



## **MONARCH ACADEMY**

**Charter Renewal**

**Submitted: December 2008**

**For a term of July 1, 2009 – June 30, 2014**

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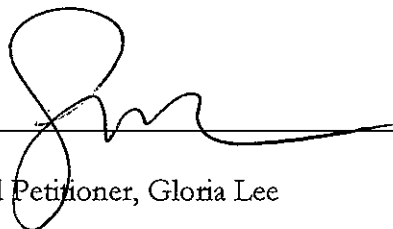
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## AFFIRMATIONS/ASSURANCES

As the authorized lead petitioner, I, Gloria Lee, hereby certify that the information submitted in this application for renewal for a California public charter school, named Monarch Academy, located within the boundaries of the Oakland Unified School District, is true to the best of my knowledge and belief; I also certify that this petition does not constitute the conversion of a private school to the status of a public charter school; and further, I understand that if awarded a renewal of the charter, the Charter School:

- Shall meet all statewide standards and conduct the student assessments required, pursuant to Education Code Section 60605, and any other statewide standards authorized in statute, or student assessments applicable to students in non-charter public schools.
- Shall be deemed the exclusive public school employer of the employees of the Charter School for purposes of the Educational Employment Relations Act.
- Shall be non-sectarian in its programs, admissions policies, employment practices, and all other operations.
- Shall not charge tuition.
- Shall admit all students who wish to attend the Charter School, and who submit a timely application, unless the Charter School receives a greater number of applications than there are spaces for students, in which case admission, except for existing students of the School, shall be determined through a public random drawing process. Admission to the Charter School shall not be determined by the place of residence of the child or his or her parents within the state.
- Shall not discriminate on the basis of the characteristics listed in Section 220 (actual or perceived) disability, gender, nationality, race or ethnicity, religion, sexual orientation, or any other characteristic that is contained in the definition of hate crimes set forth in Section 422.55 of the Penal Code or association with an individual who has any of the aforementioned characteristics).
- Shall adhere to all provisions of federal law related to students with disabilities including, but not limited to, Section 504 of the Rehabilitation Act of 1973, Title II of the Americans with Disabilities Act of 1990 and the Individuals with Disabilities in Education Improvement Act of 2004.
- Shall meet all requirements for employment set forth in applicable provisions of law, including, but not limited to credentials, as necessary.
- Shall ensure that teachers in the Charter School hold a Commission on Teacher Credentialing certificate, permit, or other document equivalent to that which a teacher in other public schools are required to hold. As allowed by statute, flexibility will be given to non-core, non-college preparatory teachers.

- Shall at all times maintain all necessary and appropriate insurance coverage.
- Shall, for each fiscal year, offer at a minimum, the number of minutes of instruction per grade level as required by Education Code Section 47612.5(a)(1)(A)-(D)
- Shall notify the superintendent of the school district of the pupils last known address within 30 days if a pupil is expelled or leaves the charter school without graduating or completing the school year for any reason, providing the pupil's last known address within 30 days, and shall, upon request, provide that school district with a copy of the cumulative record of the pupil, including a transcript of grades or report card and health information.
- Will follow any and all other federal, state, and local laws and regulations that apply to the Charter School including but not limited to:
  - Shall maintain accurate and contemporaneous written records that document all pupil attendance and make these records available for audit and inspection.
  - Shall on a regular basis consult with its parents and teachers regarding the Charter School's education programs.
  - Shall comply with any jurisdictional limitations to locations of its facilities.
  - Shall comply with all laws establishing the minimum and maximum age for public school enrollment.
  - Shall comply with all applicable portions of the No Child Left Behind Act.
  - Shall comply with the Public Records Act.
  - Shall comply with the Family Educational Rights and Privacy Act.
  - Shall comply with the Ralph M. Brown Act.
  - Shall meet or exceed the legally required minimum of school days

  
\_\_\_\_\_  
Lead Petitioner, Gloria Lee

12-17-08  
\_\_\_\_\_  
Date:

## I. INTRODUCTION

Aspire Public Schools (“Aspire”) wishes to continue to operate Monarch Academy as a public charter school, (“School” or “Charter School”) to prepare students for college, work, and citizenship. Our focus is on students who are currently under-served and under-represented in college.

### Founding Group

Aspire Public Schools, a 501(c)(3) nonprofit public benefit corporation, is a pioneer and leader in California public education. Since its founding in 1998, Aspire has opened 21 high-quality, small, college-preparatory campuses throughout California, and has demonstrated the important role of charter schools in providing educational opportunities for California’s diverse youth. Its schools have had consistently strong academic results, parents and teachers are highly satisfied, and the organization was named by Fast Company magazine as one of the top 20 social entrepreneurial organization in the country in four of the last five years. Aspire is widely regarded as one of the leading not-for-profit charter management organizations in the country.

→ See Appendix Ia for more information on Aspire’s results to date.

### Intent of the Charters Schools Act

The Charter Schools Act of 1992 states that:

*It is the intent of the Legislature...to provide opportunities for teachers, parents, pupils, and community members to establish and maintain schools that operate independently from the existing school district structure, as a method to accomplish all of the following:*

- a) *Improve pupil learning.*
- b) *Increase learning opportunities for all pupils, with special emphasis on expanded learning experiences for pupils who are identified as academically low achieving.*
- c) *Encourage the use of different and innovative teaching methods.*
- d) *Create new professional opportunities for teachers, including the opportunity to be responsible for the learning program at the schoolsite.*
- e) *Provide parents and pupils with expanded choices in the types of educational opportunities that are available within the public school system.*
- f) *Hold the schools established under this part accountable for meeting measurable pupil outcomes, and provide the schools with a method to change from rule-based to performance-based accountability systems.*
- g) *Provide vigorous competition within the public school system to stimulate continual improvements in all public schools.*

*- California Education Code Section 47601*

## II. EDUCATIONAL PHILOSOPHY AND PROGRAM

### *Governing Law:*

*A description of the educational program of the school, designed, among other things, to identify those whom the school is attempting to educate, what it means to be an “educated person” in the 21st century, and how learning best occurs. The goals identified in that program shall include the objective of enabling pupils to become self-motivated, competent, and lifelong learners.*

*- California Education Code Section 47605(b)(5)(A)(i)*

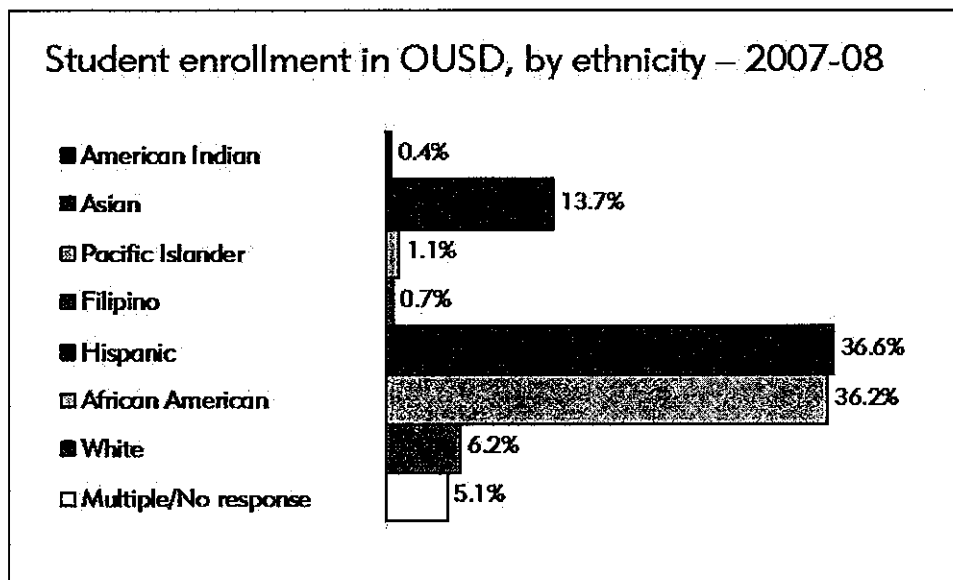
### **The School’s Mission**

The School’s mission is to provide all students with an exceptional education that will allow them to excel inside and outside the classroom. The School seeks to achieve this mission by providing students a rigorous core curriculum, a well-trained staff, high standards and expectations, extended instructional hours and support, personalized learning opportunities, and early access to college-preparatory experiences. By ensuring students become self-motivated, competent, voracious, adept and life-long learners, the School will prepare them not only for college but also for the 21st Century world.

### **Target Population – Whom the School is Attempting to Educate**

The School plans to serve approximately 350 students in grades K-5.

According to demographic data compiled by the California Department of Education, the **Oakland Unified School District** (the “District”) enrolled 47,012 students in 2006-07. 28% were designated English Learners, and 69% were low income (i.e., eligible for Free/Reduced-price meals). Those students represented the following ethnicities:



The School seeks to enroll a student body whose diversity represents the general population of persons residing within the geographical boundaries of the District and community where the school is located.

Aspire' educational program is designed to increase college-going rates for students who have historically been under-represented in college and who face barriers accessing a college education, specifically:

- Students from low-income families
- Students whose primary home language is not English
- Students living in communities with low-performing schools and low college-going rates
- Students who would be the first in their families to attend college

### **What it Means to be an Educated Person in the 21st Century**

The fundamental characteristic of the new millennium is ever-accelerating change. Information is multiplying as quickly as it is becoming obsolete; ideas are continually revisited, retested and revised. At the same time, the world is becoming increasingly interdependent. Therefore, students must have a foundation of knowledge and skills to access this world of ideas, as well as the ability to analyze information, ask good questions and innovate new ideas, and express themselves thoughtfully. They must also have important academic and personal habits, including self-motivation, intellectual curiosity, analytic ability, creative thinking, moral reasoning, self-confidence, and empathic action. Thus equipped, students will excel in college and in the 21st Century world of work and citizenship.

The School's graduates will be able to collect information in a variety of forms, including: novels, art pieces, statistical data sets, newspaper reports, historical accounts, web pages, and scientific articles. They must be able to think systematically and critically about that information, create new knowledge, and apply their thinking to real world problems. And, they must be able to express themselves effectively in a variety of forms, such as essays, paintings, poems, oral presentations, mathematical arguments, and scientific rebuttals.

### **How Learning Best Occurs**

Student learning best occurs when the school's structures, academic program, pedagogical strategies, curriculum standards and materials, assessments, culture, and support systems are all aligned towards the same, college-preparatory goal. While many of the elements described below are expected to be in place from the first day of the School's opening, other elements may be implemented as students matriculate into higher grades and/or as the School becomes more established.

#### *Structures to Support Learning*

The School is structured to support high student achievement by creating many personalized learning opportunities, with smaller school and class sizes and more time in the school day for learning.

#### Small School Size

The small size of Aspire's schools creates school communities where each student is known personally. Research shows that small schools allow students and teachers to develop intensive, long-term relationships that enable better conditions for teaching and learning.<sup>1</sup>

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<sup>1</sup> A number of large-scale studies have demonstrated that small schools are more productive and effective than large ones. Findings from these studies show that students in small schools learn more and better, make greater progress toward graduation, persist in larger numbers, and behave better. This is all particularly true for disadvantaged students (Raywid, Mary Anne. 1999. "Current Literature on Small Schools," West Virginia: ERIC/CRESS). In addition, compared with students in large schools, students in small schools experience a greater sense of



### Small class sizes

In smaller classes, teachers can give each individual student the time and attention necessary to realize his or her personal academic goals. The School's goal is a 20:1 student: teacher ratio in grades kindergarten through third grade, and 28:1 ratio in grades fourth and fifth.

### Longer school day

Students learn more when they are given more time to learn each day. With more time, teachers can delve into topics more deeply and cover more topics. The school's day will be approximately seven-and-a-half hours – or about one more hour of instruction each day than students in many traditional public schools receive.

### Longer school year

The School will provide 187 regular days of instruction, seven days more than traditional public schools provide, and twelve more than the legal minimum applicable for charter schools. In addition, each year the School will hold three additional days of instruction on Saturdays, during which parents are encouraged to attend specially-designed academic programs with their children.

→ See Appendix IIa for sample school year calendar and bell schedule

### Classroom looping

The School will “loop” in kindergarten/first grade, second grade/third grade and fourth grade/fifth grade, meaning that students stay with the same classroom teacher for two grades. This allows teachers and students to have deep, continuous relationships. It also allows teachers to begin the second year with instructional knowledge about every student. Students can receive instruction on the first day of school, instead of spending time establishing rules and procedures.

### Summer School and Inter-sessions

The School, either separately or in collaboration with another Aspire school, may offer special academic programs during normal school holidays. These programs may include opportunities for acceleration (such as deep exploration of a single topic) or remediation (such as extra work on basic skills).

### *Pedagogical Strategies*

Aspire educators use the organization's Instructional Guidelines, which describe a variety of pedagogical strategies and support educators in employing the strategies most effective for the subject matter and for individual students. Instructional Guidelines have been designed based on both research and best practices. Instructional Guidelines are not a script, and good implementation of Aspire's program requires highly skilled teachers. Model lessons by exemplar teachers, visits to Aspire Model Classrooms, and coaching by the school principal all help individual teachers in implementing the Instructional Guidelines effectively.

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belonging, and their academic and personal self-concepts are more positive (Cotton, Kathleen. 1996. “Affective and Social Benefits of Small-Scale Schooling.” West Virginia: ERIC).

Broadly, the Instructional Guidelines require use of a variety of pedagogical strategies, including:

- Explicit Instruction: provides students a traditional form of teaching wherein the teacher presents the lesson and students individually demonstrate their new skills or knowledge.<sup>2</sup>
- Guided and Independent Practice: Students will be given multiple structured opportunities to practice newly and previously learned skills and knowledge. Practice opportunities will be concentrated immediately after explicit instruction, and also distributed over the weeks and months following introduction of new skills. Practice increases students' retention of the newly learned material.
- Problem Solving: gives students a step-by-step process for determining a solution.
- Inquiry: presents students with a problem or question, around which they formulate and test theories to work towards a solution.

Technology is used as a tool for research, communication, and production. Students will have access to movable laptop carts or banks of computers throughout the school. Students exercise their higher-order thinking skills through simulations and presentations, their communication and production skills through electronic mail and publishing, and their research skills through use of electronic references, including the Internet.

➔ For an example of subject-specific guidelines, see Appendix IIb for Aspire's K-5 ELA Instructional Guidelines Table of Contents.

#### *Curriculum Standards and Materials*

Aspire schools use a combination of adopted programs and elements developed in-house to build basic skills, higher-order thinking skills, and life-skills. The curriculum is deeply rooted in California state standards, and is intended to be simultaneously rigorous and relevant to students. Aspire's curriculum is clearly articulated as a K-5 system and includes language arts, mathematics, science, and social science. Other subjects essential to a healthy and balanced life are also covered through classes or programs in visual and performing arts, health and nutrition, and physical education.

Core curriculum materials are chosen by Aspire's Chief Academic Officer through a collaborative process with instructional coaches, teachers and principals. In addition, individual classroom educators are encouraged to use flexibility and their professional discretion to supplement any chosen materials with a variety of texts and materials, depending on the needs of their students.

- Language Arts: To help students develop strong literacy skills, Aspire uses a comprehensive language arts curriculum based on meeting students' personal reading and writing needs through individual and small group instruction using a variety of texts. Students progress through a series of guided reading lessons based on each student's instructional level. Open Court instructional materials also support the reading program. The writing instruction is based partially upon the Six Traits of Writing from the North West Regional Laboratory: ideas, organization, voice, word choice, sentence fluency, and conventions. Additionally, the school uses Lucy Calkins's writing lessons to teach the writer's craft.
- Mathematics: The math curriculum is based on the California state standards for mathematics. Currently, the School uses the Harcourt Brace mathematics program and is

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<sup>2</sup> Adams, G.L., & Engelmann, S. (1996). *Research on Direct Instruction*. Seattle, WA: Educational Achievement Systems.

piloting Singapore Math in certain grades to ensure expectations are high and students learn from real-life problems.

- Science: The Aspire program examines scientific concepts in thematic units. The units emphasize investigation using the scientific method (generating hypotheses and designing experiments to test the hypotheses), and focus on application of the scientific method to everyday life. The content is aligned with the California State Framework. The school currently uses the Full Option Science System as a curriculum resource. This approach is fully in place in grades K-3 and the School is moving to build it in completely in grades 4 and 5.
- Social Studies: The social studies content at Aspire is integrated into language arts and is designed to help students make sense of their everyday life in the midst of complex social, economic and political forces. The curriculum helps students become historically literate (including culture, geography, politics, economics, and ethics) and active, informed citizens (including U.S. policy and effective research techniques).
- Visual and Performing Arts: Appreciation and participation in the arts are essential to each student's development. Music inspires students, help ideas come to life by using multiple intelligences, and ensure cultural literacy. Dependent on budget availability, art and/or music may be offered as a separate class, integrated into core classroom thematic units, or offered as a before- or after-school enrichment activity.
- Physical education: Students will be expected to develop their physical abilities and fitness. Dependent on budget availability, physical education may also be offered as a separate class, integrated into core classroom thematic units, or offered as a before- or after-school enrichment activity. The School will administer the state and federally mandated physical fitness tests.
- Technology: Students will be expected to develop technological proficiency in basic use of personal computers and the internet. The School will integrate technology skill development in core academic classes.
- Life Skills: To be successful in the real world, students need to be able to work effectively together, listen to each other, make good decisions and lead respectfully. Aspire incorporates these "life skills" throughout the curriculum using the CARES framework (Cooperation, Assertiveness, Responsibility, Empathy, and Self-Control). Teachers will both model good behavior and explicitly guide students in learning how to cooperate and collaborate with one another.

In designing lessons, educators are also able to share and access resources through MyAspire, Aspire's Intranet. MyAspire is a web-based searchable portal that allows users to upload, retrieve, archive, and collaboratively create documents such as lesson plans, pacing guides, and rubrics.

➔ Please see Appendix IIc-IIg for examples of curriculum materials for core academic subjects available on Aspire's Intranet, including examples of Pacing Guides, High-frequency Word Lists, and sample lesson plans.

#### *Assessment*

Assessment allows the School to observe individual student progress, determine the efficacy of individual teachers, and evaluate the success of the program as a whole. Multiple assessments will be used because no single assessment provides sufficient information on students' learning

in the three outcomes (basic skills, thinking skills, life skills). Students will be assessed through state and nationally recognized tests (e.g. California Subject Matter Tests, CAT-6), Aspire-designed benchmark and/or interim assessments (e.g. 3-5 cumulative standards-aligned assessments of standards given periodically during the school year, including math, reading, writing, and science), day-to-day teacher-designed assessments (e.g. quizzes, unit tests), qualitative observations of the process of learning (e.g. teachers' anecdotal notes, student reflection logs, internship mentor reports), and examination of final products including an exhibitions called Rite of Passage Exhibitions (ROPES).

→ See Appendix IIIh and IIIi for Aspire assessment calendar and sample Benchmark Assessment

#### *Culture of College for Certain (College? Claro!)*

The School intends to establish a school culture in which students expect that they will attend and graduate from college. This culture of "College for Certain" will be cultivated through artifacts, rituals, language and stories. College-related artifacts will be pervasive throughout the school: classrooms will be named after colleges and universities and college banners and other college paraphernalia will adorn the walls. Routines and rituals will be designed to convey the discipline needed to be successful in college. Adults will use academic vocabulary on a daily basis. At Town Halls, various programs and rituals vividly remind students of what is possible.

#### *Support Systems for All Students*

The key elements of our education program (small schools, small class sizes, longer school day and year, etc.) are designed to meet the needs of all students. In addition, the School is committed to providing a variety of systems to ensure that each individual student receives the support s/he needs to be successful.

#### Personalized Learning Plans

The School will create and maintain a Personalized Learning Plan (PLP) for each student. The PLP will provide the teacher, parents and student with a common understanding of the student's learning style and objectives; all parties may then act based on that understanding. Once each semester during Student-Led Conferences, the teacher, parent and student will discuss the student's learning strengths and weaknesses, updating the PLP as necessary, and set goals for the next semester. By working closely with each student and family to develop an appropriate PLP, the School will be able to respond to the needs of every individual student, including those who are achieving above or below expected levels. This allows all students to receive the appropriate interventions, if needed, provided by the school (e.g. after-school intervention or specialized classroom instruction). The high standards, deep interventions, and rigorous caring provided to all students can be personalized in the PLP. Indeed, the PLP will allow the School to help meet the general education needs of students with disabilities (who may also have Individualized Education Programs ("IEPs") or 504 plans as required by law), English language learners, students achieving substantially above or below grade level expectation, and other special student populations.

#### Support for Under-Performing Students

The School will have high expectations for all students and is committed to working with students who are not meeting outcomes to help them achieve at expected levels. Students who perform below the school-determined acceptable level will receive a mix of intervention services,

including: in-class individual tutoring by classroom teachers; in-class small-group tutoring by classroom teachers; before- or after-school tutoring by non-classroom educators in a one-on-one or in small groups; participation in a specialized support class taught by a literacy specialist or other educator. Materials for intervention services may be designed by the educator or based on an off-the-shelf package such as READ 180.

