

## School Accountability Report Card

Reporting for school year 2007-2008 • Published in 2008-2009

# Grant Elementary Grades K-5

## SAN JOSÉ UNIFIED SCHOOL DISTRICT

855 Lenzen Avenue  
San José, CA 95126  
(408) 535-6000

**Superintendent**  
Don Iglesias

**Assistant Superintendents**  
Dr. William J. Erlendson  
Chris D. Funk

### Board of Education

Pam Foley  
Richard Garcia  
Jorge González  
Veronica Grijalva Lewis  
Leslie Reynolds



*Principal*

Cecilia Barrie  
Cecilia\_Barrie@sjsud.org



### Grades K-5

470 E. Jackson Street ▼ San José, CA 95112  
Phone: (408) 535-6227 ▼ Fax: (408) 535-2361

Trustee Area 2  
Richard Garcia, Board Member

## Principal's Comments

Grant Academy is committed to providing an environment where all children can learn and succeed. The school is a learning center with high expectations. We ensure equal access to a rigorous and challenging curriculum, enabling all children to be lifelong learners who are empowered to take on the challenges of the future.

### Grant Academy Mission

- To provide a quality education, meeting state and federal standards, narrowing the achievement gap.
- To set high expectations for student success, enabling students to achieve grade level proficiency.
- To prepare students to go to college and contribute to their community.
- To provide purposeful professional development to the teaching staff to improve their teaching practice and foster collaboration.

Specially funded programs include the Title 1 Program for children who need extra help in reading and math, School Improvement Program, Bilingual Education, SB65 Drop Out Prevention program, GATE (Gifted and Talented Education), Homework Center, and After School All Stars. Students receive a challenging and integrated program that develops basic skills in reading with the *Success for All* program. A full-time counselor and Outreach consultant works with attendance issues and supports student success in school by assisting with student social development and parent education. Grant also works with Partners in School Innovation to close the achievement gap between different groups, and to provide professional development for teachers.

At Grant School, the entire student body receives class and/or school recognition through a variety of programs including monthly award assemblies, Student Council, Eagle Ticket Program, and other activities promoting student talents.

### Principal's Experience

Cecilia Barrie is the principal at Grant. Prior to coming to Grant, Ms. Barrie had 10 years' experience as a principal and 20 years of teaching experience. Mrs. Barrie was chosen as the California Association for Bilingual Education's Administrator of the Year for 2005-06.

### Major Achievements

- Provided extensive support programs and interventions for students including a homework center, tutoring, Saturday Academy, and individual and group counseling services
- The redesignation rate of English Learners to English Proficient exceeded the State's target.
- Met AYP target schoolwide and for all subgroups in Math and Language Arts.
- Grant was named a "Beacon School" by State Superintendent of Education, Jack O'Connell. He visited our school to congratulate us and hold us up as an example of student achievement.
- Grant was named an "Honor School" by Just for the Kids, an organization sponsored by business that compares schools within similar demographics.

### Parental Involvement

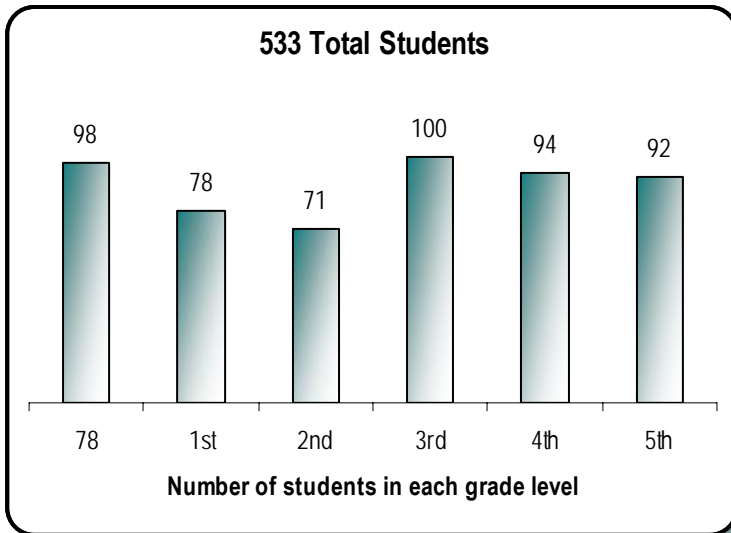
Parents are always welcome at Grant Academy. Parent involvement has increased greatly during the past year. The Parent Leadership Committee, under the facilitation of the Outreach Consultant, provides opportunities for parents to participate in fundraisers, help in the classrooms and homework center, and organize fundraising and community activities such as the Harvest Festival, Thanksgiving dinner, spaghetti dinner, schoolwide clean up days and the International Festival.

