opportunities for additional learning to include: Leadership Matters Workshop Series, Professional Learning Communities Training, and CA Treasures - McGraw Hill - Curriculum Training. Every other Wednesday is a schoolwide minimum day allowing teachers time to develop Professional Learning Communities and collaboration time.