Students targeted for additional intervention will include, but are not limited to, students who meet the following criteria:

<u>Assessment</u>	<u>Criteria For Additional Intervention</u>
CST – ELA or Math	Far Below Basic, Below Basic, Basic
DRA	Not at grade level
Parent Recommendation	Any
Teacher Recommendation	Any

### Support for Students Achieving Above Grade Level

Because Aspire’s Instructional Guidelines are designed to differentiate and individualize instruction for students at different levels, students achieving above grade level can be effectively served at the School.<sup>3</sup> For instance, the instruction during language arts allows students to be reading at their own instructional level. One student reading at grade level can sit next to another student doing the same activity at three grade levels higher. Small class sizes and looping also aid in differentiation of instruction because classroom teachers understand each individual student’s needs. The variety of instructional techniques and materials provided in Aspire’s program are cited as important features by the National Association for Gifted Children in the Gifted Educational Program Standards. Finally, any student achieving above grade level can be accelerated to a higher grade level at the discretion of the parent and principal.

### Support for English Learners

The School is committed to the success of its English Learner population, and supports will be offered both within academic classes and in supplemental settings for students who need additional support for English learning. The School will meet all applicable legal requirements for English Learners (“EL”), related to annual notification to parents, student identification, placement, program options, English Learner and core content instruction, teacher qualifications and training, re-classification to fluent English proficient status, monitoring and evaluating program effectiveness, and standardized testing requirements. The School will implement policies to assure proper placement, evaluation, and communication regarding ELs and the rights of students and parents. The School’s program for English Learners will be research based, supported by budget resources and professional development and evaluated regularly for efficiency and needed improvements.

#### Home Language Survey

The School will administer the home language survey upon a student’s initial enrollment into the School (on enrollment forms). Students in the country less than twelve months will be given the Aprenda assessment to determine the student’s academic proficiency when tested in his/her home language of Spanish.

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<sup>3</sup> Gifted Education Program Standards, National Association for Gifted Children.

### CELDT Testing

All students who indicate that their home language is other than English will be given the California English Language Development Test (“CELDT”) within thirty days of initial enrollment and at least annually thereafter between July 1 and October 31st until re-designated as fluent English proficient.<sup>4</sup> The School will notify all parents of its responsibility for CELDT testing and of CELDT results within thirty days of receiving results from the publisher. The CELDT shall be used to fulfill the requirements under the No Child Left Behind Act for annual English proficiency testing.

### Reclassification Procedures

Reclassification procedures utilize multiple criteria in determining whether to classify a pupil as proficient in English including, but not limited to, all of the following:

- Assessment of language proficiency using an objective assessment instrument including, but not limited to, the CELDT;
- Participation of the pupil’s classroom teachers and any other certificated staff with direct responsibility for teaching or placement decisions of the pupil to evaluate the pupil’s curriculum mastery;
- Parental opinion and consultation, achieved through notice to parents or guardians of the language reclassification and placement. The notice will include a description of the reclassification process and the parent’s or guardians opportunity to participate, and encourage parents or guardians to participate in the reclassification procedure.
- Comparison of the pupil’s performance in basic skills against an empirically established range of performance and basic skills based upon the performance of English proficient pupils of the same age that demonstrate to others that the pupil is sufficiently proficient in English to participate effectively in a curriculum designed for pupils of the same age whose native language is English.

### Strategies for English Learner Instruction and Intervention

To meet the needs of English Learners, Aspire has added a number of bilingual teaching strategies to its core program, including Specially Designed Academic Instruction in English. Specifically, those strategies include:

- realia (real objects and materials)
- manipulatives (drawings, posters, brainstorming-clusters, graphs, tables, maps, props, multimedia presentations, storyboards, storymaps)
- visuals (study-prints, text book illustrations, overheads-projected prints, reproductions of paintings and documents, and documents)
- graphic organizers (matrices, Venn diagrams and webs)
- planned opportunities for interaction between all individuals in the classrooms (creating a skit and acting it out, cooperative learning, collaborative groups and student-generated writing based on personal experience)

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<sup>4</sup> The thirty day requirement applies to students who are first enrolling in a California public school or who have not yet been CELDT tested. All others will be tested on an annual schedule based upon their last date of CELDT testing.

All teachers will be given professional development in teaching English Learners in their appropriate content areas, including having the opportunity to participate in Guided Language Acquisition Development (GLAD) training. The English Language Development Standards have been mapped to Aspire's Instructional Guidelines.

→ See Appendix IIj for Chart mapping ELD Standards with Aspire Instructional Guidelines.

#### Ongoing Assessment of EL Students

The School's use of achievement data will also drive the instruction and professional development as it relates to English Learners. The school will analyze the achievement data by this subgroup, and continue to assess the students through teacher-designed assessments and Aspire's benchmark assessments. The results from the California Standards Test may also be reviewed with the Advisory School Council (see above section IV for description of Advisory School Council). This Advisory Council would then have input into the plan for supporting English Learners. If appropriate, an English Language Action Committee will be formed.

### Support for Students with Disabilities

*Governing Law: Notwithstanding Section 47651, all state and federal funding for special education apportioned on behalf of pupils enrolled in a charter school shall be included in the allocation plan adopted pursuant to subdivision (i) of Section 56195.7 or Section 56836.05, or both, by the special education local plan area that includes the charter school.*

*- California Education Code Section 47642*

#### Overview

The School shall comply with all applicable State and Federal Laws in serving students with disabilities, including, but not limited to, Section 504 of the Rehabilitation Act ("Section 504"), the Americans with Disabilities Act ("ADA") and the Individuals with Disabilities in Education Improvement Act ("IDEIA").

The School shall be categorized as a member of the Aspire local education agency ("LEA") in conformity with Education Code Section 47641(a). The Aspire LEA is a member of the Lodi Area Special Education Area ("LASER") Special Education Local Plan Area ("SELPA").

→ See Appendix IIIk for Letter from the Lodi Area Special Education Area Special Education Local Plan Area Director.

The School shall comply with all state and federal laws related to the provision of special education instruction and related services and all SELPA policies and procedures; and shall utilize appropriate SELPA forms. The School shall not discriminate against any pupil with a disability in the admissions process or any other aspect of operation.

The Charter School shall be solely responsible for its compliance with the IDEIA, Section 504 and the ADA. The facilities to be utilized by the Charter School shall be accessible for all students with disabilities.

#### Section 504 of the Rehabilitation Act

The School recognizes its legal responsibility to ensure that no qualified person with a disability shall, on the basis of disability, be excluded from participation, be denied the benefits of, or otherwise be subjected to discrimination under any program of the School. Any student, who has an objectively identified disability which substantially limits a major life activity including but not limited to learning, is eligible for accommodation by the School.

A 504 team will be assembled by the Principal and shall include the parent/guardian, the student (where appropriate) and other qualified persons knowledgeable about the student, the meaning of the evaluation data, placement options, and accommodations. The 504 team will review the student's existing records; including academic, social and behavioral records, and is responsible for making a determination as to whether an evaluation for 504 services is appropriate. If the student has already been evaluated under the IDEIA but found ineligible for special education instruction or related services under the IDEIA, those evaluations may be used to help determine eligibility under Section 504. The student evaluation shall be carried out by the 504 team who will evaluate the nature of the student's disability and the impact upon the student's education. This evaluation will include consideration of any behaviors that interfere with regular participation in the educational program and/or activities. The 504 team may also consider the following information in its evaluation:

- Tests and other evaluation materials that have been validated for the specific purpose for which they are used and are administered by trained personnel.
- Tests and other evaluation materials include those tailored to assess specific areas of educational need, and not merely those which are designed to provide a single general intelligence quotient.
- Tests are selected and administered to ensure that when a test is administered to a student with impaired sensory, manual or speaking skills, the test results accurately reflect the student's aptitude or achievement level, or whatever factor the test purports to measure, rather than reflecting the student's impaired sensory, manual or speaking skills.

The final determination of whether the student will or will not be identified as a person with a disability is made by the 504 team in writing and notice is given in writing to the parent or guardian of the student in their primary language along with the procedural safeguards available to them. If during the evaluation, the 504 team obtains information indicating possible eligibility of the student for special education per the IDEIA, a referral for assessment under the IDEIA will be made by the 504 team.

If the student is found by the 504 team to have a disability under Section 504, the 504 team shall be responsible for determining what, if any, accommodations or services are needed to ensure that the student receives the free and appropriate public education ("FAPE"). In developing the 504 Plan, the 504 team shall consider all relevant information utilized during the evaluation of the student, drawing upon a variety of



sources, including, but not limited to, assessments conducted by the School's professional staff.

The 504 Plan shall describe the Section 504 disability and any program accommodations, modifications or services that may be necessary.

All 504 team participants, parents, guardians, teachers and any other participants in the student's education must have a copy of each student's 504 Plan. The site administrator will ensure that teachers include 504 Plans with lesson plans for short-term substitutes and that he/she review the 504 Plan. A copy of the 504 Plan shall be maintained in the student's file. Each student's 504 Plan will be reviewed at least once per year to determine the appropriateness of the Plan, needed modifications to the plan, and continued eligibility.

→ See Appendix III for Section 504 Policy and Procedures.

Services for Students under the IDEIA

Aspire Public Schools is an LEA member of the Lodi Area Special Education Area (LASER) SELPA.

The School shall participate as a member of the Aspire Public Schools LEA in the Lodi Area Special Education Area (LASER) SELPA in accordance with Education Code section 47641(a). All schools in the Aspire Public Schools LEA make the following assurances:

- *Free Appropriate Public Education* – The School will assure that a free appropriate public education shall be provided to all enrolled students including children with disabilities who have been expelled from school.
- *Child Find* – The School will assure that all students with disabilities are identified in accordance with the policies and procedures of the SELPA.
- *Full Educational Opportunity* – The School will assure that all students with disabilities have access to the full range of programs available to non-disabled students.
- *Least Restrictive Environment* – The School will assure that students with disabilities are educated with students who are not disabled to the maximum extent appropriate. This will be addressed through the use of supplementary aids and services in the general education environment in accordance with each student's IEP.
- *Individualized Education Program* – The School will assure that an Individualized Education Program ("IEP") is developed, reviewed and revised for each eligible student under the IDEIA.
- *Assessments* – The School will assure that an IEP review shall be conducted on an annual basis at a minimum. In addition a reassessment shall be conducted at least once every three years, in accordance with the IDEIA, and more often if conditions warrant or requested by the student's parents or teacher. Parents will receive reports on their individual student's progress toward IEP goals and progress at the IEP meeting and student-led conferences.
- *Confidentiality and Procedural Safeguards* – The School will assure that the confidentiality of identifiable data shall be protected at the collection, storage, disclosure and destruction stages. In addition, students and their parents shall be provided with

safeguards through the identification evaluation and placement process and provisions for a free appropriate public education.

- *Personnel Standards* – The School will attract, recruit and hire appropriately trained and credentialed personnel to provide special education services to children with disabilities.
- *State Assessments* – The School will assure that students with disabilities either under the Individuals with Disabilities Improvement Act (“IDEIA”) or Section 504 are included in State assessment programs with appropriate accommodations and modifications when necessary and appropriate. These assessments include but are not limited to the California Standards Test and the CAT 6.

In addition, the School shall comply with the LASER Local Master Plan and perform all corrective actions deemed necessary by Aspire Public Schools and/or the LASER SELPA. The Director of Special Education at Aspire Public Schools will work with the School to develop an annual budget, hire necessary staff, contract for appropriate services and document the qualifications and competency of school leadership to meet the special education compliance and quality requirements.

The Director of Special Education, the Program Specialist and other team members will work with the LASER leadership to provide monthly professional development that builds the capacity of the special education staff in the areas of promising instructional practices, compliance with state and federal statutes, reporting requirements and use of instructional data. In addition, all staff members will be provided annual professional development about practices that support the needs of special education students in the least restrictive environment. To assist the professional development of the professional team at Aspire Public Schools the organization will maintain an annual membership to CARS Plus, a not-for-profit association that supports Special Education teachers.

Since Aspire Public Schools will operate as an LEA of the LASER SELPA in accordance with Education Code section 47641(a), the District shall have no responsibility to ensure that the students who attend Aspire Public Schools are provided a free appropriate public education.

In accordance with state and federal law, each student eligible under the IDEIA will be provided a free and appropriate education in the least restrictive environment. The decisions regarding the specific services each student will receive are the responsibility of the Individualized Education Program Team. The team includes the involvement of parents and the decisions are formulated in a written plan (referred to as an IEP).

All incoming students participate in a series of diagnostic assessments in Language Arts and mathematics. Through an extensive use of the Student Study Team process and comprehensive professional development about the characteristics of special education handicapping conditions and the referral process, parents and students have extensive opportunities to be served.

→ See Appendix IIm for guidelines regarding the Student Study Team (SST) Process.

Aspire supports all special education students in compliance with state and federal laws. No student will be denied admission to the School because he or she is in need of special education services.

### III. MEASURABLE PUPIL OUTCOMES AND METHODS TO MEASURE PUPIL PROGRESS TOWARD MEETING OUTCOMES

*Governing Law: The measurable pupil outcomes identified for use by the charter school. "Pupil outcomes," for purposes of this part, means the extent to which all pupils of the school demonstrate that they have attained the skills, knowledge, and attitudes specified as goals in the school's educational program.*

*- California Education Code Section 47605(b)(5)(B)*

*Governing Law: The method by which pupil progress in meeting those pupil outcomes is to be measured.*

*- California Education Code Section 47605(b)(5)(C)*

#### **Student Outcomes**

An Aspire education provides students with access to opportunities for success in future endeavors – in higher education, work, and citizenship. Through personalized learning experiences, students master basic skills, acquire the thinking skills needed for the rigorous work of the real world, and develop productive life skills. The School's educational program is designed to help all of its students to develop the following measurable pupil outcomes:

- *Basic Skills:* master at least grade level competency in the four core subjects: mathematics, science, history-social science, and English-language arts.
- *Thinking Skills:* apply classroom learning to real world experiences or problems in a relevant and valuable way, using higher-order thinking skills (such as critical thinking, creativity, decision-making, problem solving, reasoning, and knowing how to learn).
- *Life Skills:* develop and demonstrate personal qualities of Cooperation, Assertiveness, Responsibility, Empathy, and Self-Control

These student exit outcomes are further subdivided into strands and specific standards at different grade and skill levels, based on California state content standards.

In order to best serve our students and community, the School will continue to examine and refine its list of student outcomes over time to reflect the School's mission and any changes to state or local standards.

#### **Methods to Assess Pupil Progress Toward Meeting Outcomes**

Each grade level has specific assessments, projects and targets to measure student achievement and progress towards desired outcomes.

The School shall meet all statewide standards and conduct the student assessments required pursuant to Education Code Section 60605, and any other statewide standards authorized in statute, or student assessments applicable to students in non-charter public schools. Aspire Home Office staff oversees the administration of all applicable state-mandated assessments such as STAR and the CELDT.

The tools listed in the Exhibit below provide valuable assessment data that informs instruction, the school's program and the needs for professional development.

EXHIBIT: TOOLS FOR MEASURING STUDENT OUTCOMES

Subject	Measurable Outcomes	Assessment Tools	Frequency	Proficiency Goal	Annual Goal - % of students (*average of all grades)
Language Arts (basic skills and thinking skills)	Students will be expected to communicate ideas clearly and effectively in various modes of expression appropriate to audience and purpose. Through the examination of various texts, students will be expected to demonstrate critical reading and active listening skills in order to comprehend, interpret and evaluate ideas. Students will write extensively in both expository and creative form.	Developmental Reading Assessment (K-5)	2x a year	K – Level 3 1st – Level 18 2nd – Level 28 3rd- Level 38 4th – Level 40 5th - Level 50	09-10 60% 10-11 65% 11-12 70% 12-13 75% 13-14 80%
		Aspire’s standards-based reading assessment (2-5)	3x a year	90% correct	09-10 50% 10-11 60% 11-12 65% 12-13 70% 13-14 75%
		Aspire’s standards-based multiple choice writing assessment (2-5)	2x a year	90% correct	09-10 50% 10-11 60% 11-12 65% 12-13 70% 13-14 75%
		Aspire’s standards-based writing assessment (2-5)	2x a year	3 out of a 4 point rubric	09-10 50% 10-11 60% 11-12 65% 12-13 70% 13-14 75%
		California Standards Test (2-5)	Once a year	Proficiency	09-10 30% 10-11 40% 11-12 50% 12-13 55% 13-14 60%
		Standards-based report card (K-5)	3x a year	3 out of 4	09-10 65% 10-11 70% 11-12 75% 12-13 80% 13-14 80%
		School-developed interim assessments	4x a year	90% correct	09-10 50% 10-11 60% 11-12 65% 12-13 70% 13-14 75%
Science (basic skills and thinking skills)	Students will be expected to: demonstrate understanding of scientific concepts and ideas through real-world applications; utilize scientific research and inquiry methods to conduct investigations and problem-solve; and apply conceptual knowledge and processes from the major branches of science (biology, chemistry, the earth sciences and physics) in order to further the study of science and relate the study of science to other disciplines.	Project-based assessments (K-5)	One per unit	Mastery based on unit specific rubric	09-10 75% 10-11 80% 11-12 85% 12-13 90% 13-14 90%
		Standards-based report card (K-5)	3x a year	3 out of 4 on all standard	09-10 65% 10-11 70% 11-12 75% 12-13 80% 13-14 80%
Math (basic skills and thinking skills)	Students will be expected to apply mathematical concepts and processes, including number systems, operations, graphics and logic, in order to problem-solve within and outside of mathematics. Students will be expected to demonstrate facility with the language of mathematics and express generalizations discovered through	Aspire’s standards-based math assessment (K-5)	3x a year	90% correct	09-10 50% 10-11 60% 11-12 65% 12-13 70% 13-14 75%
		Math Assessment Collaborative problem solving assessment (2-5)	Once a year	90% correct	09-10 60% 10-11 70% 11-12 75% 12-13 80%

	investigation. Students will be expected to be competent in symbolic reasoning and in constructing logical arguments.				13-14 85%
		Standards-based report card (K-5)	3x a year	3 out of 4 on all standards	09-10 65% 10-11 70% 11-12 75% 12-13 80% 13-14 80%
		California Standards Test (2-5)	Once a year	Proficiency	09-10 30% 10-11 40% 11-12 50% 12-13 55% 13-14 60%
Social Science (basic skills and thinking skills)	Students will be expected to apply historical, political, philosophical, geographical, economic and sociological knowledge to local and global situations in order to comprehend contexts and events, predict and evaluate the outcomes of human actions, and act responsibly as world citizens.	End of Unit Assessments (see social science units)	One per unit	Mastery based on unit specific rubric	09-10 75% 10-11 80% 11-12 85% 12-13 90% 13-14 90%
		Standards-based report card (K-5)	3x a year	3 out of 4 on all standards	09-10 65% 10-11 70% 11-12 75% 12-13 80% 13-14 80%
Life Skills	Students will demonstrate skills of cooperation, assertiveness, responsibility, empathy, and self-Control	Attendance rate	3x a year		95% ADA
		Report card (K-5)	3x a year	3 or 4 in all 5 CARES areas	09-10 70% 10-11 75% 11-12 80% 12-13 85% 13-14 90%

### Assessment Modifications and Accommodations

As described in Section II, the School will assure that students with disabilities either under the Individuals with Disabilities Improvement Act (“IDEIA”) or Section 504 are included in State standardized assessment programs with appropriate accommodations and modifications when necessary and appropriate. These assessments include, but are not limited to the California Standards Test and the CAT 6 in accordance with their IEP or Section 504 plan.

### School-wide Outcomes and Methods of Measurement

In addition, to measures of individual student progress towards outcomes, the School has school-wide goals for its Academic Performance Index (API), set by Aspire and designed to move each school to an 8 Similar Schools Ranking. These Aspire-defined API goals are typically higher than the state’s goal for the school. Additionally, the School expects to meet or exceed federal Adequate Yearly Progress goals. In the long-run, the school aims to have every student score Proficient or Advanced Proficient on the California State Test in every subject.

### Use and Reporting of Data

Data is collected, analyzed, reported and used regularly, at every level and in every subject area.

Students are informed about their assessment results by the teacher and via regular progress reports and report cards. Individually and by class, they are engaged in the process of looking at their own performance data, setting goals, examining outcomes, and developing action plans in response to the data.

Parents are informed about both their individual student’s and the School’s achievement progress. Students and parents will discuss individual student achievement, progress towards

graduation, and performance on state assessments under the direction of the classroom teacher during Student Led Conferences conducted twice a year. At this time, they also develop, modify, or review their child's Personalized Learning Plan. At this time they find out about the progress of their student in all areas – academic, socially and emotionally. They also can ask questions about any of the assessments and their student's scores. They also receive tri-annual standards-based report cards.

→ See Appendix IIIa for sample standards-based report card.

Parents of English Learners will also receive mandated communications on reclassification per Title III through annual CELDT testing results. Parents of students with IEPs will receive reports according to the plan specified in each IEP. The School will comply with state and federal law regarding reporting requirements, including parents' rights to be updated on their child's IEP at least as frequently as the parents of nondisabled students receive updates on their children's academic progress. All disabled students are entitled to the reports and assessment data described in this section which are provided to all students.

Educators examine student performance data formally through a process called the Cycle of Inquiry (COI), which entails examining pre- and post-test data with colleagues in a structured way, with the objective of refining classroom practice in response to data and in pursuit of student mastery of standards. Educators usually engage in the COI in grade level teams, during one regularly-scheduled planning period per week during the regular school day. They use data from a variety of assessments that are based on the standards in the School's pacing chart. Data are examined in a public way, and instructional strategies for re-teaching are identified and implemented. Student outcome data also informs professional development plans for individual teachers, who may receive personalized coaching or outside training as appropriate. Staff members also receive and analyze school-wide data on student achievement during staff meetings, and use this data to help monitor and improve the School's education program overall.