Parenting classes and ESL classes are held on Grant's campus. The School Site Council and Site English Learner Committees are held monthly to create a collaborative effort of school staff and parents to make instructional decisions about Grant School.

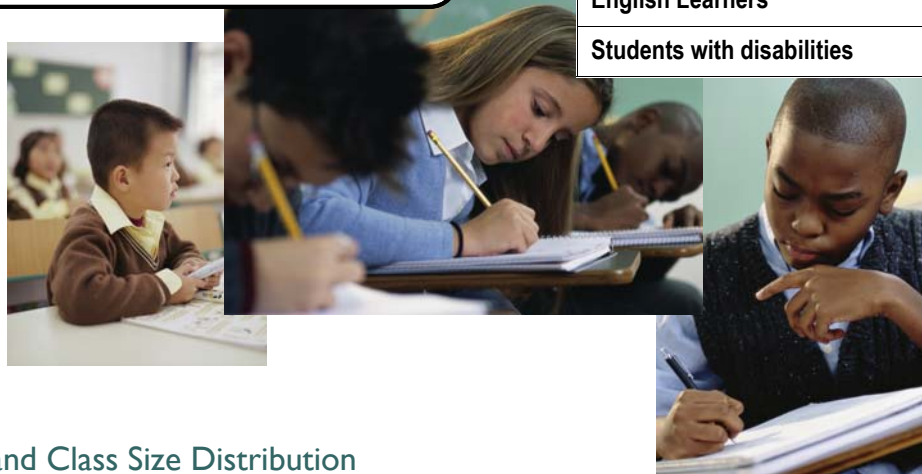
For further information on parent involvement, please contact the Outreach Consultant.

## Demographics

The chart and table below show the number of students enrolled in each grade level and the percent of students enrolled who are identified as being in a particular group during the 2007-2008 school year.



African American	1.69 %
American Indian or Alaska Native	0.38 %
Asian	3.56 %
Filipino	0.56 %
Hispanic or Latino	87.99 %
Pacific Islander	0.56 %
White (Not Hispanic)	3 %
Multiple or No Response	2.25 %
Socioeconomically disadvantaged	86 %
English Learners	66 %
Students with disabilities	8 %



## Class Size

### Average Class Size and Class Size Distribution

Grade	2005-2006			2006-2007			2007-2008		
	Avg. Class Size	Number of Classrooms		Avg. Class Size	Number of Classrooms		Avg. Class Size	Number of Classrooms	
		1-20	21-32		33+	1-20		21-32	33+
K	20.0	4		20.0	4		19.4	5.0	
1	19.3	4		17.8	4		19.3	3.0	1.0
2	18.3	4		19.4	5		17.5	2.0	2.0
3	29.0		2	30.0		2	26.0		3.0
4	29.3		3	30.5		2	29.3		3.0
5	30.3		3	29.7		3	28.7		3.0
6									
K-3	20.0	2		19.0	1				
3-4	30.0		1	27.5		2	24.0		1.0
4-8									
Other									

This table displays by grade level the average class size and the number of classrooms that fall into each size category (a range of total students per classroom).

## Climate for Learning

### Safety

**Date safety plan updated: October 2007**

**Date safety plan last reviewed with staff: October 2007**

A Grant schoolwide discipline plan was written by the staff and is reviewed by the staff and updated yearly. We schedule fire and disaster drills regularly. A three-way pledge between parents, students, and teachers is created to insure full participation in the students' academic success.