The Principal, collaborating with teachers, instructional coaches, the Advisory School Council, and the Regional Vice President (principal's supervisor), uses the STAR assessment results to create annual and targeted plans for increased achievement. The entire School takes ownership for implementing the plan, measuring progress and ultimately improving student learning. Action plans in response to data often include school-wide professional development. In addition, results from benchmark tests for ELA and Math are analyzed by the staff and used to adjust pacing guides, direct re-teaching, and intervention services for students.

Aspire's Home Office provides extensive data analysis around the California Standards Tests, the CELDT, and the CAT6. This analysis informs the School with suggested students to target, strand weaknesses and strengths, classroom growth, progress on the goals of No Child Left Behind and school-wide challenges. The student data is also used to inform professional development for the organization. Every year, Aspire's Director of Evaluation and Assessment does an analysis of the weakest strands on the California Standards Test for each teacher, grade level, school and the whole organization. Regional professional development is directly based on the region's results.

The District may receive formative and summative data on student achievement through School reports and/or presentations to the District's Board of Education, in accordance with the District's standard process for reviewing and evaluating charter school performance. At the District's request, the District Superintendent and two (2) designees may be authorized users of Aspire's student information system.

Additionally, the School will publish student results annually through the School Accountability Report Card ("SARC"), in compliance with the California Constitution, California Education Code, and NCLB criteria. The report includes pertinent facts and data about the School and will be made available to the public as required by law.

#### **District Visitation/Inspection**

The School will comply with a District requested visitation process to enable the District to gather information needed to validate the School's performance and compliance with the terms of this charter. The School agrees to and submits to the right of the District to make random visits and inspections or observations in order to carry out its statutorily required oversight in accordance with Education Code Section 47607.

#### **Response to Inquiries**

Pursuant to Education Code Section 47604.3 the School shall promptly respond to all reasonable inquiries including, but not limited to inquiries regarding its financial records from the District, the County Office of Education, County Board of Education, and the State Superintendent of Public Instruction.



## IV. GOVERNANCE STRUCTURE

*Governing Law: The governance structure of the school, including, but not limited to, the process to be followed by the school to ensure parental involvement.*

*- California Education Code Section 47605(b)(5)(D)*

### **Not-for-profit Public Benefit Corporation**

The School will be a directly-funded independent charter school and will be operated by Aspire Public Schools, a California Nonprofit Public Benefit Corporation, pursuant to California law upon approval of this charter.

The School will operate autonomously from the District, with the exception of the supervisory oversight as required by statute and other contracted services as negotiated between the District and the School. Pursuant to California Education Code Section 47604(c), the District shall not be liable for the debts and obligations of the Charter School, operated by a California non-profit benefit corporation or for claims arising from the performance of acts, errors, or omissions by the School as long as the District has complied with all oversight responsibilities required by law.

Aspire is non-sectarian in its programs, admissions policies, employment practices, and all other operations, shall not charge tuition, and shall not discriminate against any student or employee on the basis of the characteristics listed in Section 220 (actual or perceived disability, gender, nationality, race or ethnicity, religion, sexual orientation, or any other characteristic that is contained in the definition of hate crimes set forth in Section 422.55 of the Penal Code or association with an individual who has any of the aforementioned characteristics)..

Aspire complies with all applicable federal, state and local laws applicable to its operation and will comply with the District guidelines and requirements for charter schools. It will retain its own legal counsel when necessary. It will purchase and maintain as necessary general liability, property, workers' compensation and unemployment insurance policies.

➔ See the Appendix IVa and IVb for Aspire's Articles of Incorporation and Bylaws.

### **Board of Directors**

Aspire and the School are governed by the Aspire Board of Directors ("Board or Board of Directors"), in accordance with applicable law and its adopted bylaws, as may be subsequently amended pursuant to the amendment process specified in the bylaws which shall be consistent with the terms of this charter.

All Board meetings shall comply with the Brown Act.

The Board abides by an adopted conflicts code which shall comply with the Political Reform Act. The Board complies with the Political Reform Act and Corporations Code Conflicts of Interest rules, and any charter school specific conflicts of interest regulations. As required, the Conflicts Code will be submitted to the County Board of Supervisors for approval.

➔ See the Appendix IVc for Aspire's Conflict of Interest policy.

## **Board of Directors Membership**

The Aspire Board of Directors consists of a maximum of 11 regular members plus one seat for every sponsoring district. As provided by Education Code Section 47604(b), the District Board of Education shall be entitled to one representative on the Aspire Board of Directors. The Board of Directors meets quarterly. In addition, Aspire's Board of Directors elects a smaller group of directors to serve as the Board's Executive Committee, which meets monthly.

➔ See the Appendix IVd for a list of current members of Aspire's Board of Directors

## **Board Duties**

The Board of Directors is responsible for establishing broad policies and overseeing high-level decisions that affect all Aspire schools. Those duties include:

- Defining or refining the organization's mission, values, and vision;
- Setting strategic direction;
- Adopting policies to ensure that Aspire is run effectively, legally, and ethically;
- Hiring, firing, overseeing, evaluating, and supporting the CEO;
- Monitoring the operational budget and finances for long-term viability; and
- Seeing that adequate funds are secured for the operating and capital needs of Aspire.

The Board also approves policies and other documents as required by state or federal law, especially pertaining to categorical funds. Members of the Board may also participate in raising funds for Aspire and increasing public awareness of Aspire's work.

The Board may initiate and carry on any program or activity or may otherwise act in a manner which is not in conflict with or inconsistent with or preempted by any law and which are not in conflict with the purposes for which schools are established.

The Board may execute any powers delegated by law to it and shall discharge any duty imposed by law upon it and may delegate to an employee of the School any of those duties with the exception of budget approval or revision, approval of the fiscal and performance audits, and the adoption of Board policies. The Board however, retains ultimate responsibility over the performance of those powers or duties so delegated. Such delegation will:

- Be in writing;
- Specify the entity designated;
- Describe in specific terms the authority of the Board of Directors being delegated, any conditions on the delegated authority or its exercise and the beginning and ending dates of the delegation; and
- Require an affirmative vote of a majority of Board members.

## **Advisory School Council**

Aspire encourages all groups to participate in and share responsibility for the educational process and educational results. It has always been the intent of the School to have an Advisory School Council ("ASC"), consisting of teacher, parent, community, and school representatives, and efforts are underway to revitalize this area. The School's ASC will participate in developing school policies and will assist in engaging the community. The ASC may make recommendations about issues related to the school and participate in reviewing parental and

community concerns. In addition to the School's Principal, the ASC will consist of representative(s) from each of the following groups: teachers, parents, students, community. The principal is responsible for communicating all ASC policy recommendations to the Aspire Board of Directors.

### **Additional Opportunities for Parent Involvement**

The School recognizes that children learn best when parents are engaged in their education. To help parents and guardians become great coaches for their children, and to invite parent participation in all aspects of school life, all Aspire schools feature:

- *Special Saturday classes:* Scheduled at the beginning of the year, these three mandatory half-day sessions allow parents to attend school with their children.
- *Participation in school decision-making:* Aspire includes two parent representatives on the Advisory School Council and parent participation on the school's Teacher Hiring Committee.
- *Opportunities to evaluate the School and its staff:* Each spring, parents are asked to complete a survey evaluating the School, the principal, and their child's teachers. The survey results are reviewed by the School staff as well as Aspire's Home Office and are a factor in personnel decisions such as merit raises.
- *Regular communication about student learning and behavior:* parents, students and teachers meet at least twice a year during Student-Led Conferences to plan and assess the students' learning progress and determine goals. In addition, the School staff will call parents regularly, both to provide positive reinforcement for academic growth and to inform parents when students make choices that do not match the School's behavior and academic expectations.

Naturally, parents will also be encouraged to volunteer, and the School will also provide a variety of opportunities to match with different skills and interests. Examples include helping in classrooms, leading extra-curricular activities, coaching sports teams, assisting with event planning, attending field trips, serving on parent committees, fundraising, and communicating with other parents.

### **Addressing Parent Concerns and Complaints**

The School is committed to working with parents to address any parental concerns and complaints. Parents are encouraged to share their ideas and concerns with the School Principal at any time. If the Principal is unable to resolve a parent's concern, parents are able to contact the principal's supervisor, Aspire's Regional Vice-President. Alternatively, Aspire has established a formal complaint process to address any community concerns that are not resolved through informal conversations.

➔ See Appendix IVe for Aspire's Community Complaint Form.

## V. HUMAN RESOURCES

Aspire and the School are committed to attracting, selecting, developing, inspiring, and rewarding the best educators and education professionals to serve our students.

### Qualifications of School Employees Overall

*Governing Law: The qualifications to be met by individuals to be employed by the school.*

*- California Education Code Section 47605(b)(5)(E)*

The School will recruit professional, effective, and qualified personnel to serve in administrative, instructional, instructional support, and non-instructional support capacities. All prospective employees are required to successfully complete a DOJ fingerprinting background check, TB test, and reference checks, to ensure the health and safety of the School's faculty, staff, and pupils. In addition, prospective employees are carefully screened to ensure they have the qualifications for employment as outlined in their job descriptions.

Specifically, the School's key staff members (Principal, Office Manager, and Teachers) will meet the following qualifications:

### Principal Qualifications

The School's Principal is the instructional leader at the School, with responsibility for ensuring the School and its students achieve the outcomes outlined in this charter petition. The Principal will have the following qualifications:

*Required knowledge, skills, and abilities:*

- Demonstrated commitment to students and learning
- Demonstrated knowledge of curriculum, instruction, and assessment
- A record of success developing teachers
- Excellent communication, presentation and interpersonal skills
- Excellent organization, time management and follow-up skills; demonstrated ability to successfully handle multiple activities concurrently
- Strong community-building skills
- Entrepreneurial passion
- Demonstrated profit/loss responsibility

*Recommended educational level:*

Masters in education is highly desirable

*Required experience:*

5 plus years teaching and/or administrative experience

➔ See Appendix Va for biography of the Principal

### **Office Manager Qualifications**

The School's Office Manager will be responsible for overall front office activities, will report to the Principal, and will work with students, parents, and outside parties. The Office Manager will have the following qualifications:

*Required knowledge, skills, and abilities:*

- Strong organizational, time management, and multi-tasking skills
- Strong interpersonal and communication skills
- Fluency with office technology, including Microsoft Office applications
- Expedience in office management
- Ability to work independently as well as with a team
- Fluency in Spanish is highly desirable

*Required educational level:*

A.A. degree or equivalent work experience

*Required experience:*

- 3 plus years in fast-paced administrative support position
- Experience in school front office preferable

### **Teacher Qualifications**

Educators at the School will meet all requirements for employment set forth in applicable provisions of law, including Education Code Section 47605(*l*) and the applicable highly qualified requirements of NCLB. As provided in Education Code Section 47605(*l*), the School maintains flexibility with regard to credentials for teachers in non-core, non-college preparatory courses (e.g. music, physical education, certain electives, etc.). The qualifications of teachers to be employed in the School will be designed to ensure students meet the educational goals outlined in this charter petition.

*Required knowledge, skills, and abilities:*

- Knowledge of child cognitive development and different learning styles
- Deep knowledge of subject matter, including California State Standards and subject-specific frameworks
- Knowledge of assessments
- Ability and willingness to implement Aspire Instructional Guidelines
- Ability to analyze and use qualitative and quantitative student academic performance data to guide classroom practice
- Ability and willingness to reflect and improve
- Demonstrated interest in and ability to collaborate with colleagues, parents and community

*Minimum educational level:*

- Bachelor degree

### *Certification*

- Teachers of core, college-preparatory courses at the School will be required to hold a California Commission on Teacher Credentialing certificate, permit, or other document equivalent to that which a teacher in other public schools would be required to hold.

### *Experience recommended:*

- 1+ year working with students as a teacher, teacher intern, or teaching assistant preferred

## **Teacher Hiring**

The School will use a rigorous multiple-stage approach to selection that includes: a resume screen; interview(s); writing sample; demonstration lesson with students; and reference checks. Criteria for selection are based on those used by the National Board for Professional Teaching Standards:

- Committed to students and learning
- Knowledgeable about their subject matter
- Skilled in management of learning
- Reflective in their practice
- Community-oriented

The School's principal is responsible for making hiring decisions, and receives input from a site Teacher Hiring Committee at all stages in the selection process. The Hiring Committee may include:

- *Office Manager:* Helps organize the process and paper trail, including: scheduling candidates for interviews and demonstration lessons; collecting score sheets; coordinating with current staff or participating students for demonstration lessons; and sending decline candidates' paperwork to Aspire.
- *Teachers:* Conduct interview(s) and observe demonstration lesson observation. Lead Teachers may participate in all candidate interviews; other teachers may provide input only on candidates in their grade level.
- *Parents:* Conduct interview(s) and observe demonstration lessons.

## **Professional Development**

Aspire is committed to the professional development of all of its team members. Once teachers are hired, Aspire invests in their continued professional development. Teachers new to Aspire participate in 1-2 weeks of summer training to become fluent in the Aspire education program. In addition, Aspire conducts two regional training sessions in areas identified as system-wide weaknesses based on the prior year's STAR results. The School Principal, in his/her capacity as instructional leader, provides on-site coaching. Teachers are organized into teams, led by an experienced "lead teacher" who has the skills to mentor others. Teachers are then able to collaborate and support each other to reach the Schools' and individual students' learning goals. Aspire also has instructional coaches who provide additional support, provide one-on-one consultation, and conduct school-based professional development sessions. Instructional coaches also guide experienced educators in their application for certification from the National Board for Professional Teaching Standards.

In accordance with Education Code Section 44259.1, which requires that teachers in the state of California earn their Professional Clear Credential through on the job mentoring and training, Aspire established its own California Commission on Teacher Credentialing (“CCTC”) - approved Induction Program to help beginning teachers with a Preliminary Credential to earn their Clear Credential. The School’s teachers will be eligible to participate in this two-year program, which provides weekly or bi-monthly one-on-one instructional coaching. By the completion of the program, educators will have completed a portfolio showing evidence of their professional learning in each of the six Induction standards in the California Standards for the Teaching Profession (“CSTP”) framework.

Other site team members are provided periodic formal and topical training sessions as well as real-time day-to-day coaching by functional experts in a variety of areas. In addition, all team members are encouraged to pursue external professional development opportunities in the form of workshops or additional certification. Aspire may cover the cost of this professional development, or may provide financial assistance as part of the benefits package. Varied, accelerated career tracks create further opportunities for professional growth.

As a rapidly growing organization, Aspire can provide a fast career path for individuals with aspirations for professional advancement. Expanded leadership responsibilities for educators can be either in or outside the classroom, including lead teacher, model teacher, coach/trainer, curriculum specialist, dean of students, and other roles.

### **Staff Evaluation**

Aspire is committed to both increasing the academic performance of California’s diverse students and developing effective educators. As a result, Aspire’s practices related to performance management are a combination and balance of accountability and support. Performance expectations and reviews should be discussed periodically during the year. Performance reviews may be formal or informal, and verbal or written. Examples of such ongoing review can include walkthroughs at school sites, peer review, lesson observations and/or 360 degree feedback. Educators generally receive formal written performance evaluations once every year. The formal evaluation is based on planned and unexpected classroom observations, student growth data, self-evaluation, peer evaluation, parent feedback via a survey, and student feedback via a survey. Office manager evaluation is based on principal observation, self-evaluation and input from Aspire Home Office staff. Principal evaluation is based on school academic growth, self-evaluation, and survey results from parents, students and staff.

➔ See Appendix Vb- Vd for Educator Evaluation Rubric, Principal Evaluation Rubric and Office Manager Evaluation Rubric

### **Compensation**

Aspire provides educators and other staff with a base salary that is competitive with local school districts, based on experience and expertise. Pay increases are not based on a step-and-column schedule, but instead based on multiple measures of performance, including student growth, parent/student satisfaction, and principal evaluation.

## **Retirement Benefits**

*Governing Law: The manner by which staff members of the charter schools will be covered by the State Teachers' Retirement System, the Public Employees' Retirement System, or federal social security.*

*- California Education Code Section 47605(b)(5)(K)*

All employees of the School who qualify for membership in STRS (including teachers and other qualified certificated employees) or PERS (including the Office Manager and other qualified non-certified staff) shall be covered under the appropriate system. Employees will contribute at the rate established by STRS or PERS. Aspire's Home Office will work with the District or County Office of Education pursuant to Education Code Section 47611.3 to ensure that appropriate arrangements for the coverage have been made. All employees who are not members of STRS must contribute to the federal social security system. Aspire will make all employer contributions as required by STRS, PERS and the federal social security. Aspire will also make contributions for workers' compensation insurance, unemployment insurance and any other payroll obligations of an employer.

In addition, all Aspire employees are also eligible to contribute to an optional 403(b) plan.

## **Employee Representation**

*Governing Law: A declaration whether or not the charter school shall be deemed the exclusive public school employer of the employees of the charter school for the purposes of the Educational Employment Relations Act (Chapter 10.7 (commencing with Section 3540) of Division 4 of Title 4 of Title 1 of the Government Code.*

*- California Education Code Section 47605(b)(5)(O)*

For the purposes of the Educational Employment Relations Act, Aspire Public Schools is deemed the exclusive public school employer of the employees of the Charter School.

## **District Employee Return Rights**

*Governing Law: A description of the rights of any employee of the school district upon leaving the employment of the school district to work in a charter school, and of any rights of return to the school district after employment at a charter school.*

*- California Education Code Section 47605(b)(5)(M)*

Employees of the District who choose to leave the employment of the District to work at the School will have no automatic rights of return to the District after employment by the School, unless specifically granted by the District through a leave of absence or other agreement in accordance with applicable District Board Policy and/or collective bargaining agreements.

All employees of the School will be considered the exclusive employees of the School and not the District unless otherwise mutually agreed in writing. Sick leave or years of service credit at the District or any other school district may be transferred to the School for the purposes of STRS or PERS.

Employment by the Charter School provides no rights of employment at any other entity, including any rights in the case of closure of the Charter School.



## Health and Safety Procedures

*Governing Law: The procedures that the school will follow to ensure the health and safety of pupils and staff. These procedures shall include the requirement that each employee of the school furnish the school with a criminal record summary as described in Section 44237.*

*- California Education Code Section 47605(b)(5)(F)*

In order to provide safety for all students and staff members, all Aspire schools implement appropriate and comprehensive health and safety procedures and risk management policies, designed in consultation with Aspire's insurance carriers and risk management experts.

The following is a summary of the health and safety policies of the School:

### *Procedures for Background Checks*

Employees and contractors of the School will be required to submit to a criminal background check and furnish a criminal record summary as required by Education Code 44237 and 45125.1. New employees not possessing a valid California Teaching Credential must submit two sets of fingerprints to the California Department of Justice for the purpose of obtaining a criminal record summary. The Principal and Aspire Human Resources department shall monitor compliance with this policy. Individuals who will volunteer at the School outside of the direct supervision of a credentialed employee shall be fingerprinted and receive background clearance prior to volunteering.

### *Role of Staff as Mandated Child Abuse Reporters*

All non-certificated and certificated staff will be mandated child abuse reporters and will follow all applicable reporting laws and the same policies and procedures used by the District.

### *TB Testing*

All School staff will be tested for tuberculosis prior to commencing employment and working with students as required by Education Code Section 49406.

### *Immunizations*

All students enrolled and staff will be required to provide records documenting immunizations as is required at public schools pursuant to Health and Safety Code Sections Section 120325-120375, and Title 17, California Code of Regulations Section 6000-6075.

### *Medication in School*

The School will adhere to Education Code Section 49423 regarding administration of medication in school.

### *Vision, Hearing, Scoliosis*

Students will be screened for vision, hearing and scoliosis. The School will adhere to Education Code Section 49450, *et seq.*, as applicable to the grade levels served by the school.

### *Emergency Preparedness*

The School shall adhere to an Emergency Preparedness Handbook drafted specifically to the needs of the school site in conjunction with law enforcement and the Fire Marshall. This handbook shall include, but not be limited to the following responses: fire, flood, earthquake,

terrorist threats, and hostage situations. If assuming a facility that was previously used as a school site, any existing emergency preparedness plan for the school site shall be used as a starting basis for updating the handbook for the School.

#### *Blood-borne Pathogens*

The School shall meet state and federal standards for dealing with blood borne pathogens and other potentially infectious materials in the work place. The School has a written infectious control plan designed to protect employees and students from possible infection due to contact with blood borne viruses, including human immunodeficiency virus (“HIV”) and hepatitis B virus (“HBV”). Whenever exposed to blood or other bodily fluids through injury or accident, staff and students shall follow the latest medical protocol for disinfecting procedures.

#### *Drug-Free / Alcohol-Free / Smoke-Free Environment*

The School shall be a drug-, alcohol- and tobacco-free workplace.

#### *Facility Safety*

- The School shall comply with Education Code Section 47610 by utilizing facilities that are compliant with the Field Act or facilities that are compliant with the State Building Code. The School agrees to test sprinkler systems, fire extinguishers, and fire alarms annually at its facilities to ensure that they are maintained in an operable condition at all times. The School shall conduct fire drills at least once a month pursuant to Education Code Section 32001.

#### *Comprehensive Anti-Harassment Policies and Procedures*

The School is committed to providing a school that is free from sexual harassment, as well as any harassment based upon such factors as race, religion, creed, color, national origin, ancestry, age, medical condition, marital status, sexual orientation, or disability. The School has developed a comprehensive policy to prevent and immediately remediate any concerns about sexual discrimination or harassment at the Charter School (including employee to employee, employee to student, and student to employee misconduct). Misconduct of this nature is very serious and will be addressed in accordance with the School’s Anti-harassment policy.

→ See Appendix Ve for Comprehensive School Safety Plan

### **Dispute Resolution Procedures**

*Governing Law: The procedures to be followed by the charter school and the entity granting the charter to resolve disputes relating to provisions of the charter.*

*- California Education Code Section 47605(b)(5)(N)*

The School and the District will be encouraged to attempt to resolve any disputes with the District amicably and reasonably without resorting to formal procedures.

In the event of a dispute between the School and the District that is unable to be resolved by the Charter School principal and District staff, the School and District agree to first frame the issue in written format (“dispute statement”) and refer the issue to the Superintendent and Regional Vice-President of Aspire. In the event that the District Board of Trustees believes that the dispute relates to an issue that could lead to revocation of the charter in accordance with

Education Code Section 47607, this shall be noted in the written dispute statement. However, participation in the dispute resolution procedures outlined in this section shall not be interpreted to impede or act as a pre-requisite to the District's ability to proceed with revocation in accordance with Education Code Section 47607.

The Regional Vice-President and Superintendent shall informally meet and confer in a timely fashion to attempt to resolve the dispute, not later than 5 business days from receipt of the dispute statement. In the event that this informal meeting fails to resolve the dispute, both parties shall identify two Board members from their respective boards who shall jointly meet with the Superintendent and the Aspire Regional Vice-President and attempt to resolve the dispute within 15 business days from receipt of the dispute statement. If this joint meeting fails to resolve the dispute, the Superintendent and the Aspire Regional Vice-President shall meet to jointly identify a neutral third party mediator to engage the Parties in a mediation session designed to facilitate resolution of the dispute. The format of the mediation session shall be developed jointly by the Superintendent and the Regional Vice-President. Mediation shall be held within sixty business days of receipt of the dispute statement. The costs of the mediator shall be split equally between the District and the School. If mediation does not resolve the dispute either party may pursue any other remedy available under the law. All timelines and procedures in this section may be revised upon mutual written agreement of the District and the School.

## VI. STUDENT ADMISSIONS, ATTENDANCE, AND SUSPENSION / EXPULSION POLICIES

### Student Admissions Policies and Procedure

*Governing Law: Admission requirements, if applicable.*

*- California Education Code Section 47605(b)(5)(H)*

The School will actively recruit a diverse student population who understand and value the School's mission and are committed to the School's instructional and operational philosophy.

The School is open to all students. Admission to the School shall not be determined according to the student's place of residence or that of his or her parent or guardian, within the state of California, except as provided below. Admission tests will not be required; however, assessments will be administered to determine individual instructional programs once students are admitted. These tests will serve as diagnostics of students' reading, writing and math skills.

#### *Commitment to a Discrimination-free and Harassment-free Education*

Aspire and the School are committed to providing a safe, discrimination-free and harassment-free education to its students, and the School shall not discriminate against any pupil on the basis of the characteristics listed in Section 220 (actual or perceived disability, gender, nationality, race or ethnicity, religion, sexual orientation, or any other characteristic that is contained in the definition of hate crimes set forth in Section 422.55 of the Penal Code or association with an individual who has any of the aforementioned characteristics). The School shall comply with all applicable legal minimum and maximum age requirements for admission.

➔ See Appendix VIa for Aspire's Anti-Discrimination/Anti-Harassment Policy and Complaint Procedure

The School shall admit all students who wish to attend subject only to capacity. If the number of student applicants exceeds the School's capacity, attendance, except for existing pupils shall be determined by a public random drawing.<sup>5</sup> Existing students who are re-enrolling are exempted from the drawing. After all spots have been filled through the drawing, a wait list will be created in the order in which names are drawn. As openings become available, opportunities to enroll will be given to those in order of the wait list.

Preference in the public random drawing will be given as follows:

1. Children of employees<sup>6</sup>
2. Siblings of current students within the School<sup>7</sup>
3. Residents of the District

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<sup>5</sup> During any period of Public Charter Schools Grant Program funding, the public random drawing will be held as one single weighted lottery in accordance with the terms of the State Board of Education approved Request for Applications ("RFA").

<sup>6</sup> During any period of Public Charter Schools Grant Program funding, this preference will be limited to "children of faculty" and will not to exceed 10 percent of total enrollment in accordance with the terms of the State Board of Education approved Request for Applications ("RFA").

<sup>7</sup> During any period of Public Charter Schools Grant Program funding, this preference will be considered an "exemption" to the public random drawing in accordance with the terms of the State Board of Education approved Request for Applications ("RFA").

4. All other students in the State of California.

The School's enrollment policy, priorities, and procedures are based on both Aspire's policies and any agreements made between Aspire and the district, and thus may be subject to change.

### **Racial & Ethnic Balance**

*Governing Law: The means by which the school will achieve a racial and ethnic balance among its pupils that is reflective of the general population residing within the territorial jurisdiction of the school district to which the charter petition is submitted.*

*- California Education Code Section 47605(b)(5)(G)*

The School will conduct a variety of outreach activities to attract an applicant pool that broadly reflects the racial and ethnic balance of the District and community in which the School is located. These strategies may include:

- Establishing an enrollment timeline and process that allow for a broad-based recruiting and application process. Typically, formal outreach activities for the following school year's enrollment begin in January, and the lottery is held in March.
- Creating and distributing enrollment brochures and forms in various languages
- Meetings with and presentations to local pre-schools and Head Start programs, neighborhood groups, community organizations, churches, and youth service organizations.
- Posting enrollment information on the Aspire website in English and Spanish
- Holding open houses and hosting scheduled tours for interested parents. During open enrollment season, the School will typically have 3-5 open houses, in addition to individual tours available by appointment.
- Advertising open enrollment with large banners on the school
- Advertising openings by posting flyers in neighborhoods, distributing flyers at local grocery stores, buying ad space on buses or in the newspaper, and sending information via direct mail.

The school office manager plays a key role in fielding calls about enrollment, coordinating open houses and presentations, and assisting individual families to fill out the Interest Form.

In addition, Aspire (which operates several schools in the Oakland area) may conduct general outreach activities to augment individual schools' efforts (e.g. creating a brochure that profiles all Aspire East Bay schools and distributing it more broadly).

### **Public School Attendance Alternatives**

*Governing Law: The public school attendance alternatives for pupils residing within the school district who choose not to attend charter schools.*

*- California Education Code Section 47605(b)(5)(L)*

No student may be required to attend the Charter School. Students who reside in the District who opt not to attend the School may attend a school within the District according to District policy or at another school district or school within the District through the District's intra- and inter-district policies. . The parent or guardian of each student enrolled in the School shall be

notified on admissions forms that the student(s) have no right to admission in a particular school of any local educational agency (or program of any local educational agency) as a consequence of enrollment in the School, except to the extent that such a right is extended by the local educational agency.

### **Suspension and Expulsion Procedures**

*Governing Law: The procedures by which pupils can be suspended or expelled.*

*- California Education Code Section 47605(b)(5)(f)*

The procedures for suspension and expulsion of the School's students are based on the procedures identified in the California Education Code. The policies and procedures for suspension and expulsion will be periodically reviewed and the list of offenses for which students are subject to suspension and expulsion will be modified as necessary. The School will notify the District of any expulsions. The School will account for suspended or expelled students in its average daily attendance accounting as provided by law.

→ See Appendix VIb for Aspire's Suspension and Expulsion Policy and Procedures.

## VII. REPORTING AND ACCOUNTABILITY

### **Budgets and Cash Flow**

*Governing Law: The petitioner or petitioners shall also be required to provide financial statements that include a proposed first-year operational budget, including startup costs, and cashflow and financial projections for the first three years of operation.*

*- California Education Code Section 47605(g).*

At full enrollment, the School will break even based on state and federal per-pupil funds, without the need for additional grant monies.

#### *Sources of Funds*

The vast majority of funds for the School's operations come from the State of California and local in-lieu property taxes, in the form of a per-student standard allocation ("Revenue Limit Per Average Daily Attendance," or "ADA"). The School will also receive additional monies ("categorical funds") for special populations and specific programs.

#### *Uses of Funds*

Annually, most of the School's funds will go toward personnel and facilities (including rent or debt service, utilities and maintenance). The School also anticipates spending about 5% of its budget on other direct program costs (e.g. classroom supplies). Private and federal grant funds for one-time start-up costs will be used for items such as furniture, computer equipment, textbooks, and teacher training.

➔ Please see Appendix VIIa for the School's financial projections and cash flow as required by Education Code Section 47605(g). These documents are based upon the best data available to the Petitioners at the date of submission.

### **Financial Reporting**

By July 1 of each calendar year, the School will provide a draft budget for the following school year to the District, including its estimate for enrollment and its Average Daily Attendance assumptions.

### **Insurance**

Aspire shall acquire, maintain and finance general liability, workers compensation, and other necessary insurance for the School of the types and in the amounts required for an enterprise of similar purpose and circumstance.

The School shall provide evidence of the above insurance coverage to the District no later than sixty days prior to operation or an earlier agreed upon date by the District and the Charter School.

## **Administrative Services**

*Governing Law: The manner in which administrative services of the school are to be provided.*

*- California Education Code Section 47605(g).*

Aspire has an experienced administrative staff that handles a variety of “back office” services like payroll, accounting, and purchasing. Aspire will be responsible for all of its own personnel salary and benefit plans, provisions and costs. In the event that any administrative services are to be provided by the District, the specifics will be agreed to in a Memorandum of Understanding between Aspire and the District.

## **Facilities**

*Governing Law: A description of the facilities to be utilized by the school.*

*- California Education Code Section 47605(g)*

The School will operate as one site within the District. The School will be located at 1445 101<sup>st</sup> Street, Oakland, CA 94603. The facility, located in East Oakland, was previously used as a parochial school and is leased from the Catholic Diocese of Oakland. The building includes classrooms, offices, conference rooms, cafeteria and gymnasium; the lot includes parking shared with the St. Louis Bertrand church. Aspire has already renovated the facility, including lights, electrical, painting and landscaping.

The School shall comply with Education Code Section 47610 by either utilizing facilities that are compliant with the Field Act or that are compliant with the State Building Code. The facilities shall meet the requirements of the Americans with Disabilities Act and shall be approved by the local/state fire marshal for the intended use. The School agrees to test sprinkler systems, fire extinguishers, and fire alarms at its facilities to ensure that they are maintained in an operable condition at all times.

## **Independent Fiscal Audit**

*Governing Law: The manner in which annual, independent, financial audits shall be conducted, which shall employ generally accepted accounting principles, and the manner in which audit exceptions and deficiencies shall be resolved to the satisfaction of the chartering authority.*

*- California Education Code Section 47605(b)(5)(I)*

An annual independent fiscal audit of the books and records of the School will be conducted as required under the Charter Schools Act, section 47605(b)(5)(I) and 47605(m). The books and records of the Charter School will be kept in accordance with generally accepted accounting principles, and as required by applicable law and the audit will employ generally accepted accounting procedures. The audit shall be conducted in accordance with applicable provisions within the California Code of Regulations governing audits of charter schools as published in the State Controllers Guide.

The Chief Operating Officer of Aspire will select an independent auditor and Chief Financial Officer will be responsible for overseeing the independent audit. The auditor will have, at a minimum, a CPA and educational institution audit experience and be approved by the State Controller on its published list as an educational audit provider. To the extent required under



applicable federal law, the audit scope will be expanded to include items and processes specified in applicable Office of Management and Budget Circulars.

It is anticipated that the annual audit will be completed within four months of the close of the fiscal year and that a copy of the auditor's findings will be forwarded to the District, the County Superintendent of Schools, the State Controller, and to the CDE by the 15th of December of each year. The Financial Committee of the Aspire Board of Directors will review any audit exceptions or deficiencies and report to the Aspire Board of Directors with recommendations on how to resolve them. Aspire will submit a report to the District proposing how the exceptions and deficiencies have been or will be resolved to the satisfaction of the District along with an anticipated timeline for the same. Any disputes between the District and the School regarding the resolution of audit exceptions and deficiencies will be referred to the dispute resolution process referenced in Section V of this Charter. However, Aspire recognizes that all audit exceptions and deficiencies must be resolved to the satisfaction of the District.

The independent fiscal audit of the School is a public record to be provided to the public upon request.

### **Direct Funding**

Aspire will receive funding pursuant to Education Code Section 47630 and its successors and will opt to receive its funding directly from the state pursuant to Education Code Section 47651. Any funds due to the school that flow through the District shall be forwarded to Aspire in a timely fashion. During the term of this charter petition, Aspire and the District will negotiate in good faith to develop a Memorandum of Understanding that establishes the specific financial and service relationship between the two parties.

### **District Fee for Oversight**

The District shall provide and/or perform the supervisory oversight tasks and duties specified in Education Code Section 47604.32 for a fee that will not exceed that allowed by Education Code Section 47613.

### **Closure Procedures**

*Governing Law: A description of the procedures to be used if the charter school closes. The procedures shall ensure a final audit of the school to determine the disposition of all assets and liabilities of the charter school, including plans for disposing of any net assets and for the maintenance and transfer of pupil records.*

*- California Education Code Section 47605(b)(5)(P)*

Closure of the School will be documented by official action of the Board of Directors. The action will identify the reason for the closure. The official action will also identify an entity and person or persons responsible closure-related activities.

The Board of Directors or its designee will promptly notify parents and students of the Charter School, the District, the Alameda County Office of Education, the School's SELPA, retirement systems in which the School's employees participate (e.g., Public Employees' Retirement System, State Teachers' Retirement System, and federal social security), and the California Department of Education of the closure as well as the effective date of the closure. This notice will also include the name(s) of contact information for the person(s) to whom reasonable inquiries may

be made regarding the closure; the pupils' school districts of residence; and the manner in which parents/guardians may obtain copies, including specific information on completed courses and credits that meet graduation requirements.

The Board or its designee will ensure that the notification to the parents and students of the Charter School of the closure provides information to assist parents and students in locating suitable alternative programs. This notice will be provided promptly following the Board's decision to close the School.

The Board will also develop a list of pupils in each grade level and the classes they have completed, together with information on the pupils' districts of residence, which they will provide to the entity responsible for closure-related activities.

As applicable, the School will provide parents, students and the District with copies of all appropriate student records and will otherwise assist students in transferring to their next school. All transfers of student records will be made in compliance with the Family Educational Rights and Privacy Act ("FERPA") 20 U.S.C. § 1232g. The School will ask the District to store original records of School students. All records of the School shall be transferred to the District upon School closure. If the District will not or cannot store the records, the School shall work with the County Office of Education to determine a suitable alternative location for storage.

All state assessment results, special education records, and personnel records will be transferred to and maintained by the entity responsible for closure-related activities in accordance with applicable law.

As soon as reasonably practical, the School will prepare final financial records. The School will also have an independent audit completed within six months after closure. The School will pay for the final audit. The audit will be prepared by a qualified Certified Public Accountant selected by the School and will be provided to the District promptly upon its completion. The final audit will include an accounting of all financial assets, including cash and accounts receivable and an inventory of property, equipment, and other items of material value, an accounting of the liabilities, including accounts payable and any reduction in apportionments as a result of audit findings or other investigations, loans, and unpaid staff compensation, and an assessment of the disposition of any restricted funds received by or due to the School.

The School will complete and file any annual reports required pursuant to Education Code section 47604.33.

On closure of the School, all assets of the School, including but not limited to all leaseholds, personal property, intellectual property and all ADA apportionments and other revenues generated by students attending the School, remain the sole property of Aspire Public Schools and shall be distributed in accordance with the Articles of Incorporation to another California public educational entity. Any assets acquired from the District or District property will be promptly returned upon School closure to the District. The distribution shall include return of any grant funds and restricted categorical funds to their source in accordance with the terms of the grant or state and federal law, as appropriate, which may include submission of final expenditure reports for entitlement grants and the filing of any required Final Expenditure Reports and Final Performance Reports, as well as the return of any donated materials and

property in accordance with any conditions established when the donation of such materials or property was accepted.

On closure, the School shall remain solely responsible for all liabilities arising from the operation of the School.

As the School is operated by a non-profit public benefit corporation, should the corporation dissolve with the closure of the School, the Board will follow the procedures set forth in the California Corporations Code for the dissolution of a non-profit public benefit corporation and file all necessary filings with the appropriate state and federal agencies.

As specified by the Budget in the Appendix, the Charter School will utilize the reserve fund to undertake any expenses associated with the closure procedures identified above.

## VIII. IMPACT ON CHARTER AUTHORIZER

*Governing Law: Potential civil liability effects, if any, upon the school and upon the school district.  
- California Education Code Section 47605(g).*

The School shall be operated by a California non-profit public benefit corporation. This corporation is organized and operated exclusively for charitable purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code and California Revenue and taxation Code Section 23701d.

Pursuant to Education Code Section 47604(c), an entity that grants a charter to a charter school operated by or as a non-profit public benefit corporation shall not be liable for the debts or obligations of the School or for claims arising from the performance of acts, errors or omissions by the School if the authority has complied with all oversight responsibilities required by law. The School shall work diligently to assist the District in meeting any and all oversight obligations under the law, including monthly meetings, reporting, or other District-requested protocol to ensure the District shall not be liable for the operation of the School.

Further, the School and District shall enter into a memorandum of understanding, wherein the School shall indemnify District for the actions of the School under this charter.

The corporate bylaws of the Corporation shall provide for indemnification of the School's Board, officers, agents, and employees, and the School will purchase general liability insurance, Board Members and Officer's insurance, and fidelity bonding to secure against financial risks.

As stated above, insurance amounts will be determined by recommendation of the District and the School's insurance company for schools of similar size, location, and student population. The District shall be named an additional insured on the general liability insurance of the School.

The School shall be responsible for all supplies and equipment that it purchased and, in the event of loss by fire, disaster, or theft, the District shall have no responsibility for such items. Further, the District shall have no responsibility for losses of student property for any reason whatsoever and Aspire shall hold the District harmless from any such losses.

Aspire will institute appropriate risk management practices as discussed herein, including screening of employees, establishing codes of conduct for students, and dispute resolution.

## IX. MISCELLANEOUS CHARTER-RELATED ISSUES

### Term of Charter Petition

*Governing Law: A charter may be granted pursuant to Sections 7605... for a period not to exceed five years. A charter granted by a school district governing board... may be granted one or more subsequent renewals by that entity. Each renewal shall be for a period of five years. A material revision of the provisions of a charter petition may be made only with the approval of the authority that granted the charter. The authority that granted the charter may inspect or observe any part of the charter school at any time.*  
- California Education Code Section 47607(a)(1)

The School's Charter shall begin on July 1, 2009 and expire five years thereafter. Any material revisions to School's Charter shall be made by the mutual agreement of the governing board of Aspire and the District in accordance with Education Code Section 47607. Aspire may present a petition to renew or materially revise the Charter at a regularly scheduled Board of Education meeting, and District agrees to respond to such petitions pursuant to the process, criteria and timelines specified in Education Code Section 47605 or its successors.

### Interpreting the Charter

All terms of the Charter that can be interpreted as within the intent of the California Education Code shall be interpreted in such a manner.

The terms of this charter contract are severable. In the event that any of the provisions are determined to be unenforceable or invalid for any reason, the remainder of the charter shall remain in effect, unless mutually agreed otherwise by Aspire and the District. The District and Aspire agree to meet to discuss and resolve any issues or differences relating to invalidated provisions in a timely, good faith fashion.

Changes in the law or the administration related to charter schools occur from time to time. Aspire shall fully comply with all such legal and/or administrative changes. Modifications to this charter pursuant to such changes shall be deemed administrative amendments and shall not be considered "material revisions" requiring approval pursuant to Education Code §47607(a)(1)., agree

### Revoking the Charter

*Governing Law: Prior to revoking a charter for failure to remedy a violation pursuant to subdivision (d), and after expiration of the school's reasonable opportunity to remedy without successfully remedying the violation, the chartering authority shall provide a written notice of intent to revoke and notice of facts in support of revocation to the charter school. No later than 30 days after providing the notice of intent to revoke a charter, the chartering authority shall hold a public hearing, in the normal course of business, on the issue of whether evidence exists to revoke the charter. No later than 30 days after the public hearing, the chartering authority shall issue a final decision to revoke or decline to revoke the charter, unless the chartering authority and the charter school agree to extend the issuance of the decision by an additional 30 days. The chartering authority shall not revoke a charter, unless it makes written factual findings supported by substantial evidence, specific to the charter school, that support its findings."*

- California Education Code Section 47607(e)

Aspire and the District agrees to act in good faith to notify the School in writing of any violation that may result in the revocation of the Charter and, if the District Board does not determine in writing that the violation does not constitute a severe and imminent threat to the health or safety of the pupils, to the District shall provide a reasonable opportunity to remedy such a violation. In such a situation, Aspire and the District shall follow the laws and procedures in the California Education Code. Aspire reserves all appeal rights provided under Education Code Section 47607(c) - (k). All relevant timeframes include the parameters set forth by California Education Code Section 47607.



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## MONARCH

### MILLSMONT ACADEMY

Charter Renewal

Submitted: December 2008

For a term of July 1, 2009 – June 30, 2014

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IV. GOVERNANCE STRUCTURE..... ERROR! BOOKMARK NOT DEFINED.