A full-time yard duty supervisor patrol the campus at all times to ensure the safety of students.

Eagle Tickets are given by staff to reward good behavior and to promote fairness and compliance with the school rules. Students exchange these tickets for prizes.

### Homework

Grant has an expanded homework center with collaboration with the City of San Jose Homework Center, and After School All-Stars. Students are assigned daily homework, 20 minutes of reading for *Success For All* and additional math homework aligned with the Harcourt Math program.

### Discipline

The Grant staff is committed to maintaining a positive learning environment where all students are treated with respect and everyone expects respect. Teachers and parents developed our school discipline plan. A copy is provided to each parent at the beginning of every school year along with the District's Behavior Handbook. A three-way pledge is signed by students, parents, and teachers to ensure the policies of the discipline plan and District Handbook are followed. Eagle Tickets are given to students who follow rules and who play and act fairly. Conflict managers are trained to assist at recess times. Students participate in Cornerstone activities to eliminate bullying and develop assets. Visitors to our school always comment on the excellent behavior on the part of the students.

**Suspensions and Expulsions—3 year comparison**

	School			District		
	2005-06	2006-07	2007-08	2005-06	2006-07	2007-08
<b>Rate of Suspensions</b>	2.9%	3.1%	3.4%	13.2%	12.6%	13.6%
<b>Rate of Expulsions</b>	0.0%	0.0%	0.0%	0.3%	0.2%	0.2%
This table displays the rate of suspensions and expulsions (total number of incidents divided by the total enrollment) at the school and district levels for the most recent three-year period.						

## Facilities

Grant provides a safe and clean environment for learning. Grant met all the Williams Act inspections for a safe, clean, and adequate learning environment.

Grant School is 26 years old. The school's maintenance is done on a regular basis by our excellent custodian and a night crew. The bathrooms are checked regularly during the school day. The blacktop was renovated in 2008. The office was remodeled in 2005 and ADA bathrooms were installed.

In 2005, the renovation of a two-story classroom building took place. Renovation and remodeling of the older buildings on campus took place in the summer of 2003. A beautiful new cafeteria/multi-purpose building was built and inaugurated in August 2007. A new playground was installed in 2005. The grass area was replaced with a soft artificial turf in 2007. The main building underwent renovation during summer of 2007.

**This table displays the results of the most recently completed school site inspection to determine the school facility's good repair status.**

Date of Inspection—September 2, 2008	Good	Fair	Poor	Repair needed and action taken or planned
Gas leaks	✓			
Mechanical Systems	✓			Vents need dusting. Work orders submitted 10/08
Windows/Doors/Gates (Interior and Exterior)	✓			
Interior Surfaces (walls, floors and ceilings)	✓			
Hazardous Materials (interior and exterior)	✓			
Structural Damage	✓			
Fire Safety	✓			
Electrical (interior and exterior)	✓			Light bulbs need replacing. Work order submitted 10/08
Pest/Vermin Infestation	✓			
Drinking Fountains (inside and outside)	✓			
Restrooms	✓			
Sewer	✓			
Roofs	✓			
Playground/School Grounds	✓			
Overall cleanliness	✓			

### Overall Summary of School Facility Good Repair Status

Facility Condition	Exemplary	Good	Fair	Poor
		✓		

## Teacher and Staff Information

### Teacher Credentials

Teachers	School			District
	2005-06	2006-07	2007-08	2007-08
With Full Credential	30	30	30	1496
Without Full Credential	2	2	1	68
Teaching Outside Subject Area of Competence	0	0	0	5

This table displays the number of teachers assigned to the school with a full credential, without a full credential, and those teaching outside of their subject area of competence.