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V. HUMAN RESOURCES..... ERROR! BOOKMARK NOT DEFINED.

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VI. STUDENT ADMISSIONS, ATTENDANCE, AND SUSPENSION / EXPULSION POLICIES..... ERROR! BOOKMARK NOT DEFINED.

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    • Racial & Ethnic Balance ..... Error! Bookmark not defined.

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VII. REPORTING AND ACCOUNTABILITY..... ERROR! BOOKMARK NOT DEFINED.

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VIII. IMPACT ON CHARTER AUTHORIZER.....ERROR! BOOKMARK NOT DEFINED.

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## AFFIRMATIONS/ASSURANCES

As the authorized lead petitioner, I, Gloria Lee, hereby certify that the information submitted in this application for renewal for a California public charter school, named MonarchMillsmont Academy, located within the boundaries of the Oakland Unified School District, is true to the best of my knowledge and belief; I also certify that this petition does not constitute the conversion of a private school to the status of a public charter school; and further, I understand that if awarded a renewal of the charter, the Charter School:

- Shall meet all statewide standards and conduct the student assessments required, pursuant to Education Code Section 60605, and any other statewide standards authorized in statute, or student assessments applicable to students in non-charter public schools.
- Shall be deemed the exclusive public school employer of the employees of the Charter School for purposes of the Educational Employment Relations Act.
- Shall be non-sectarian in its programs, admissions policies, employment practices, and all other operations.
- Shall not charge tuition.
- Shall admit all students who wish to attend the Charter School, and who submit a timely application, unless the Charter School receives a greater number of applications than there are spaces for students, in which case admission, except for existing students of the School, shall be determined through a public random drawing process. Admission to the Charter School shall not be determined by the place of residence of the child or his or her parents within the state.
- Shall not discriminate on the basis of the characteristics listed in Section 220 (actual or perceived) disability, gender, nationality, race or ethnicity, religion, sexual orientation, or any other characteristic that is contained in the definition of hate crimes set forth in Section 422.55 of the Penal Code or association with an individual who has any of the aforementioned characteristics).
- Shall adhere to all provisions of federal law related to students with disabilities including, but not limited to, Section 504 of the Rehabilitation Act of 1973, Title II of the Americans with Disabilities Act of 1990 and the Individuals with Disabilities in Education Improvement Act of 2004.
- Shall meet all requirements for employment set forth in applicable provisions of law, including, but not limited to credentials, as necessary.
- Shall ensure that teachers in the Charter School hold a Commission on Teacher Credentialing certificate, permit, or other document equivalent to that which a teacher in other public schools are required to hold. As allowed by statute, flexibility will be given to non-core, non-college preparatory teachers.

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- Shall at all times maintain all necessary and appropriate insurance coverage.
- Shall, for each fiscal year, offer at a minimum, the number of minutes of instruction per grade level as required by Education Code Section 47612.5(a)(1)(A)-(D)
- Shall notify the superintendent of the school district of the pupils last known address within 30 days if a pupil is expelled or leaves the charter school without graduating or completing the school year for any reason, providing the pupil's last known address within 30 days, and shall, upon request, provide that school district with a copy of the cumulative record of the pupil, including a transcript of grades or report card and health information.
- Will follow any and all other federal, state, and local laws and regulations that apply to the Charter School including but not limited to:
  - Shall maintain accurate and contemporaneous written records that document all pupil attendance and make these records available for audit and inspection.
  - Shall on a regular basis consult with its parents and teachers regarding the Charter School's education programs.
  - Shall comply with any jurisdictional limitations to locations of its facilities.
  - Shall comply with all laws establishing the minimum and maximum age for public school enrollment.
  - Shall comply with all applicable portions of the No Child Left Behind Act.
  - Shall comply with the Public Records Act.
  - Shall comply with the Family Educational Rights and Privacy Act.
  - Shall comply with the Ralph M. Brown Act.
  - Shall meet or exceed the legally required minimum of school days

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Lead Petitioner, Gloria Lee Date: \_\_\_\_\_

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## I. INTRODUCTION

Aspire Public Schools ("Aspire") wishes to continue to operate MonarchMillsmont Academy as a public charter school, ("School" or "Charter School") to prepare students for college, work, and citizenship. Our focus is on students who are currently under-served and under-represented in college.

### **Founding Group**

Aspire Public Schools, a 501(c)(3) nonprofit public benefit corporation, is a pioneer and leader in California public education. Since its founding in 1998, Aspire has opened 21 high-quality, small, college-preparatory campuses throughout California, and has demonstrated the important role of charter schools in providing educational opportunities for California's diverse youth. Its schools have had consistently strong academic results, parents and teachers are highly satisfied, and the organization was named by Fast Company magazine as one of the top 20 social entrepreneurial organization in the country in four of the last five years. Aspire is widely regarded as one of the leading not-for-profit charter management organizations in the country.

→ See Appendix Ia for more information on Aspire's results to date.

### **Intent of the Charters Schools Act**

The Charter Schools Act of 1992 states that:

*It is the intent of the Legislature... to provide opportunities for teachers, parents, pupils, and community members to establish and maintain schools that operate independently from the existing school district structure, as a method to accomplish all of the following:*

- a) Improve pupil learning.*
- b) Increase learning opportunities for all pupils, with special emphasis on expanded learning experiences for pupils who are identified as academically low achieving.*
- c) Encourage the use of different and innovative teaching methods.*
- d) Create new professional opportunities for teachers, including the opportunity to be responsible for the learning program at the schoolsite.*
- e) Provide parents and pupils with expanded choices in the types of educational opportunities that are available within the public school system.*
- f) Hold the schools established under this part accountable for meeting measurable pupil outcomes, and provide the schools with a method to change from rule-based to performance-based accountability systems.*
- g) Provide vigorous competition within the public school system to stimulate continual improvements in all public schools.*

*- California Education Code Section 47601*

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## II. EDUCATIONAL PHILOSOPHY AND PROGRAM

### Governing Law:

*A description of the educational program of the school, designed, among other things, to identify those whom the school is attempting to educate, what it means to be an "educated person" in the 21st century, and how learning best occurs. The goals identified in that program shall include the objective of enabling pupils to become self-motivated, competent, and lifelong learners.*

*- California Education Code Section 47605(b)(5)(A)(i)*

### The School's Mission

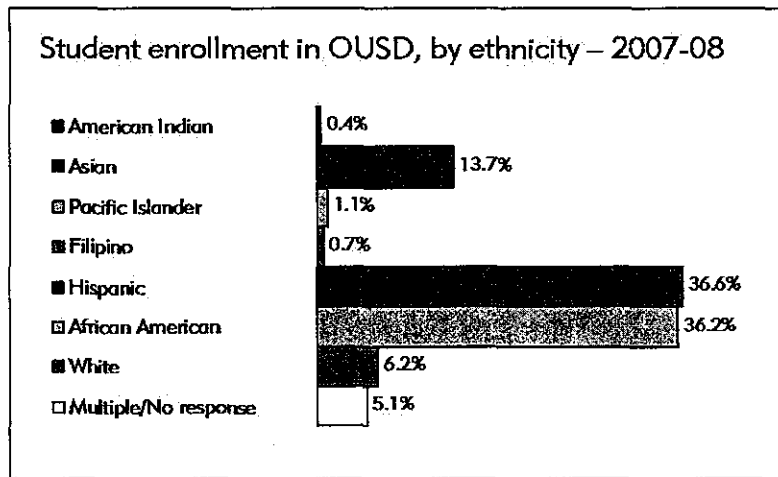
The School's mission is to provide all students with an exceptional education that will allow them to excel inside and outside the classroom. The School seeks to achieve this mission by providing students a rigorous core curriculum, a well-trained staff, high standards and expectations, extended instructional hours and support, personalized learning opportunities, and early access to college-preparatory experiences. By ensuring students become voracious, self-motivated, competent, voracious, adept and life-long learners, the School will prepare them not only for college but also for the 21st Century world.

### Target Population – Whom the School is Attempting to Educate

#### Education

The School plans to serve approximately 230 students in grades K-5, and may eventually grow to serve up to 350 students in grades K-5, if sufficient space becomes available.

According to demographic data compiled by the California Department of Education, the **Oakland Unified School District** (the "District") enrolled 47,012 students in 2006-07. 28% were designated English Learners, and 69% were low income (i.e., eligible for Free/Reduced-price meals). Those students represented the following ethnicities:



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The School seeks to enroll a student body whose diversity represents the general population of persons residing within the geographical boundaries of the District and community where the school is located.

Aspire' educational program is designed to increase college-going rates for students who have historically been under-represented in college and who face barriers accessing a college education, specifically:

- Students from low-income families
- Students whose primary home language is not English
- Students living in communities with low-performing schools and low college-going rates
- Students who would be the first in their families to attend college

### **What it Means to be an Educated Person in the 21st Century**

The fundamental characteristic of the new millennium is ever-accelerating change. Information is multiplying as quickly as it is becoming obsolete; ideas are continually revisited, retested and revised. At the same time, the world is becoming increasingly interdependent. Therefore, students must have a foundation of knowledge and skills to access this world of ideas, as well as the ability to analyze information, ask good questions and innovate new ideas, and express themselves thoughtfully. They must also have important academic and personal habits, including self-motivation, intellectual curiosity, analytic ability, creative thinking, moral reasoning, self-confidence, and empathic action. Thus equipped, students will excel in college and in the 21st Century world of work and citizenship.

The School's graduates will be able to collect information in a variety of forms, including: novels, art pieces, statistical data sets, newspaper reports, historical accounts, web pages, and scientific articles. They must be able to think systematically and critically about that information, create new knowledge, and apply their thinking to real world problems. And, they must be able to express themselves effectively in a variety of forms, such as essays, paintings, poems, oral presentations, mathematical arguments, and scientific rebuttals.

### **How Learning Best Occurs**

Student learning best occurs when thea school's structures, academic program, pedagogical strategies, curriculum standards and materials, assessments, culture, and support systems are all aligned towards the same, college-preparatory goal. While many of the elements described below are expected to be in place from the first day of the School's opening, other elements may be implemented as students matriculate into higher grades and/or as the School becomes more established.

#### *Structures to Support Learning*

The School is structured to support high student achievement by creating many personalized learning opportunities, with smaller school and class sizes and more time in the school day for learning.

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## Small School Size

The small size of Aspire's schools creates school communities where each student is known personally. Research shows that small schools allow students and teachers to develop intensive, long-term relationships that enable better conditions for teaching and learning.<sup>1</sup>

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### Small class sizes

In smaller classes, teachers can give each individual student the time and attention necessary to realize his or her personal academic goals. The School's goal is a 20:1 student: teacher ratio in grades kindergarten through third grade, and 28:1 ratio in grades fourth and fifth grades.

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### Longer school day

Students learn more when they are given more time to learn each day. With more time, teachers can delve into topics more deeply and cover more topics. The school's day will be approximately seven-and-a-half hours – or about one30 minutes more hour of instruction each day than students in many traditional public schools receive. In addition, the school provides a robust after-school program which provides homework help, additional academic tutoring, and enrichment activities.

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### Longer school year

The School will provide 187 regular days of instruction, seven days more than traditional public schools provide, and twelve more than the legal minimum applicable for charter schools. In addition, each year the School will hold three additional days of instruction on Saturdays. The School will commence its school year prior to September 30, during which parents are encouraged to attend specially-designed academic programs with their children.

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→ See Appendix IIa for sample school year calendar and bell schedule

## Classroom looping

The School will "loop" in kindergarten/first grade, second grade/third grade and fourth grade/fifth grade, meaning that students stay with the same classroom teacher for two grades. This allows teachers and students to have deep, continuous relationships. It also allows teachers to begin the second year with instructional knowledge about every student. Students can receive instruction on the first day of school, instead of spending time establishing rules and procedures.

## Summer School and Inter-sessions

The School, either separately or in collaboration with another Aspire school, may offer special academic programs during normal school holidays. These programs may include opportunities for acceleration (such as deep exploration of a single topic) or remediation (such as extra work on basic skills).

<sup>1</sup> A number of large-scale studies have demonstrated that small schools are more productive and effective than large ones. Findings from these studies show that students in small schools learn more and better, make greater progress toward graduation, persist in larger numbers, and behave better. This is all particularly true for disadvantaged students (Raywid, Mary Anne, 1999, "Current Literature on Small Schools," West Virginia: ERIC/CRESS). In addition, compared with students in large schools, students in small schools experience a greater sense of belonging, and their academic and personal self-concepts are more positive (Cotton, Kathleen, 1996, "Affective and Social Benefits of Small-Scale Schooling," West Virginia: ERIC).

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### Pedagogical Strategies

Aspire educators use the organization's Instructional Guidelines, which describe a variety of effective pedagogical strategies and support educators in employing for each subject area. Importantly, the strategies most effective for in the subject matter and Instructional Guidelines are also designed to enable educators to differentiate instruction for individual students. Instructional Guidelines have been designed based on both research and best practices. Instructional Guidelines are not a script, and good implementation of Aspire's program requires highly skilled teachers. Model lessons by exemplar teachers, visits to Aspire Model Classrooms, and coaching by the school principal all help individual teachers in implementing the Instructional Guidelines effectively.

Broadly, the Instructional Guidelines require use of a variety of pedagogical strategies, including:

- Explicit Instruction: provides students a traditional form of teaching wherein the teacher presents the lesson and students individually demonstrate their new skills or knowledge.<sup>2</sup>
- Guided and Independent Practice: Students will be given multiple structured opportunities to practice newly and previously learned skills and knowledge. Practice opportunities will be concentrated immediately after explicit instruction, and also distributed over the weeks and months following introduction of new skills. Practice increases students' retention of the newly learned material.
- Problem Solving: gives students a step-by-step process for determining a solution.
- Inquiry: presents students with a problem or question, around which they formulate and test theories to work towards a solution.

Technology is used as a tool for research, communication, and production. Students will have access to movable laptop carts or and banks of computers throughout the school in each classroom. Students exercise their higher-order thinking skills through simulations and presentations, their communication and production skills through electronic mail and desktop publishing, and their research skills through use of electronic references, including the Internet.

**Deleted: <#>Project-based Instruction:** offers students the opportunity to apply learning to complex problems; students are required to conduct extended research, analyze and synthesize information across subject areas, and develop written and oral end products.<sup>3</sup> ¶

➔ For an example of subject-specific guidelines, see Appendix IIb for Aspire's K-5 ELA Instructional Guidelines Table of Contents.

### Curriculum Standards and Materials

Aspire schools use a combination of adopted programs and elements developed in-house to build basic skills, higher-order thinking skills, and life-skills. The curriculum is deeply rooted in California state standards, and is intended to be simultaneously rigorous and relevant to students. Aspire's The School's curriculum is clearly articulated as a K-5 system and includes language arts, mathematics, science, and social science. Other subjects essential to a healthy and balanced life are also covered through classes or programs in visual and performing arts, music, health and nutrition, and physical education.

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Core curriculum materials are chosen by Aspire's Chief Academic Officer through a collaborative process with instructional coaches, teachers and principals. In addition, individual classroom educators are encouraged to use flexibility and their professional discretion to

<sup>2</sup> Adams, G.L., & Engclmann, S. (1996). *Research on Direct Instruction*. Seattle, WA: Educational Achievement Systems.

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supplement any chosen materials with a variety of texts and materials, depending on the needs of their students.

- Language Arts: To help students develop strong literacy skills, Aspire uses a comprehensive language arts curriculum based on meeting students' personal reading and writing needs through individual and small group instruction using a variety of texts. Students progress through a series of guided reading lessons based on each student's instructional level. Open Court instructional materials also support the reading program. The writing instruction is based partially upon on Lucy Calkins's Writer's Workshop and the Six Traits of Writing from the North West Regional Laboratory: ideas, organization, voice, word choice, sentence fluency, and conventions. Additionally, the school uses Lucy Calkins's writing lessons to teach the writer's craft.

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- Mathematics: The math curriculum is based on the California state standards for mathematics. Currently, the School uses the Harcourt Brace mathematics program, and is piloting considering supplementing with other materials from Singapore Math and Everyday Math in certain grades to ensure order to sets expectations are high and students learn from include real-life problems.

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- to create learning opportunities.

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- Science: The Aspire program examines scientific concepts in thematic units. The units emphasize investigation using the scientific method (generating hypotheses and designing experiments to test the hypotheses), and focus on application of the scientific method to everyday life. The content is aligned with the California State Framework. The school currently uses the Full Option Science System (FOSS) as a curriculum resource. This approach is fully in place in grades K-3 and the School is moving to build it in completely in grades 4 and 5.

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- Social Studies: The social studies content at Aspire is integrated into language arts and is designed to help students make sense of their everyday life in the midst of complex social, economic and political forces. The curriculum helps students become historically literate (including culture, geography, politics, economics, and ethics) and active, informed citizens (including U.S. policy and effective research techniques).

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- Visual and Performing Arts: Appreciation and participation in the arts are essential to each student's development. Music inspires Art and music inspire students, help ideas come to life by using multiple intelligences, and ensure cultural literacy. Dependent on budget availability, art and/or music may be offered as a separate class, integrated into core classroom thematic units, or offered as a before- or an after-school enrichment activity.

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- Physical education: Students will be expected to develop their physical abilities and fitness. Dependent on budget availability, physical education may also be offered as a separate class, integrated into core classroom thematic units, or offered as a before- or an after-school enrichment activity. The School will administer the state and federally mandated physical fitness tests.

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- Technology: Students will be expected to develop technological proficiency in basic use of personal computers and the internet. Students will be expected to utilize technology in ways that will prepare them for secondary education. The School will integrate technology skill development in core academic classes.

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- Life Skills: To be successful in the real world, students need to be able to work effectively together, listen to each other, make good decisions and lead respectfully. Aspire incorporates these "life skills" throughout the curriculum using the CARES framework

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(Cooperation, Assertiveness, Responsibility, Empathy, and Self-Control). Teachers will both model good behavior and explicitly guide students in learning how to cooperate and collaborate with one another.

In designing lessons, educators are also able to share and access resources through MyAspire, Aspire's Intranet. MyAspire is a web-based searchable portal that allows users to upload, retrieve, archive, and collaboratively create documents such as lesson plans, pacing guides, and rubrics.

→ Please see Appendix Appendices IIc-IIg for examples of curriculum materials for core academic subjects available on Aspire's Intranet, including examples of Pacing Guides, High-frequency Word Lists, and sample lesson plans.

#### Assessment

Assessment allows the School to observe individual student progress, determine the efficacy of individual teachers, and evaluate the success of the program as a whole. Multiple assessments will be used because no single assessment provides sufficient information on students' learning in the three outcomes (basic skills, thinking skills, life skills). Students will be assessed through state and nationally recognized tests (e.g. California Subject Matter Tests, CAT-6), Aspire-designed benchmark and/or interim assessments (e.g. 3-5 cumulative standards-aligned assessments of standards given periodically during the school year, including math, reading, writing, and science), day-to-day teacher-designed assessments (e.g. quizzes, unit tests), qualitative observations of the process of learning (e.g. teachers' anecdotal notes, student reflection logs, internship mentor reports), and examination of final products including an exhibitions called Rite of Passage Exhibitions (ROPES).

→ See Appendix Appendices IIh and -IIi for Aspire assessment calendar and sample Benchmark Assessment

#### Culture of College for Certain (College? Claro!)

The School intends to establish a school culture in which students expect that they will attend and graduate from college. This culture of "College for Certain" will be cultivated through artifacts, rituals, language and stories. College-related artifacts will be pervasive throughout the school: classrooms will be named after colleges and universities and college banners and other college paraphernalia will adorn the walls. Routines and rituals will be designed to convey the discipline needed to be successful in college. Adults will use academic vocabulary on a daily basis. At Town Halls, various programs and rituals vividly remind students of what is possible.

#### Support Systems for All Students

The key elements of our education program (small schools, small class sizes, longer school day and year, etc.) are designed to meet the needs of all students. In addition, the School is committed to providing a variety of systems to ensure that each individual student receives the support s/he needs to be successful.

#### Personalized Learning Plans

The School will create and maintain a Personalized Learning Plan (PLP) for each student. The PLP will provide the teacher, parents and student with a common understanding of the student's

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learning style and objectives; all parties may then act based on that understanding. Once each semester/semester during Student-Led Conferences, the teacher, parent and student will discuss the student's learning strengths and weaknesses, updating the PLP as necessary, and set goals for the next semester. By working closely with each student and family to develop an appropriate PLP, the School will be able to respond to the needs of every individual student, including those who are achieving above or below expected levels. This allows all students to receive the appropriate interventions, if needed, provided by the school (e.g. after-school intervention or specialized classroom instruction). The high standards, deep interventions, and rigorous caring provided to all students can be personalized in the PLP. Indeed, the PLP will allow the School to help meet the general education needs of students with disabilities (who may also have Individualized Education Programs ("IEPs") or 504 plans as required by law), English language learners, students achieving substantially above or below grade level expectation, and other special student populations.

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### Support for Under-Performing Students

The School will have high expectations for all students and is committed to working with students who are not meeting outcomes to help them achieve at expected levels. Students who perform below the school-determined acceptable level will receive a mix of intervention services, including: in-class individual tutoring by classroom teachers; in-class small-group tutoring by classroom teachers; before- or after-school tutoring by non-classroom educators in a one-on-one or in small groups; participation in a specialized support class taught by a literacy specialist or other educator. Materials for intervention services may be designed by the educator or based on an off-the-shelf package such as READ 180.