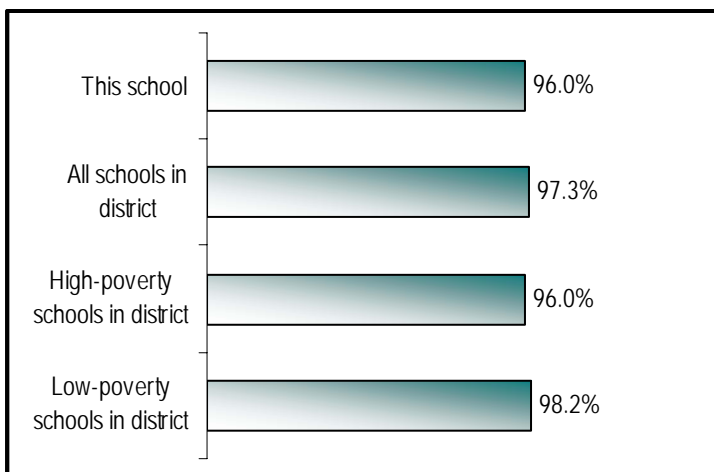
### Teacher Misassignments and Vacant Teacher Positions

Indicator	2006-2007	2007-2008	2008-2009
Misassignments of Teachers of English Learners	0	0	0
Total Teacher Misassignments	0	0	0
Vacant Teacher Positions	0	0	0

- Teacher misassignments (teachers assigned without proper legal authorization)
- Note: Total Teacher Misassignments includes the number of Misassignments of Teachers of English Learners.**
- Vacant teacher positions (not filled by a single designated teacher assigned to teach the entire course at the beginning of the school year or semester).

Detailed information about teacher qualifications can be found at the CDE Web site at <http://dq.cde.ca.gov/dataquest/>.

### Core Academic Classes Taught by NCLB Compliant Teachers



The *No Child Left Behind Act* (NCLB) requires that all teachers teaching in core academic subjects are to be "highly qualified". In general, NCLB requires that each teacher must have:

- A bachelor's degree
- A state credential or an Intern Certificate/Credential for no more than three years
- Demonstrated subject matter competence for each core subject to be taught by the teacher.

This chart displays the percent of classes in core academic subjects taught by NCLB compliant teachers. More information on teacher qualifications required under NCLB can be found at the California Department of Education's Web site at

<http://www.cde.ca.gov/nclb/sr/tq/>.

## Evaluating/Improving Teachers

Teachers are evaluated according to the bargaining unit contract and district-wide procedures. New teachers at Grant are formally evaluated two times each year until they reach permanent status. Tenured teachers are evaluated every other year. In addition to the formal evaluation process, the principal conducts numerous classroom visits and walkthroughs. Support for teachers is provided by a Professional Development Coach (PDC) and resource teachers as well as by District BTSA mentors and Partners in School Innovation.

The principal conducts the observations and evaluations and meets with the teachers on a regular basis.

## Professional Development

Opportunities for professional improvement, including the annual number of school days dedicated to staff development for the most recent three-year period.

Two days a year are dedicated to professional development. In addition, professional development is conducted on an on-going basis at weekly staff meetings and after school. Teachers participate in SFA reading meetings at least once a month, from professional SFA trainers. Staff development in the areas of math and English Language Development are also offered by Partners in School Innovation, and other resource teachers. Teachers meet in grade level meetings weekly to collaborate on scoring District assessments and to plan accordingly for student success. Professional Development Coaches models lessons and assists with planning. ELD staff development is provided by consultants and by the ELD resource teacher.

Staff development is delivered at Grant in a variety of ways: workshops, individual mentoring, conferences, coaching, after school and on staff development days.

Teachers are supported during implementation through in-class coaching, SFA component meetings, analysis of student assessments, demonstration lessons, release time for planning with grade level teams, teacher-principal observations and meetings, and the Lab classrooms

## Substitute Teachers.

We are fortunate to have substitute teachers who regularly substitute at Grant. In addition, six resource teachers are available to sub occasionally. The principal acts as a substitute as needed.

## Support Staff

Grant has 1.0 FTE Academic Counselor.

## Curriculum

### Reading and Writing

Grant Academy uses *Success For All* and Houghton Mifflin for reading. The kindergarten Kinder Corner model includes letter/sound recognition, excellent literature, and writing about social studies/science themes. Kinder Roots reading is introduced. First grade Roots reading includes sound/letter recognition with grade one level books, listening to excellent literature, speaking, and writing complete sentences. Students at the 2<sup>nd</sup>-5<sup>th</sup> grade reading levels participate in the SFA Wings curriculum. Students read district adopted Houghton Mifflin fiction and nonfiction, learn good reading strategies, and write often. Progress is monitored every eight weeks and interventions are provided to help students improve. Students read nightly for homework. Every class learns to write in all subjects, and teachers have been trained in Step Up to Writing.