Students targeted for additional intervention will include, but are not limited to, students who meet the following criteria:

<u>Assessment</u>	<u>Criteria For Additional Intervention</u>
<u>CST – ELA or Math</u>	<u>Far Below Basic, Below Basic, Basic</u>
<u>DRA</u>	<u>Not at grade level</u>
<u>Parent Recommendation</u>	<u>Any</u>
<u>Teacher Recommendation</u>	<u>Any</u>

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### Support for Students Achieving Above Grade Level

Because Aspire's Instructional Guidelines are designed to differentiate and individualize instruction for students at different levels, students achieving above grade level can be effectively served at the School.<sup>4</sup> For instance, the instruction during language arts allows students to be reading at their own instructional level. One student reading at grade level can sit next to another student doing the same activity at three grade levels higher. Small class sizes and looping also aid in differentiation of instruction because classroom teachers understand each individual student's needs. The variety of instructional techniques and materials provided in Aspire's program are cited as important features by the National Association for Gifted Children in the Gifted Educational Program Standards. Finally, any student achieving above grade level can be accelerated to a higher grade level at the discretion of the parent and principal.

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<sup>4</sup> Gifted Education Program Standards, National Association for Gifted Children.

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## Support for English Learners

The School is committed to the success of its English Learner population, and supports will be offered both within academic classes and in supplemental settings for students who need additional support for English learning. The School will meet all applicable legal requirements for English Learners ("EL"), related to annual notification to parents, student identification, placement, program options, English Learner and core content instruction, teacher qualifications and training, re-classification to fluent English proficient status, monitoring and evaluating program effectiveness, and standardized testing requirements. The School will implement policies to assure proper placement, evaluation, and communication regarding ELs and the rights of students and parents. The School's program for English Learners will be research-based, supported by budget resources and professional development and evaluated regularly for efficiency and needed improvements.

### Home Language Survey

The School will administer the home language survey upon a student's initial enrollment into the School (on enrollment forms). Students in the country less than twelve months will be given the Aprenda assessment to determine the student's academic proficiency when tested in his/her home language of Spanish.

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### CELDT Testing

All students who indicate that their home language is other than English will be given the California English Language Development Test ("CELDT") within thirty days of initial enrollment and at least annually thereafter between July 1 and October 31st until re-designated as fluent English proficient.<sup>5</sup> The School will notify all parents of its responsibility for CELDT testing and of CELDT results within thirty days of receiving results from the publisher. The CELDT shall be used to fulfill the requirements under the No Child Left Behind Act for annual English proficiency testing.

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### Reclassification Procedures

Reclassification procedures utilize multiple criteria in determining whether to classify a pupil as proficient in English including, but not limited to, all of the following:

- Assessment of language proficiency using an objective assessment instrument including, but not limited to, the CELDT;
- Participation of the pupil's classroom teachers and any other certificated staff with direct responsibility for teaching or placement decisions of the pupil to evaluate the pupil's curriculum mastery;
- Parental opinion and consultation, achieved through notice to parents or guardians of the language reclassification and placement. The notice will include a description of the reclassification process and the parent's or guardians opportunity to participate, and encourage parents or guardians to participate in the reclassification procedure.
- Comparison of the pupil's performance in basic skills against an empirically established range of performance and basic skills based upon the performance of English proficient pupils of the same age that demonstrate to others that the pupil is

<sup>5</sup> The thirty day requirement applies to students who are first enrolling in a California public school or who have not yet been CELDT tested. All others will be tested on an annual schedule based upon their last date of CELDT testing.

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sufficiently proficient in English to participate effectively in a curriculum designed for pupils of the same age whose native language is English.

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#### Strategies for English Learner Instruction and Intervention

To meet the needs of English Learners, Aspire has added a number of bilingual teaching strategies to its core program, including Specially Designed Academic Instruction in English (SDAIE). Specifically, those strategies include:

- realia (real objects and materials)
- manipulatives (drawings, posters, brainstorming-clusters, graphs, tables, maps, props, multimedia presentations, storyboards, storymaps)
- visuals (study-prints, text book illustrations, overheads-projected prints, reproductions of paintings and documents, and documents)
- graphic organizers (matrices, Venn diagrams and webs)
- planned opportunities for interaction between all individuals in the classrooms (creating a skit and acting it out, cooperative learning, collaborative groups and student-generated writing based on personal experience)

All teachers will be given professional development in teaching English Learners in their appropriate content areas, including having the opportunity to participate in Guided Language Acquisition Development (GLAD) training. The English Language Development Standards have been mapped to Aspire's Instructional Guidelines.

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➔ See Appendix IIj for Chart mapping ELD Standards with Aspire Instructional Guidelines.

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#### Ongoing Assessment of EL Students

The School's use of achievement data will also drive the instruction and professional development as it relates to English Learners. The school will analyze the achievement data by this subgroup, and continue to assess the students through teacher-designed assessments and Aspire's benchmark assessments. The results from the California Standards Test may also be reviewed with the Advisory School Council (see above/below section IV for description of Advisory School Council). This Advisory Council, which would then have input into the plan for supporting English Learners. If appropriate, an English Language Action Committee will be formed.

#### Support for Students with Disabilities

*Governing Law: Notwithstanding Section 47651, all state and federal funding for special education apportioned on behalf of pupils enrolled in a charter school shall be included in the allocation plan adopted pursuant to subdivision (i) of Section 56195.7 or Section 56836.05, or both, by the special education local plan area that includes the charter school.*

*- California Education Code Section 47642*

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#### Overview

The School shall comply with all applicable State and Federal Laws in serving students with disabilities, including, but not limited to, Section 504 of the Rehabilitation Act ("Section 504"), the Americans with Disabilities Act ("ADA") and the Individuals with Disabilities in Education Improvement Act ("IDEIA").

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The School shall be categorized as a member of the Aspire local education agency ("LEA") in conformity with Education Code Section 47641(a). The Aspire LEA is a member of the Lodi Area Special Education Area ("LASER") Special Education Local Plan Area ("SELPA").

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→ See Appendix IIk for Letter from the Lodi Area Special Education Area Special Education Local Plan Area SELPA Director.

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The School shall comply with all state and federal laws related to the provision of special education instruction and related services and all SELPA policies and procedures; and shall utilize appropriate SELPA forms. The School shall not discriminate against any pupil with a disability in the admissions process or any other aspect of operation.

The Charter School shall be solely responsible for its compliance with the IDEIA, Section 504 and the ADA. The facilities to be utilized by the Charter School shall be accessible for all students with disabilities.

#### Section 504 of the Rehabilitation Act

The School recognizes its legal responsibility to ensure that no qualified person with a disability shall, on the basis of disability, be excluded from participation, be denied the benefits of, or otherwise be subjected to discrimination under any program of the School. Any student, who has an objectively identified disability which substantially limits a major life activity including but not limited to learning, is eligible for accommodation by the School.

A 504 team will be assembled by the Principal and shall include the parent/guardian, the student (where appropriate) and other qualified persons knowledgeable about the student, the meaning of the evaluation data, placement options, and accommodations. The 504 team will review the student's existing records; including academic, social and behavioral records, and is responsible for making a determination as to whether an evaluation for 504 services is appropriate. If the student has already been evaluated under the IDEIA but found ineligible for special education instruction or related services under the IDEIA, those evaluations may be used to help determine eligibility under Section 504. The student evaluation shall be carried out by the 504 team who will evaluate the nature of the student's disability and the impact upon the student's education. This evaluation will include consideration of any behaviors that interfere with regular participation in the educational program and/or activities. The 504 team may also consider the following information in its evaluation:

- Tests and other evaluation materials that have been validated for the specific purpose for which they are used and are administered by trained personnel.
- Tests and other evaluation materials include those tailored to assess specific areas of educational need, and not merely those which are designed to provide a single general intelligence quotient.

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- Tests are selected and administered to ensure that when a test is administered to a student with impaired sensory, manual or speaking skills, the test results accurately reflect the student's aptitude or achievement level, or whatever factor the test purports to measure, rather than reflecting the student's impaired sensory, manual or speaking skills.

The final determination of whether the student will or will not be identified as a person with a disability is made by the 504 team in writing and notice is given in writing to the parent or guardian of the student in their primary language along with the procedural safeguards available to them. If during the evaluation, the 504 team obtains information indicating possible eligibility of the student for special education per the IDEIA, a referral for assessment under the IDEIA will be made by the 504 team.

If the student is found by the 504 team to have a disability under Section 504, the 504 team shall be responsible for determining what, if any, accommodations or services are needed to ensure that the student receives the free and appropriate public education ("FAPE"). In developing the 504 Plan, the 504 team shall consider all relevant information utilized during the evaluation of the student, drawing upon a variety of sources, including, but not limited to, assessments conducted by the School's professional staff.

The 504 Plan shall describe the Section 504 disability and any program accommodations, modifications or services that may be necessary.

All 504 team participants, parents, guardians, teachers and any other participants in the student's education must have a copy of each student's 504 Plan. The site administrator will ensure that teachers include 504 Plans with lesson plans for short-term substitutes and that he/she review the 504 Plan. A copy of the 504 Plan shall be maintained in the student's file. Each student's 504 Plan will be reviewed at least once per year to determine the appropriateness of the Plan, needed modifications to the plan, and continued eligibility.

➔ See Appendix III for Section 504 Policy and Procedures.Process

Services for Students under the IDEIA

Aspire Public Schools is an LEA member of the Lodi Area Special Education Area (LASER) SELPA.

The School shall participate as a member of the Aspire Public Schools LEA in the Lodi Area Special Education Area (LASER) SELPA in accordance with Education Code section 47641(a). All schools in the Aspire Public Schools LEA make the following assurances:

- Free Appropriate Public Education – The School will assure that a free appropriate public education shall be provided to all enrolled students including children with disabilities who have been expelled from school.
- Child Find – The School will assure that all students with disabilities are identified in accordance with the policies and procedures of the SELPA.

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- Full Educational Opportunity – The School will assure that all students with disabilities have access to the full range of programs available to non-disabled students.
- Least Restrictive Environment – The School will assure that students with disabilities are educated with students who are not disabled to the maximum extent appropriate. This will be addressed through the use of supplementary aids and services in the general education environment in accordance with each student’s IEP.
- Individualized Education Program – The School will assure that an Individualized Education Program (“IEP”) is developed, reviewed and revised for each eligible student under the IDEIA.
- Assessments – The School will assure that an IEP review shall be conducted on an annual basis at a minimum. In addition a reassessment shall be conducted at least once every three years, in accordance with the IDEIA, and more often if conditions warrant or requested by the student’s parents or teacher. Parents will receive reports on their individual student’s progress toward IEP goals and progress at the IEP meeting and student-led conferences.
- Confidentiality and Procedural Safeguards – The School will assure that the confidentiality of identifiable data shall be protected at the collection, storage, disclosure and destruction stages. In addition, students and their parents shall be provided with safeguards through the identification evaluation and placement process and provisions for a free appropriate public education.
- Personnel Standards – The School will attract, recruit and hire appropriately trained and credentialed personnel to provide special education services to children with disabilities.
- State Assessments – The School will assure that students with disabilities either under the Individuals with Disabilities Improvement Act (“IDEIA”) or Section 504 are included in State assessment programs with appropriate accommodations and modifications when necessary and appropriate. These assessments include, but are not limited to, the California Standards Test and the CAT 6.

In addition, the School shall comply with the LASER Local Master Plan and perform all corrective actions deemed necessary by Aspire Public Schools and/or the LASER, SELPA. The Director of Special Education at Aspire Public Schools will work with the School to develop an annual budget, hire necessary staff, contract for appropriate services and document the qualifications and competency of school leadership to meet the special education compliance and quality requirements.

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The Director of Special Education, the Program Specialist and other team members will work with the LASER leadership to provide monthly professional development that builds the capacity of the special education staff in the areas of promising instructional practices, compliance with state and federal statutes, reporting requirements and use of instructional data. In addition, all staff members will be provided annual professional development about practices that support the needs of special education students in the least restrictive environment. To assist the professional development of the professional team at Aspire Public Schools the organization will maintain an annual membership to the California Association of Resource Specialists (CARS Plus), a not-for-profit association that supports Special Education teachers.

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Since Aspire Public Schools will operate as an LEA of the LASER SELPA in accordance with Education Code section 47641(a), the District shall have no responsibility to ensure that the students who attend Aspire Public Schools are provided a free appropriate public education.

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In accordance with state and federal law, each student eligible under the IDEIA will be provided a free and appropriate education in the least restrictive environment. The decisions regarding the specific services each student will receive are the responsibility of the Individualized Education Program Team. The team includes the involvement of parents and the decisions are formulated in a written plan (referred to as an IEP).

All incoming students participate in a series of diagnostic assessments in Language Arts and mathematics. Through an extensive use of the Student Study Team process and comprehensive professional development about the characteristics of special education handicapping conditions and the referral process, parents and students have extensive opportunities to be served.

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→ See Appendix II for guidelines regarding description of the Student Study Team (SST) Process.

Aspire supports all special education students in compliance with state and federal laws. No student will be denied admission to the School because he or she is in need of special education services.

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### III. MEASURABLE PUPIL OUTCOMES AND METHODS TO MEASURE PUPIL PROGRESS TOWARD MEETING OUTCOMES

Governing Law: The measurable pupil outcomes identified for use by the charter school. "Pupil outcomes," for purposes of this part, means the extent to which all pupils of the school demonstrate that they have attained the skills, knowledge, and attitudes specified as goals in the school's educational program.

- California Education Code Section 47605(b)(5)(B)

Governing Law: The method by which pupil progress in meeting those pupil outcomes is to be measured.

- California Education Code Section 47605(b)(5)(C)

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#### Student Outcomes

An Aspire education provides students with access to opportunities for success in future endeavors – in higher education, work, and citizenship. Through personalized learning experiences, students master basic skills, acquire the thinking skills needed for the rigorous work of the real world, and develop productive life skills. The School's educational program is designed to help all of its students to develop the following measurable pupil outcomes:

- Basic Skills: master at least grade level competency in the four core subjects: mathematics, science, history-social science, and English-language arts.
- Thinking Skills: apply classroom learning to real world experiences or problems in a relevant and valuable way in the four core subjects (ELA, math, science, social science) as well in interdisciplinary contexts, using higher-order thinking skills (such as critical thinking, creativity, decision-making, problem solving, reasoning, and knowing how to learn).
- Life Skills: develop and demonstrate personal qualities of Cooperation, Assertiveness, Responsibility, Empathy, and Self-Control

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These student exit outcomes related to basic skills and thinking skills in the four core subjects are further subdivided into strands and specific standards at different grade and skill levels, based on California state content standards.

In order to best serve our students and community, the School will continue to examine and refine its list of student outcomes over time to reflect the School's mission and any changes to state or local standards.

#### Methods to Assess Pupil Progress Toward Meeting Outcomes

Each grade level has specific assessments, projects and targets to measure student achievement and progress towards desired outcomes.

The School shall meet all statewide standards and conduct the student assessments required pursuant to Education Code Section 60605, and any other statewide standards authorized in statute, or student assessments applicable to students in non-charter public schools. Aspire Home Office staff oversees the administration of all applicable state-mandated assessments such as STAR and the CELDT.

The tools listed in the Exhibit below provide valuable assessment data that informs instruction, the school's program and the needs for professional development.

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EXHIBIT: TOOLS FOR MEASURING STUDENT OUTCOMES

Subject	Measurable Outcomes	Assessment Tools	Frequency	Proficiency Goal	Annual Goal-- % of students (*average of all grades)
Language Arts (basic skills and thinking skills)	Students will be expected to communicate ideas clearly and effectively in various modes of expression appropriate to audience and purpose. Through the examination of various texts, students will be expected to demonstrate critical reading and active listening skills in order to comprehend, interpret and evaluate ideas. Students will write extensively in both expository and creative form.	Developmental Reading Assessment (K-5)	2x a year	K – Level 3 1st – Level 18 2nd – Level 28 3rd- Level 38 4th – Level 40 5th - Level 50	09-10 60% 10-11 65% 11-12 70% 12-13 75% 13-14 80%
		Aspire's standards-based reading assessment (2-5)	3x a year	90% correct	09-10 50% 10-11 60% 11-12 65% 12-13 70% 13-14 75%
		Aspire's standards-based multiple choice writing assessment (2-5)	2x a year	90% correct	09-10 50% 10-11 60% 11-12 65% 12-13 70% 13-14 75%
		Aspire's standards-based writing assessment (2-5)	2x a year	3 out of a 4 point rubric	09-10 50% 10-11 60% 11-12 65% 12-13 70% 13-14 75%
		California Standards Test (2-5)	Once a year	Proficiency	09-10 30% 10-11 40% 11-12 50% 12-13 55% 13-14 60%
		Standards-based report card (K-5)	3x a year	3 out of 4	09-10 65% 10-11 70% 11-12 75% 12-13 80% 13-14 80%
		School-developed interim assessments	4x a year	90% correct	09-10 50% 10-11 60% 11-12 65% 12-13 70% 13-14 75%
Science (basic skills and thinking skills)	Students will be expected to demonstrate understanding of scientific concepts and ideas through real-world applications; utilize scientific research and inquiry methods to conduct investigations and problem-solve; and apply conceptual knowledge and processes from the major branches of science (biology, chemistry, the earth sciences and physics) in order to further the study of science and relate the study of science to other disciplines.	Project-based assessments (K-5)	One per unit	Mastery based on unit specific rubric	09-10 75% 10-11 80% 11-12 85% 12-13 90% 13-14 90%
		Standards-based report card (K-5)	3x a year	3 out of 4 on all standard	09-10 65% 10-11 70% 11-12 75% 12-13 80% 13-14 80%
Math (basic skills and thinking skills)	Students will be expected to apply mathematical concepts and processes, including number systems, operations, graphics and logic, in order to problem-solve within and outside of mathematics. Students will be expected	Aspire's standards-based math assessment (K-5)	3x a year	90% correct	09-10 50% 10-11 60% 11-12 65% 12-13 70% 13-14 75%
		Math Assessment	Once a year	90% correct	09-10 60%

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	to demonstrate facility with the language of mathematics and express generalizations discovered through investigation. Students will be expected to be competent in symbolic reasoning and in constructing logical arguments.	Collaborative problem solving assessment (2-5)			10-11 70% 11-12 75% 12-13 80% 13-14 85%
		Standards-based report card (K-5)	3x a year	3 out of 4 on all standards	09-10 65% 10-11 70% 11-12 75% 12-13 80% 13-14 80%
		California Standards Test (2-5)	Once a year	Proficiency	09-10 30% 10-11 40% 11-12 50% 12-13 55% 13-14 60%
Social Science (basic skills and thinking skills)	Students will be expected to apply historical, political, philosophical, geographical, economic and sociological knowledge to local and global situations in order to comprehend contexts and events, predict and evaluate the outcomes of human actions, and act responsibly as world citizens.	End of Unit Assessments (see social science units)	One per unit	Mastery based on unit specific rubric	09-10 75% 10-11 80% 11-12 85% 12-13 90% 13-14 90%
		Standards-based report card (K-5)	3x a year	3 out of 4 on all standards	09-10 65% 10-11 70% 11-12 75% 12-13 80% 13-14 80%
Language Arts (basic skills and thinking skills)	Students will be expected to communicate ideas clearly and effectively in various modes of expression appropriate to audience and purpose. Through the examination of various texts, students will be expected to demonstrate critical reading and active listening skills in order to comprehend, interpret and evaluate ideas. Students will write extensively in both expository and creative form.	Developmental Reading Assessment (K-5)	2x a year	K - Level 3 1st - Level 18 2nd - Level 28 3rd - Level 38 4th - Level 40 5th - Level 50	09-10 60% 10-11 65% 11-12 70% 12-13 75% 13-14 80%
		Aspire's standards-based reading assessment (2-5)	3x a year	80% correct	09-10 50% 10-11 60% 11-12 65% 12-13 70% 13-14 75%
		Aspire's standards-based multiple choice writing assessment (2-5)	3x a year	90% correct	09-10 50% 10-11 60% 11-12 65% 12-13 70% 13-14 75%
		Aspire's standards-based writing assessment (2-5)	2x a year	3 out of a 4 point rubric	09-10 50% 10-11 60% 11-12 65% 12-13 70% 13-14 75%
		California Standards Test (2-5)	Once a year	Proficiency	09-10 30% 10-11 40% 11-12 50% 12-13 55% 13-14 60%
		Standards-based report card (K-5)	3x a year	3 out of 4	09-10 65% 10-11 70% 11-12 75% 12-13 80% 13-14 80%
Science (basic skills and thinking skills)	Students will be expected to: demonstrate understanding of scientific concepts and ideas through real-world applications; utilize scientific research and inquiry methods to conduct investigations and problem-solve; and apply conceptual knowledge and processes	Project-based assessments (K-5)	One per unit	Mastery based on unit specific rubric	09-10 75% 10-11 80% 11-12 85% 12-13 90% 13-14 90%
		Standards-based report card (K-5)	3x a year	3 out of 4 on all standard	09-10 65% 10-11 70% 11-12 75%

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	from the major branches of science (biology, chemistry, the earth sciences and physics) in order to further the study of science and relate the study of science to other disciplines.				12-13 80% 13-14 80%
Math (basic skills and thinking skills)	Students will be expected to apply mathematical concepts and processes, including number systems, operations, graphics and logic, in order to problem-solve within and outside of mathematics. Students will be expected to demonstrate facility with the language of mathematics and express generalizations discovered through investigation. Students will be expected to be competent in symbolic reasoning and in constructing logical arguments.	Aspire's standards-based math assessment (K-5)	3x a year	90% correct	09-10 50% 10-11 60% 11-12 65% 12-13 70% 13-14 75%
		Math Assessment Collaborative problem solving assessment (2-5)	Once a year	90% correct	09-10 60% 10-11 70% 11-12 75% 12-13 80% 13-14 85%
		Standards-based report card (K-5)	3x a year	3 out of 4 on all standards	09-10 65% 10-11 70% 11-12 75% 12-13 80% 13-14 80%
		California Standards Test (2-5)	Once a year	Proficiency	09-10 30% 10-11 40% 11-12 50% 12-13 55% 13-14 60%
		End of Unit Assessments (see social science units)	One per unit	Mastery based on unit specific rubric	09-10 75% 10-11 80% 11-12 85% 12-13 90% 13-14 90%
Social Science (basic skills and thinking skills)	Students will be expected to apply historical, political, philosophical, geographical, economic and sociological knowledge to local and global situations in order to comprehend contexts and events, predict and evaluate the outcomes of human actions, and act responsibly as world citizens.	California Standards Test (5)	Once a year	Proficiency	09-10 20% 10-11 30% 11-12 40% 12-13 50% 12-12 60%
		Standards-based report card (K-5)	3x a year	3 out of 4 on all standards	09-10 65% 10-11 70% 11-12 75% 12-13 80% 12-12 80%
Life Skills	Students will demonstrate skills of cooperation, assertiveness, responsibility, empathy, and self-control	Attendance rate Report card (K-5) Office referrals	3x a year 3x a year	3 or 4 in all 5 CARJIS areas	95% ADA ← ← ← ← 09-10 70% 10-11 75% 11-12 80% 12-13 85% 13-14 90% Reduce by 50%

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**Assessment Modifications and Accommodations**

As described in Section II, the School will assure that students with disabilities either under the Individuals with Disabilities Improvement Act ("IDEIA") or Section 504 are included in State standardized assessment programs with appropriate accommodations and modifications when necessary and appropriate. These assessments include, but are not limited to the California Standards Test and the CAT 6 in accordance with their IEP or Section 504 plan.

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### School-wide Outcomes and Methods of Measurement

In addition, to measures of individual student progress towards outcomes, the School has school-wide goals for its Academic Performance Index (API), set by Aspire and designed to move each school to an 8 Similar Schools Ranking. These Aspire-defined API goals are typically higher than the state's goal for the school. Additionally, the School expects to meet or exceed federal Adequate Yearly Progress goals. In the long-run, the school aims to have every student score Proficient or Advanced Proficient on the California State Test in every subject.

### Use and Reporting of Data

Data is collected, analyzed, reported and used regularly, at every grade level and in every subject area.

Students are informed about their assessment results by the teacher and via regular progress reports and report cards. Individually and by class, they are engaged in the process of looking at their own performance data, setting goals, examining outcomes, and developing action plans in response to the data.

Parents are informed about both their individual student's and the School's achievement progress. Students and parents will discuss individual student achievement, progress towards graduation, and performance on state assessments under the direction of the classroom teacher during Student Led Conferences conducted twice a year. At this time, they also develop, modify, or review their child's Personalized Learning Plan. At this time they find out about the progress of their student in all areas – academic, socially and emotionally. They also can ask questions about any of the assessments and their student's scores. They also receive tri-annual standards-based report cards.

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→ See Appendix IIIa for sample standards-based report card.

Parents of English Learners will also receive mandated communications on reclassification per Title III through annual CELDT testing results. Parents of students with IEPs will receive reports according to the plan specified in each IEP. The School will comply with state and federal law regarding reporting requirements, including parents' rights to be updated on their child's IEP at least as frequently as the parents of non-disabled students receive updates on their children's academic progress. All disabled students are entitled to the reports and assessment data described in this section which are provided to all students.

Educators examine student performance data formally through a process called the Cycle of Inquiry (COI), which entails examining pre- and post-test data with colleagues in a structured way, with the objective of refining classroom practice in response to data and in pursuit of student mastery of standards. Educators usually engage in the COI in grade level teams, during one regularly-scheduled planning period per week during the regular school day. They use data from a variety of assessments that are based on the standards in the School's pacing chart. Data are examined in a public way, and instructional strategies for re-teaching are identified and implemented. Student outcome data also informs professional development plans for individual teachers, who may receive personalized coaching or outside training as appropriate. Staff members also receive and analyze school-wide data on student achievement during staff meetings, and use this data to help monitor and improve the School's education program overall.

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The Principal, collaborating with teachers, instructional coaches, the Advisory School Council, and the Regional Vice President (principal's supervisor), uses the STAR assessment results to create annual and targeted plans for increased achievement. The entire School takes ownership for implementing the plan, measuring progress and ultimately improving student learning. Action plans in response to data often include school-wide professional development. In addition, results from benchmark tests for ELA and Math are analyzed by the staff and used to adjust pacing guides, direct re-teaching, and intervention services for students.

Aspire's Home Office provides extensive data analysis around the California Standards Tests, the CELDT, and the CAT6. This analysis informs the School with suggested students to target, strand weaknesses and strengths, classroom growth, progress on the goals of No Child Left Behind and school-wide challenges. The student data is also used to inform professional development for the organization. Every year, Aspire's Director of Evaluation and Assessment does an analysis of the weakest strands on the California Standards Test for each teacher, grade level, school and the whole organization. Regional professional development is directly based on the region's results.

The District may receive formative and summative data on student achievement through School reports and/or presentations to the District's Board of Education, in accordance with the District's standard process for reviewing and evaluating charter school performance. At the District's request, the District Superintendent and two (2) designees may be authorized users of Aspire's student information system.

Additionally, the School will publish student results annually through the School Accountability Report Card ("SARC"), in compliance with the California Constitution, California Education Code, and NCLB criteria. The report includes pertinent facts and data about the School and will be made available to the public as required by law.

#### **District Visitation/Inspection**

The School will comply with a District requested visitation process to enable the District to gather information needed to validate the School's performance and compliance with the terms of this charter. The School agrees to and submits to the right of the District to make random visits and inspections or observations in order to carry out its statutorily required oversight in accordance with Education Code Section 47607.

#### **Response to Inquiries**

Pursuant to Education Code Section 47604.3 the School shall promptly respond to all reasonable inquiries including, but not limited to inquiries regarding its financial records from the District, the County Office of Education, County Board of Education, and the State Superintendent of Public Instruction.

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#### IV. GOVERNANCE STRUCTURE

*Governing Law: The governance structure of the school, including, but not limited to, the process to be followed by the school to ensure parental involvement.*

*- California Education Code Section 47605(b)(5)(D)*

##### **Not-for-profit Public Benefit Corporation**

The School will be a directly-funded independent charter school and will be operated by Aspire Public Schools, a California Nonprofit Public Benefit Corporation, pursuant to California law upon approval of this charter.

The School will operate autonomously from the District, with the exception of the supervisory oversight as required by statute and other contracted services as negotiated between the District and the School. Pursuant to California Education Code Section 47604(c), the District shall not be liable for the debts and obligations of the Charter School, operated by a California non-profit benefit corporation or for claims arising from the performance of acts, errors, or omissions by the School as long as the District has complied with all oversight responsibilities required by law.

Aspire is non-sectarian in its programs, admissions policies, employment practices, and all other operations, shall not charge tuition, and shall not discriminate against any student or employee on the basis of the characteristics listed in Section 220 (actual or perceived disability, gender, nationality, race or ethnicity, religion, sexual orientation, or any other characteristic that is contained in the definition of hate crimes set forth in Section 422.55 of the Penal Code or association with an individual who has any of the aforementioned characteristics).

Aspire complies with all applicable federal, state and local laws applicable to its operation and will comply with the District guidelines and requirements for charter schools. It will retain its own legal counsel when necessary. It will purchase and maintain as necessary general liability, property, workers' compensation and unemployment insurance policies.

→ See the Appendix Appendices IVa and IVb for Aspire's Articles of Incorporation and Bylaws.

##### **Board of Directors**

Aspire and the School are governed by the Aspire Board of Directors ("Board or Board of Directors"), in accordance with applicable law and its adopted bylaws, as may be subsequently amended pursuant to the amendment process specified in the bylaws which shall be consistent with the terms of this charter.

All Board meetings shall comply with the Brown Act.

The Board abides by an adopted conflicts code which shall comply with the Political Reform Act. The Board complies with the Political Reform Act and Corporations Code Conflicts of Interest rules, and any charter school specific conflicts of interest regulations. As required, the Conflicts Code will be submitted to the County Board of Supervisors for approval.

→ See the Appendix IVc for Aspire's Conflict of Interest policy.

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### Board of Directors Membership

The Aspire Board of Directors consists of a maximum of 11 regular members plus one seat for every sponsoring district. As provided by Education Code Section 47604(b), the District Board of Education shall be entitled to one representative on the Aspire Board of Directors. The Board of Directors meets quarterly. In addition, Aspire's Board of Directors elects a smaller group of directors to serve as the Board's Executive Committee, which meets monthly.

→ See the Appendix IVd for a list of current members of Aspire's Board of Directors

### Board Duties

The Board of Directors is responsible for establishing broad policies and overseeing high-level decisions that affect all Aspire schools. Those duties include:

- Defining or refining the organization's mission, values, and vision;
- Setting strategic direction;
- Adopting policies to ensure that Aspire is run effectively, legally, and ethically;
- Hiring, firing, overseeing, evaluating, and supporting the CEO;
- Monitoring the operational budget and finances for long-term viability; and
- Seeing that adequate funds are secured for the operating and capital needs of Aspire.

The Board also approves policies and other documents as required by state or federal law, especially pertaining to categorical funds. Members of the Board may also participate in raising funds for Aspire and increasing public awareness of Aspire's work.

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The Board may initiate and carry on any program or activity or may otherwise act in a manner which is not in conflict with or inconsistent with or preempted by any law and which are not in conflict with the purposes for which schools are established.

The Board may execute any powers delegated by law to it and shall discharge any duty imposed by law upon it and may delegate to an employee of the School any of those duties with the exception of budget approval or revision, approval of the fiscal and performance audits, and the adoption of Board policies. The Board however, retains ultimate responsibility over the performance of those powers or duties so delegated. Such delegation will:

- Be in writing;
- Specify the entity designated;
- Describe in specific terms the authority of the Board of Directors being delegated, any conditions on the delegated authority or its exercise and the beginning and ending dates of the delegation; and
- Require an affirmative vote of a majority of Board members.

### Advisory School Council

Aspire encourages all groups to participate in and share responsibility for the educational process and educational results. It has always been the intent of the School to have an Advisory School Council ("ASC"), consisting of teacher, parent, community, and school representatives, and efforts are underway to revitalize this area. The School's ASC will participate in developing school policies and will assist in engaging the community. The ASC may make recommendations about issues related to the school and participate in reviewing parental and

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community concerns. In addition to the School's Principal, the ASC will consist of representative(s) from each of the following groups: teachers, parents, students, community. The principal is responsible for communicating all ASC policy recommendations to the Aspire Board of Directors.

### **Additional Opportunities for Parent Involvement**

The School recognizes that children learn best when parents are engaged in their education. To help parents and guardians become great coaches for their children, and to invite parent participation in all aspects of school life, all Aspire schools feature:

- *Special Saturday classes:* Scheduled at the beginning of the year, these three mandatory half-day sessions allow parents to attend school with their children.
- *Participation in school decision-making:* Aspire includes two parent representatives on the Advisory School Council and parent participation on the school's Teacher Hiring Committee.
- *Opportunities to evaluate the School and its staff:* Each spring, parents are asked to complete a survey evaluating the School, the principal, and their child's teachers. The survey results are reviewed by the School staff as well as Aspire's Home Office and are a factor in personnel decisions such as merit raises.
- *Regular communication about student learning and behavior:* parents, students and teachers meet at least twice a year during Student-Led Conferences to plan and assess the students' learning progress and determine goals. In addition, the School staff will call parents regularly, both to provide positive reinforcement for academic growth and to inform parents when students make choices that do not match the School's behavior and academic expectations.

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Naturally, parents will also be encouraged to volunteer, and the School will also provide a variety of opportunities to match with different skills and interests. Examples include helping in classrooms, leading extra-curricular activities, coaching sports teams, assisting with event planning, attending field trips, serving on parent committees, fundraising, and communicating with other parents.

### **Addressing Parent Concerns and Complaints**

The School is committed to working with parents to address any parental concerns and complaints. Parents are encouraged to share their ideas and concerns with the School Principal at any time. If the Principal is unable to resolve a parent's concern, parents are able to contact the principal's supervisor, Aspire's Regional Vice-President. Alternatively, Aspire has established a formal complaint process to address any community concerns that are not resolved through informal conversations.

→ See Appendix IVe for Aspire's Community Complaint Form.

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## V. HUMAN RESOURCES

Aspire and the School are committed to attracting, selecting, developing, inspiring, and rewarding the best educators and education professionals to serve our students.

### Qualifications of School Employees Overall

Governing Law: The qualifications to be met by individuals to be employed by the school.  
- California Education Code Section 47605(b)(5)(E)

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The School will recruit professional, effective, and qualified personnel to serve in administrative, instructional, instructional support, and non-instructional support capacities. All prospective employees are required to successfully complete a DOJ fingerprinting background check, TB test, and reference checks, to ensure the health and safety of the School's faculty, staff, and pupils. In addition, prospective employees are carefully screened to ensure they have the qualifications for employment as outlined in their job descriptions.

Specifically, the School's key staff members (Principal, Office Manager, and Teachers) will meet the following qualifications:

### Principal Qualifications

The School's Principal is the instructional leader at the School, with responsibility for ensuring the School and its students achieve the outcomes outlined in this charter petition. The Principal will have the following qualifications:

#### Required knowledge, skills, and abilities:

- Demonstrated commitment to students and learning
- Demonstrated knowledge of curriculum, instruction, and assessment
- A record of success developing teachers
- Excellent communication, presentation and interpersonal skills
- Excellent organization, time management and follow-up skills; demonstrated ability to successfully handle multiple activities concurrently
- Strong community-building skills
- Entrepreneurial passion
- Demonstrated profit/loss responsibility

#### Recommended educational level:

Masters in education is highly desirable

#### Required experience:

5 plus years teaching and/or administrative experience

➔ See Appendix Va for biography of the Principal

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### Office Manager Qualifications

The School's Office Manager will be responsible for overall front office activities, will report to the Principal, and will work with students, parents, and outside parties. The Office Manager will have the following qualifications:

#### Required knowledge, skills, and abilities:

- Strong organizational, time management, and multi-tasking skills
- Strong interpersonal and communication skills
- Fluency with office technology, including Microsoft Office applications
- Expedience in office management
- Ability to work independently as well as with a team
- Fluency in Spanish is highly desirable

#### Required educational level:

A.A. degree or equivalent work experience

#### Required experience:

- 3 plus years in fast-paced administrative support position
- Experience in school front office preferable

### Teacher Qualifications

Educators at the School will meet all requirements for employment set forth in applicable provisions of law, including Education Code Section 47605(f) and the applicable highly qualified requirements of NCLB. As provided in Education Code Section 47605(f), the School maintains flexibility with regard to credentials for teachers in non-core, non-college preparatory courses (e.g. music, physical education, certain electives, etc.). The qualifications of teachers to be employed in the School will be designed to ensure students meet the educational goals outlined in this charter petition.

#### Required knowledge, skills, and abilities:

- Knowledge of child cognitive development and different learning styles
- Deep knowledge of subject matter, including California State Standards and subject-specific frameworks
- Knowledge of assessments
- Ability and willingness to implement Aspire Instructional Guidelines
- Ability to analyze and use qualitative and quantitative student academic performance data to guide classroom practice
- Ability and willingness to reflect and improve
- Demonstrated interest in and ability to collaborate with colleagues, parents and community

#### Minimum educational level:

- Bachelor degree

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Certification

- Teachers of core, college-preparatory courses at the School will be required to hold a California Commission on Teacher Credentialing certificate, permit, or other document equivalent to that which a teacher in other public schools would be required to hold.

Experience recommended:

- 1+ year working with students as a teacher, teacher intern, or teaching assistant preferred

Teacher Hiring

The School will use a rigorous multiple-stage approach to selection that includes: a resume screen; interview(s); writing sample; demonstration lesson with students; and reference checks. Criteria for selection are based on those used by the National Board for Professional Teaching Standards:

- Committed to students and learning
- Knowledgeable about their subject matter
- Skilled in management of learning
- Reflective in their practice
- Community-oriented

The School's principal is responsible for making hiring decisions, and receives input from a Site Teacher Hiring Committee at all stages in the selection process. The Hiring Committee may include:

- Office Manager: Helps organize the process and paper trail, including: scheduling candidates for interviews and demonstration lessons; collecting score sheets; coordinating with current staff or participating students for demonstration lessons; and sending decline candidates' paperwork to Aspire.
- Teachers: Conduct interview(s) and observe demonstration lesson observation. Lead Teachers may participate in all candidate interviews; other teachers may provide input only on candidates in their grade level.
- Parents: Conduct interview(s) and observe demonstration lessons.

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Professional Development

Aspire is committed to the professional development of all of its team members. Once teachers are hired, Aspire invests in their continued professional development. Teachers new to Aspire participate in 1-2 weeks of summer training to become fluent in the Aspire education program. In addition, Aspire conducts two regional training sessions in areas identified as system-wide weaknesses based on the prior year's STAR results. The School Principal, in his/her capacity as instructional leader, provides on-site coaching. Teachers are organized into teams, led by an experienced "lead teacher" who has the skills to mentor others. Teachers are then able to collaborate and support each other to reach the Schools' and individual students' learning goals. Aspire also has instructional coaches who provide additional support, provide one-on-one consultation, and conduct school-based professional development sessions. Instructional coaches also guide experienced educators in their application for certification from the National Board for Professional Teaching Standards.

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In accordance with Education Code Section 44259.1, which requires that teachers in the state of California earn their Professional Clear Credential through on the job mentoring and training, Aspire established its own California Commission on Teacher Credentialing ("CCTC") - approved Induction Program to help beginning teachers with a Preliminary Credential to earn their Clear Credential. The School's teachers will be eligible to participate in this two-year program, which provides weekly or bi-monthly one-on-one instructional coaching. By the completion of the program, educators will have completed a portfolio showing evidence of their professional learning in each of the six Induction standards in the California Standards for the Teaching Profession ("CSTP") framework.

Other site team members are provided periodic formal and topical training sessions as well as real-time day-to-day coaching by functional experts in a variety of areas. In addition, all team members are encouraged to pursue external professional development opportunities in the form of workshops or additional certification. Aspire may cover the cost of this professional development, or may provide financial assistance as part of the benefits package. Varied, accelerated career tracks create further opportunities for professional growth.

As a rapidly growing organization, Aspire can provide a fast career path for individuals with aspirations for professional advancement. Expanded leadership responsibilities for educators can be either in or outside the classroom, including lead teacher, model teacher, coach/trainer, curriculum specialist, dean of students, and other roles.

#### **Staff Evaluation**

Aspire is committed to both increasing the academic performance of California's diverse students and developing effective educators. As a result, Aspire's practices related to performance management are a combination and balance of accountability and support. Performance expectations and reviews should be discussed periodically during the year. Performance reviews may be formal or informal, and verbal or written. Examples of such ongoing review can include walkthroughs at school sites, peer review, lesson observations and/or 360 degree feedback. Educators generally receive formal written performance evaluations once every year. The formal evaluation is based on planned and unexpected classroom observations, student growth data, self-evaluation, peer evaluation, parent feedback via a survey, and student feedback via a survey. Office manager evaluation is based on principal observation, self-evaluation and input from Aspire Home Office staff. Principal evaluation is based on school academic growth, self-evaluation, and survey results from parents, students and staff.

➔ See Appendix Vb- Vd for Educator Evaluation Rubric, Principal Evaluation Rubric and Office Manager Evaluation Rubric

#### **Compensation**

Aspire provides educators and other staff with a base salary that is competitive with local school districts, based on experience and expertise. Pay increases are not based on a step-and-column schedule, but instead based on multiple measures of performance, including student growth, parent/student satisfaction, and principal evaluation.

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## Retirement Benefits

*Governing Law: The manner by which staff members of the charter schools will be covered by the State Teachers' Retirement System, the Public Employees' Retirement System, or federal social security.*

*- California Education Code Section 47605(b)(5)(K)*

All employees of the School who qualify for membership in STRS (including teachers and other qualified certificated employees) or PERS (including the Office Manager and other qualified non-certified staff) shall be covered under the appropriate system. Employees will contribute at the rate established by STRS or PERS. Aspire's Home Office will work with the District or County Office of Education pursuant to Education Code Section 47611.3 to ensure that appropriate arrangements for the coverage have been made. All employees who are not members of STRS must contribute to the federal social security system. Aspire will make all employer contributions as required by STRS, PERS and the federal social security. Aspire will also make contributions for workers' compensation insurance, unemployment insurance and any other payroll obligations of an employer.

In addition, all Aspire employees are also eligible to contribute to an optional 403(b) plan.