In the bilingual classes (ALA), students learn to read in Spanish first while learning English. Formal transition to English reading occurs in 3<sup>rd</sup> grade. Students have access to all the same materials and curriculum as the English only classes.

### Math

Grant Academy teachers use the District adopted Harcourt Math Series. The Title I resource teacher is helping the Grant teachers to prepare students for the District Math Performance Based Assessments and the six math benchmarks. The basic math facts are reviewed daily using the 50-in-a-Minute Math program. Students take the district's Benchmark Assessment every 8 weeks to mark progress toward learning the math standards. In addition, Grant's Title I Resource Teacher works with small groups of students who are in need of math tutorials.

### Science

Grant teachers use the District adopted Science series. Fifth grade classes visit NASA and go to Outdoor Science camp. In addition, expository writing about science is implemented with *Step Up to Writing* in which all Grant teachers are trained.

### Social Studies

At Grant, teachers use the District adopted Social Studies textbooks and series. Upper grade students are required to do a project or report during the year to show they have mastered the subject matter. The use of the library and the internet is encouraged to find needed information.

### Textbooks

Grant's curriculum includes all recent adoptions of curricular material from the District. The books purchased for the Accelerated Reader program also provide information in all subject matters. Additional books are purchased for the extended homework studies in the after school programs.

All students have access to textbooks and other instructional materials in each core subject area that are current and in good condition, as determined by the Williams Act audit.

Percent of Pupils Who Lack Sufficient Textbooks and Instructional Materials in Core Curriculum Areas				
Reading/Language Arts	0%		Science	0%
Mathematics	0%		History-Social Science	0%
Foreign Language	0%		Health	0%
Visual and Performing Arts			Science Laboratory Equipment (grade 9-12)	0%
A list of textbooks and adoption dates is available at: <a href="http://www.sjUSD.org/schools/documentation/downloads/Textbook_listing.pdf">http://www.sjUSD.org/schools/documentation/downloads/Textbook_listing.pdf</a>				

## Specialized Programs

### GATE

GATE students' needs are provided by differentiating the classroom curriculum for challenging work. GATE students work with the Technology Resource Teacher on special projects.

### Special Ed

A Family Support Team and Student Study Teams include an administrator, a counselor and special needs staff meet with families of children who have difficulties ranging from attendance and behavior to suspected learning disabilities. Special education students receive direct services from a Speech Therapist, Resource Specialist, and a Special Day Class.

### At-risk students

The following services are provided: After school tutoring, homework center, small group work with Title I teacher, ALA teacher, SFA tutoring, after-school classes, Saturday School and Extended School Year.

### English language learners

A full-time English Learner Program Coordinator coordinates the program and services to meet the needs of the English learners at Grant. She assists the parents in signing waivers for the Bilingual classes. She coordinates the CELDT testing for the English Learners. She models lessons for bilingual classroom teachers, oversees the ELD program and redesignation process, and teaches small ELD groups. In addition, two Program Assistants help with testing and work with small groups of students.

Grant has a full-fledged ALA (bilingual) program in grades K-2. Parents choose to have their children in this program and sign a waiver.

### Students with disabilities

Special Day Class and Adaptive PE as needed. Speech Services and RSP services.

### After-school programs

After School All Stars Homework Center, All Stars enrichment program, and Soccer Teams

### Tutoring

SFA Tutoring for targeted students in grades 1, 2; Teachers provide after school tutoring.

## School Finances (Fiscal Year 2006-2007)

### Expenditures Per Pupil and School Site Teacher Salaries

Level	Total Expenditures per Pupil	Restricted (supplemental) expenditures per pupil	Unrestricted (basic) expenditures per pupil	Average Teacher Salary
School Site	\$9,938	\$4,754	\$5,184	\$64,219
District	\$9,107	\$3,912	\$5,195	\$65,633
Percent Difference - School Site and District	9.12%	21.52%	-0.21%	-2.15%
State			\$5,300	\$65,008
Percent Different - School Site and State			-2.19%	-1.21%
<p>This table displays a comparison of the school's per pupil expenditures from unrestricted (basic) sources with other schools in the district and throughout the state, and a comparison of the average teacher salary at the school site with average teacher salaries at the district and state levels. Detailed information regarding school expenditures can be found at the Current Expense of Education Web page at <a href="http://www.cde.ca.gov/ds/fd/ec/">http://www.cde.ca.gov/ds/fd/ec/</a> and teacher salaries can be found on the Certificated Salaries and Benefits Web Page at <a href="http://www.cde.ca.gov/ds/fd/cs/">http://www.cde.ca.gov/ds/fd/cs/</a>.</p>				

### Types of Services Funded

San José Unified School District spent an average of \$8,553 per student in the 2005–2006 school year, compared to \$7,860 per student spent on average by all unified districts in the state. Total operating expenses for the 2005–2006 year were \$255,329,802. Additional details about San Jose Unified's expenditures can be found on the Ed-Data web site ([www.ed-data.k12.ca.us](http://www.ed-data.k12.ca.us)).

These expenses are for costs related to educational services to students as well as directly related support costs, such as utilities, custodial and maintenance costs. Included also are central support costs related to such activities as hiring, purchasing and accounting. This figure does not include food services, land acquisition, new construction, and other expenditures unrelated to core educational purposes. The expenses-per-student figure is calculated by dividing total expenses by the district's average daily attendance (ADA).

### Comparison of District and State Teacher and Administrative Salaries (Fiscal Year 2006-07)

This table displays district-level salary information for teachers, principals, and superintendents, and compares these figures to the state averages for districts of the same type and size. The table also displays teacher and administrative salaries as a percent of a district's budget, and compares these figures to the state averages for districts of the same type and size. Detailed information regarding salaries may be found on the Certificates Salaries and Benefits Web page at <http://www.cde.ca.gov/ds/fd/cs/>.

Category	District Amount	State Average For Districts In Same Category
Beginning Teacher Salary	\$42,584	\$40,721
Mid-Range Teacher Salary	\$70,360	\$65,190
Highest Teacher Salary	\$85,510	\$84,151
Average Principal Salary (Elementary)	\$87,838	\$104,476
Average Principal Salary (Middle)	\$101,285	\$108,527
Average Principal Salary (High)	\$108,876	\$119,210
Superintendent Salary	\$228,660	\$210,769
Percent of Budget for Teacher Salaries	37.7%	39.9%
Percent of Budget for Administrative Salaries	5.1%	5.5%

# Student Performance

## California Standards Test (CST)

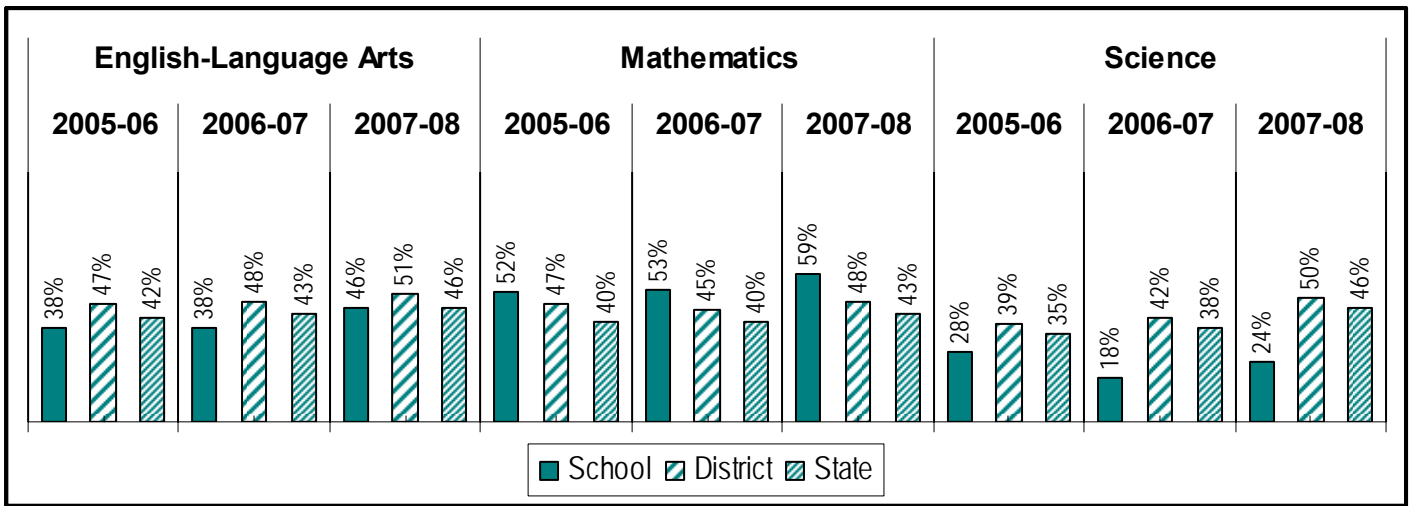
The California Standards Tests (CST) show how well students are doing in relation to the State content standards and are reported as performance levels. Students are tested in the following areas:

- English and Language Arts—Grades 2-11
- Mathematics—Grades 2—11
- Science—Grades 5, 8, 9, 10 and 11
- History and Social Science—Grades 8, 10 and 11

Detailed information regarding CST results for each grade and proficiency level, including the percent of students not tested, can be found at the CDE Web site at <http://star.cde.ca.gov/>. *Scores are not shown when the number of students tested is 10 or less because the number of students in this category is too small for statistical accuracy or privacy protection. In no case shall any group score be reported that would deliverately or inadvertently make public the score or performance of any individual student.*

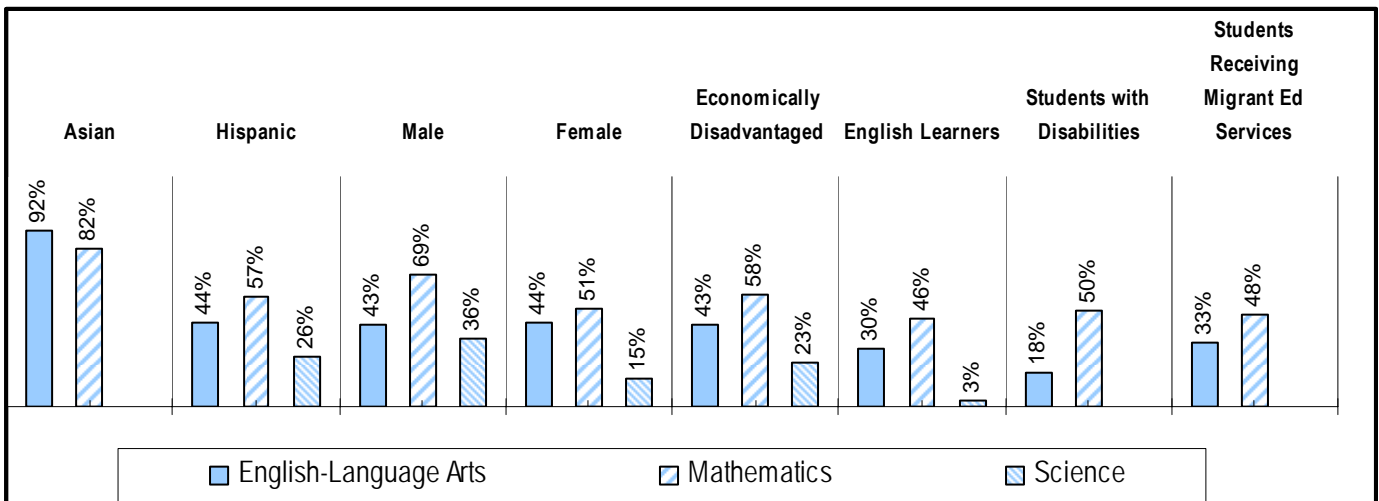
### California Standards Test (CST) All Students—Three-Year Comparison

Percent of students achieving at the proficient or advanced level



### California Standards Test (CST) by Student Group—Most Recent Year

Percent of students at the proficient or advanced level



## Academic Performance Index (API)

The **Academic Performance Index (API)** is an annual measure of the academic performance and progress of schools in California. API scores range from 200 to 1,000 with a statewide target of 800. Detailed information about the API can be found at the CDE API Web Page at <http://www.cde.ca.gov/ta/ac/ap/>

### API Ranks

This table displays the school's similar schools API ranks. These ranks are published when the Base API is released each March. 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 10% of all schools in the state, while a statewide rank of 10 means that the school has an API score in the highest 10% 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 10 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	2005	2006	2007
<b>Statewide</b>	3	5	5
<b>Similar Schools</b>	6	10	9

### API Changes by Student Group -- Three Year Comparison

This table displays, by student group, the actual API changes in points added or lost for the past three years, and the most recent API score. Note: "N/A" means that the student group is not numerically significant.

	Actual API Change			API Score
	2005-06	2006-07	2007-08	2008
<b>All students at this school</b>	68	-7	29	781
<b>Hispanic or Latino</b>	73	-5	24	773
<b>White (Not Hispanic)</b>				
<b>Socioeconomically disadvantaged</b>	64	-7	30	768
<b>English Learners</b>	74	7	30	751
<b>Students with Disabilities</b>				

### Adequate Yearly Progress (AYP)

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

- Participation rate on the state's standards-based assessments in English-language arts (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)

Detailed information about AYP, including participation rates and percent proficient results by student group, can be found at the CDE AYP Web page at <http://www.cde.ca.gov/ta/ac/ay/>.

AYP Criteria	School	District
<b>Overall</b>	Yes	No
<b>Participation Rate - English-Language Arts</b>	Yes	Yes
<b>Participation Rate - Mathematics</b>	Yes	Yes
<b>Percent Proficient - English-Language Arts</b>	Yes	No
<b>Percent Proficient - Mathematics</b>	Yes	No
<b>API</b>	Yes	Yes
<b>Graduation Rate</b>	n/a	Yes
<b>This table displays an indication of whether the school and the district made AYP overall and whether the school and the district met each of the AYP criteria.</b>		

## Federal Intervention Program (School Year 2008-09)

Indicator	School	District
Program Improvement Status	Not in PI	Not in PI
First Year of Program Improvement Implementation		
Year in Program Improvement		
Number of Schools Currently in Program Improvement		6
Percent of Schools Currently in Program Improvement		11.5%
Detailed information about PI identification can be found at the CDE AYP Web page at <a href="http://www.cde.ca.gov/ta/ac/ay/">http://www.cde.ca.gov/ta/ac/ay/</a> .		

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 (English-language arts 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.

### California Physical Fitness Test

Grade Level	Percent of Students Scoring in the Healthy Zone in all 6 fitness standards
5	10.3%

The California Physical Fitness Test is administered to students in grades 5, 7, and 9 only. This table displays the percent of students at this school meeting fitness standards (scoring in the healthy fitness zone on all six fitness standards) for the most recent testing period.

Detailed information regarding the California Physical Fitness Test, and comparisons of a school's test results to the district and state levels, can be found at the CDE Web site at <http://www.cde.ca.gov/ta/tq/pf/>.

*Note: To protect student privacy, scores are not shown when the number of students tested is 10 or less. In no case shall any group score be reported that would deliberately or inadvertently make public the score or performance of any individual student.*

## San José Unified School District

The School Accountability Report Card (SARC), which is required by law to be published annually, contains information about the condition and performance of each California public school. More information about SARC requirements is available on the SARC Web page 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.

San José Unified's SARCs are prepared by the Office of Public Engagement.

**(408) 535-6650** ▼ Fax (408) 535-2302

<http://www.sjUSD.org>

### Data and Access

#### DataQuest

*DataQuest* is an online data tool located 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. Academic Performance Index [API], Adequate Yearly Progress [AYP], test data, enrollment, 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 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.