## Employee Representation

*Governing Law: A declaration whether or not the charter school shall be deemed the exclusive public school employer of the employees of the charter school for the purposes of the Educational Employment Relations Act (Chapter 10.7, commencing with Section 3540) of Division 4 of Title 4 of Title 1 of the Government Code.*

*- California Education Code Section 47605(b)(5)(O)*

For the purposes of the Educational Employment Relations Act, Aspire Public Schools is deemed the exclusive public school employer of the employees of the Charter School.

## District Employee Return Rights

*Governing Law: A description of the rights of any employee of the school district upon leaving the employment of the school district to work in a charter school, and of any rights of return to the school district after employment at a charter school.*

*- California Education Code Section 47605(b)(5)(M)*

Employees of the District who choose to leave the employment of the District to work at the School will have no automatic rights of return to the District after employment by the School, unless specifically granted by the District through a leave of absence or other agreement in accordance with applicable District Board Policy and/or collective bargaining agreements.

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All employees of the School will be considered the exclusive employees of the School and not the District unless otherwise mutually agreed in writing. Sick leave or years of service credit at the District or any other school district may be transferred to the School for the purposes of STRS or PERS.

Employment by the Charter School provides no rights of employment at any other entity, including any rights in the case of closure of the Charter School.

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## Health and Safety Procedures

Governing Law: The procedures that the school will follow to ensure the health and safety of pupils and staff. These procedures shall include the requirement that each employee of the school furnish the school with a criminal record summary as described in Section 4237.

- California Education Code Section 47605(b)(5)(F)

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In order to provide safety for all students and staff members, all Aspire schools implement appropriate and comprehensive health and safety procedures and risk management policies, designed in consultation with Aspire's insurance carriers and risk management experts.

The following is a summary of the health and safety policies of the School:

### Procedures for Background Checks

Employees and contractors of the School will be required to submit to a criminal background check and furnish a criminal record summary as required by Education Code 44237 and 45125.1. New employees not possessing a valid California Teaching Credential must submit two sets of fingerprints to the California Department of Justice for the purpose of obtaining a criminal record summary. The Principal and Aspire Human Resources department shall monitor compliance with this policy. Individuals who will volunteer at the School outside of the direct supervision of a credentialed employee shall be fingerprinted and receive background clearance prior to volunteering.

### Role of Staff as Mandated Child Abuse Reporters

All non-certificated and certificated staff will be mandated child abuse reporters and will follow all applicable reporting laws and the same policies and procedures used by the District.

### TB Testing

All School staff will be tested for tuberculosis prior to commencing employment and working with students as required by Education Code Section 49406.

### Immunizations

All students enrolled and staff will be required to provide records documenting immunizations as is required at public schools pursuant to Health and Safety Code Sections Section 120325-120375, and Title 17, California Code of Regulations Section 6000-6075.

### Medication in School

The School will adhere to Education Code Section 49423 regarding administration of medication in school.

### Vision, Hearing, Scoliosis

Students will be screened for vision, hearing and scoliosis. The School will adhere to Education Code Section 49450, et seq., as applicable to the grade levels served by the school.

### Emergency Preparedness

The School shall adhere to an Emergency Preparedness Handbook drafted specifically to the needs of the school site in conjunction with law enforcement and the Fire Marshall. This handbook shall include, but not be limited to the following responses: fire, flood, earthquake,

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terrorist threats, and hostage situations. If assuming a facility that was previously used as a school site, any existing emergency preparedness plan for the school site shall be used as a starting basis for updating the handbook for the School.

Blood-borne Pathogens

The School shall meet state and federal standards for dealing with blood borne pathogens and other potentially infectious materials in the work place. The School has a written infectious control plan designed to protect employees and students from possible infection due to contact with blood borne viruses, including human immunodeficiency virus ("HIV") and hepatitis B virus ("HBV"). Whenever exposed to blood or other bodily fluids through injury or accident, staff and students shall follow the latest medical protocol for disinfecting procedures.

Drug-Free / Alcohol-Free / Smoke-Free Environment

The School shall be a drug-, alcohol- and tobacco-free workplace.

Facility Safety

The School shall comply with Education Code Section 47610 by utilizing facilities that are compliant with the Field Act or facilities that are compliant with the State Building Code. The School agrees to test sprinkler systems, fire extinguishers, and fire alarms annually at its facilities to ensure that they are maintained in an operable condition at all times. The School shall conduct fire drills at least once a month pursuant to Education Code Section 32001.

Comprehensive Anti-Harassment Policies and Procedures

The School is committed to providing a school that is free from sexual harassment, as well as any harassment based upon such factors as race, religion, creed, color, national origin, ancestry, age, medical condition, marital status, sexual orientation, or disability. The School has developed a comprehensive policy to prevent and immediately remediate any concerns about sexual discrimination or harassment at the Charter School (including employee to employee, employee to student, and student to employee misconduct). Misconduct of this nature is very serious and will be addressed in accordance with the School's Anti-harassment policy.

→ See Appendix Ve for Comprehensive School Safety Plan

**Dispute Resolution Procedures**

*Governing Law: The procedures to be followed by the charter school and the entity granting the charter to resolve disputes relating to provisions of the charter.*

*- California Education Code Section 47605(b)(5)(N)*

The School and the District will be encouraged to attempt to resolve any disputes with the District amicably and reasonably without resorting to formal procedures.

In the event of a dispute between the School and the District that is unable to be resolved by the Charter School principal and District staff, the School and District agree to first frame the issue in written format ("dispute statement") and refer the issue to the Superintendent and Regional

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Vice-President of Aspire. In the event that the District Board of Trustees believes that the dispute relates to an issue that could lead to revocation of the charter in accordance with Education Code Section 47607, this shall be noted in the written dispute statement. However, participation in the dispute resolution procedures outlined in this section shall not be interpreted to impede or act as a pre-requisite to the District's ability to proceed with revocation in accordance with Education Code Section 47607.

The Regional Vice-President and Superintendent shall informally meet and confer in a timely fashion to attempt to resolve the dispute, not later than 5 business days from receipt of the dispute statement. In the event that this informal meeting fails to resolve the dispute, both parties shall identify two Board members from their respective boards who shall jointly meet with the Superintendent and the Aspire Regional Vice-President and attempt to resolve the dispute within 15 business days from receipt of the dispute statement. If this joint meeting fails to resolve the dispute, the Superintendent and the Aspire Regional Vice-President shall meet to jointly identify a neutral third party mediator to engage the Parties in a mediation session designed to facilitate resolution of the dispute. The format of the mediation session shall be developed jointly by the Superintendent and the Regional Vice-President. Mediation shall be held within sixty business days of receipt of the dispute statement. The costs of the mediator shall be split equally between the District and the School. If mediation does not resolve the dispute either party may pursue any other remedy available under the law. All timelines and procedures in this section may be revised upon mutual written agreement of the District and the School.

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## VI. STUDENT ADMISSIONS, ATTENDANCE, AND SUSPENSION / EXPULSION POLICIES

### Student Admissions Policies and Procedure

*Governing Law: Admission requirements, if applicable.*

*- California Education Code Section 47605(b)(5)(H)*

The School will actively recruit a diverse student population who understand and value the School's mission and are committed to the School's instructional and operational philosophy.

The School is open to all students. Admission to the School shall not be determined according to the student's place of residence or that of his or her parent or guardian, within the state of California, except as provided below. Admission tests will not be required; however, assessments will be administered to determine individual instructional programs once students are admitted. These tests will serve as diagnostics of students' reading, writing and math skills.

#### Commitment to a Discrimination-free and Harassment-free Education

Aspire and the School are committed to providing a safe, discrimination-free and harassment-free education to its students, and the. The School shall not discriminate against any pupil on the basis of the characteristics listed in Section 220 (actual or perceived disability, gender, nationality, race or ethnicity, religion, sexual orientation, or any other characteristic that is contained in the definition of hate crimes set forth in Section 422.55 of the Penal Code or association with an individual who has any of the aforementioned characteristics). The School shall comply with all applicable legal minimum and maximum age requirements for admission.

➔ See Appendix VIa for Aspire's Anti-Discrimination/Anti-Harassment Policy and Complaint Procedure

The School shall admit all students who wish to attend subject only to capacity. If the number of student applicants exceeds the School's capacity, attendance, except for existing pupils shall be determined by a public random drawing.<sup>6</sup> Existing students who are re-enrolling are exempted from the drawing. After all spots have been filled through the drawing, a wait list will be created in the order in which names are drawn. As openings become available, opportunities to enroll will be given to those in order of the wait list.

Preference in the public random drawing will be given as follows:

1. Children of employees<sup>7</sup>
2. Siblings of current students within the School<sup>8</sup>
3. Residents of the District

<sup>6</sup> During any period of Public Charter Schools Grant Program funding, the public random drawing will be held as one single weighted lottery in accordance with the terms of the State Board of Education approved Request for Applications ("RFA").

<sup>7</sup> During any period of Public Charter Schools Grant Program funding, this preference will be limited to "children of faculty" and will not to exceed 10 percent of total enrollment in accordance with the terms of the State Board of Education approved Request for Applications ("RFA").

<sup>8</sup> During any period of Public Charter Schools Grant Program funding, this preference will be considered an "exemption" to the public random drawing in accordance with the terms of the State Board of Education approved Request for Applications ("RFA").

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4. All other students in the State of California.

The School's enrollment policy, priorities, and procedures are based on both Aspire's policies and any agreements made between Aspire and the district, and thus may be subject to change.

**Racial & Ethnic Balance**

*Governing Law: The means by which the school will achieve a racial and ethnic balance among its pupils that is reflective of the general population residing within the territorial jurisdiction of the school district to which the charter petition is submitted.*

*- California Education Code Section 47605(b)(5)(G)*

The School will conduct a variety of outreach activities to attract an applicant pool that broadly reflects the racial and ethnic balance of the District and community in which the School is located. These strategies may include:

- Establishing an enrollment timeline and process that allow for a broad-based recruiting and application process. Typically, formal outreach activities for the following school year's enrollment begin in January, and the lottery is held in March.
- Creating and distributing enrollment brochures and forms in various languages
- Meetings with and presentations to local pre-schools and Head Start programs, neighborhood groups, community organizations, churches, and youth service organizations.
- Posting enrollment information on the Aspire website in English and Spanish
- Holding open houses and hosting scheduled tours for interested parents. During open enrollment season, the School will typically have 3-5 open houses, in addition to individual tours available by appointment.
- Advertising open enrollment with large banners on the school
- Advertising openings by posting flyers in neighborhoods, distributing flyers at local grocery stores, buying ad space on buses or in the newspaper, and sending information via direct mail.

The school office manager plays a key role in fielding calls about enrollment, coordinating open houses and presentations, and assisting individual families to fill out the Interest Form.

In addition, Aspire (which operates several schools in the Oakland area) may conduct general outreach activities to augment individual schools' efforts (e.g. creating a brochure that profiles all Aspire East Bay schools and distributing it more broadly).

**Public School Attendance Alternatives**

*Governing Law: The public school attendance alternatives for pupils residing within the school district who choose not to attend charter schools.*

*- California Education Code Section 47605(b)(5)(F)*

No student may be required to attend the Charter School. Students who reside in the District who opt not to attend the School may attend a school within the District according to District policy or at another school district or school within the District through the District's intra- and inter-district policies. . The parent or guardian of each student enrolled in the School shall be

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notified on admissions forms that the student(s) have no right to admission in a particular school of any local educational agency (or program of any local educational agency) as a consequence of enrollment in the School, except to the extent that such a right is extended by the local educational agency.

### **Suspension and Expulsion Procedures**

*Governing Law: The procedures by which pupils can be suspended or expelled.*

*- California Education Code Section 47605(b)(5)(f)*

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The procedures for suspension and expulsion of the School's students are based on the procedures identified in the California Education Code. The policies and procedures for suspension and expulsion will be periodically reviewed and the list of offenses for which students are subject to suspension and expulsion will be modified as necessary. The School will notify the District of any expulsions. The School will account for suspended or expelled students in its average daily attendance accounting as provided by law.

→ See Appendix VIb for Aspire's Suspension and Expulsion Policy and Procedures.

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## VII. REPORTING AND ACCOUNTABILITY

### Budgets and Cash Flow

Governing Law: The petitioner or petitioners shall also be required to provide financial statements that include a proposed first-year operational budget, including startup costs, and cashflow and financial projections for the first three years of operation.

- California Education Code Section 47605(g).

At full enrollment, the School will break even based on state and federal per-pupil funds, without the need for additional grant monies.

### Sources of Funds

The vast majority of funds for the School's operations come from the State of California and local in-lieu property taxes, in the form of a per-student standard allocation ("Revenue Limit Per Average Daily Attendance," or "ADA"). The School will also receive additional monies ("categorical funds") for special populations and specific programs.

### Uses of Funds

Annually, most of the School's funds will go toward personnel and facilities (including rent or debt service, utilities and maintenance). The School also anticipates spending about 5% of its budget on other direct program costs (e.g. classroom supplies). Private and federal grant funds for one-time start-up costs will be used for items such as furniture, computer equipment, textbooks, and teacher training.

→ Please see Appendix VIIa for the School's financial projections and cash flow as required by Education Code Section 47605(g). These documents are based upon the best data available to the Petitioners at the date of submission.

### Financial Reporting

By July 1 of each calendar year, the School will provide a draft budget for the following school year to the District, including its estimate for enrollment and its Average Daily Attendance assumptions.

### Insurance

Aspire shall acquire, maintain and finance general liability, workers compensation, and other necessary insurance for the School of the types and in the amounts required for an enterprise of similar purpose and circumstance.

The School shall provide evidence of the above insurance coverage to the District no later than sixty days prior to operation or an earlier agreed upon date by the District and the Charter School.

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**Administrative Services**

*Governing Law: The manner in which administrative services of the school are to be provided.  
- California Education Code Section 47605(g).*

Aspire has an experienced administrative staff that handles a variety of "back office" services like payroll, accounting, and purchasing. Aspire will be responsible for all of its own personnel salary and benefit plans, provisions and costs. In the event that any administrative services are to be provided by the District, the specifics will be agreed to in a Memorandum of Understanding between Aspire and the District.

**Facilities**

*Governing Law: A description of the facilities to be utilized by the school.  
- California Education Code Section 47605(g)*

The School will operate as one site within the District. The School will be located at 1445 101<sup>st</sup> Street 3200 62<sup>nd</sup> Avenue, Oakland, CA 94603.94605. The facility, located in East Oakland, was previously used as a parochial school and is leased from the Catholic Diocese of Oakland. The building includes classrooms, offices, conference rooms, cafeteria and gymnasium; thea multi-use room. The lot includes parking and is shared with the St. Louis Bertrand church.local parish. Aspire has already renovated the facility, including lights, electrical, painting and landscaping.

The School shall comply with Education Code Section 47610 by either utilizing facilities that are compliant with the Field Act or that are compliant with the State Building Code. The facilities shall meet the requirements of the Americans with Disabilities Act and shall be approved by the local/state fire marshal for the intended use. The School agrees to test sprinkler systems, fire extinguishers, and fire alarms at its facilities to ensure that they are maintained in an operable condition at all times.

**Independent Fiscal Audit**

*Governing Law: The manner in which annual, independent, financial audits shall be conducted, which shall employ generally accepted accounting principles, and the manner in which audit exceptions and deficiencies shall be resolved to the satisfaction of the chartering authority.  
- California Education Code Section 47605(b)(5)(I)*

An annual independent fiscal audit of the books and records of the School will be conducted as required under the Charter Schools Act, section 47605(b)(5)(I) and 47605(m). The books and records of the Charter School will be kept in accordance with generally accepted accounting principles, and as required by applicable law and the audit will employ generally accepted accounting procedures. The audit shall be conducted in accordance with applicable provisions within the California Code of Regulations governing audits of charter schools as published in the State Controllers Guide.

The Chief Operating Officer of Aspire will select an independent auditor and Chief Financial Officer will be responsible for overseeing the independent audit. The auditor will have, at a minimum, a CPA and educational institution audit experience and be approved by the State

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Controller on its published list as an educational audit provider. To the extent required under applicable federal law, the audit scope will be expanded to include items and processes specified in applicable Office of Management and Budget Circulars.

It is anticipated that the annual audit will be completed within four months of the close of the fiscal year and that a copy of the auditor's findings will be forwarded to the District, the County Superintendent of Schools, the State Controller, and to the CDE by the 15th of December of each year. The Financial Committee of the Aspire Board of Directors will review any audit exceptions or deficiencies and report to the Aspire Board of Directors with recommendations on how to resolve them. Aspire will submit a report to the District proposing how the exceptions and deficiencies have been or will be resolved to the satisfaction of the District along with an anticipated timeline for the same. Any disputes between the District and the School regarding the resolution of audit exceptions and deficiencies will be referred to the dispute resolution process referenced in Section V of this Charter. However, Aspire recognizes that all audit exceptions and deficiencies must be resolved to the satisfaction of the District.

The independent fiscal audit of the School is a public record to be provided to the public upon request.

#### **Direct Funding**

Aspire will receive funding pursuant to Education Code Section 47630 and its successors and will opt to receive its funding directly from the state pursuant to Education Code Section 47651. Any funds due to the school that flow through the District shall be forwarded to Aspire in a timely fashion. During the term of this charter petition, Aspire and the District will negotiate in good faith to develop a Memorandum of Understanding that establishes the specific financial and service relationship between the two parties.

#### **District Fee for Oversight**

The District shall provide and/or perform the supervisory oversight tasks and duties specified in Education Code Section 47604.32 for a fee that will not exceed that allowed by Education Code Section 47613.

#### **Closure Procedures**

*Governing Law: A description of the procedures to be used if the charter school closes. The procedures shall ensure a final audit of the school to determine the disposition of all assets and liabilities of the charter school, including plans for disposing of any net assets and for the maintenance and transfer of pupil records.*

*- California Education Code Section 47605(b)(5)(P)*

Closure of the School will be documented by official action of the Board of Directors. The action will identify the reason for the closure. The official action will also identify an entity and person or persons responsible closure-related activities.

The Board of Directors or its designee will promptly notify parents and students of the Charter School, the District, the Alameda County Office of Education, the School's SELPA, retirement systems in which the School's employees participate (e.g., Public Employees' Retirement System, State Teachers' Retirement System, and federal social security), and the California Department of Education of the closure as well as the effective date of the closure. This notice will also

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include the name(s) of contact information for the person(s) to whom reasonable inquiries may be made regarding the closure; the pupils' school districts of residence; and the manner in which parents/guardians may obtain copies, including specific information on completed courses and credits that meet graduation requirements.

The Board or its designee will ensure that the notification to the parents and students of the Charter School of the closure provides information to assist parents and students in locating suitable alternative programs. This notice will be provided promptly following the Board's decision to close the School.

The Board will also develop a list of pupils in each grade level and the classes they have completed, together with information on the pupils' districts of residence, which they will provide to the entity responsible for closure-related activities.

As applicable, the School will provide parents, students and the District with copies of all appropriate student records and will otherwise assist students in transferring to their next school. All transfers of student records will be made in compliance with the Family Educational Rights and Privacy Act ("FERPA") 20 U.S.C. § 1232g. The School will ask the District to store original records of School students. All records of the School shall be transferred to the District upon School closure. If the District will not or cannot store the records, the School shall work with the County Office of Education to determine a suitable alternative location for storage.

All state assessment results, special education records, and personnel records will be transferred to and maintained by the entity responsible for closure-related activities in accordance with applicable law.

As soon as reasonably practical, the School will prepare final financial records. The School will also have an independent audit completed within six months after closure. The School will pay for the final audit. The audit will be prepared by a qualified Certified Public Accountant selected by the School and will be provided to the District promptly upon its completion. The final audit will include an accounting of all financial assets, including cash and accounts receivable and an inventory of property, equipment, and other items of material value, an accounting of the liabilities, including accounts payable and any reduction in apportionments as a result of audit findings or other investigations, loans, and unpaid staff compensation, and an assessment of the disposition of any restricted funds received by or due to the School.

The School will complete and file any annual reports required pursuant to Education Code section 47604.33.

On closure of the School, all assets of the School, including but not limited to all leaseholds, personal property, intellectual property and all ADA apportionments and other revenues generated by students attending the School, remain the sole property of Aspire Public Schools and shall be distributed in accordance with the Articles of Incorporation to another California public educational entity. Any assets acquired from the District or District property will be promptly returned upon School closure to the District. The distribution shall include return of any grant funds and restricted categorical funds to their source in accordance with the terms of the grant or state and federal law, as appropriate, which may include submission of final expenditure reports for entitlement grants and the filing of any required Final Expenditure

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Reports and Final Performance Reports, as well as the return of any donated materials and property in accordance with any conditions established when the donation of such materials or property was accepted.

On closure, the School shall remain solely responsible for all liabilities arising from the operation of the School.

As the School is operated by a non-profit public benefit corporation, should the corporation dissolve with the closure of the School, the Board will follow the procedures set forth in the California Corporations Code for the dissolution of a non-profit public benefit corporation and file all necessary filings with the appropriate state and federal agencies.

As specified by the Budget in the Appendix, the Charter School will utilize the reserve fund to undertake any expenses associated with the closure procedures identified above.

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## VIII. IMPACT ON CHARTER AUTHORIZER

Governing Law: Potential civil liability effects, if any, upon the school and upon the school district.  
- California Education Code Section 47605(g).

The School shall be operated by a California non-profit public benefit corporation. This corporation is organized and operated exclusively for charitable purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code and California Revenue and taxation Code Section 23701d.

Pursuant to Education Code Section 47604(c), an entity that grants a charter to a charter school operated by or as a non-profit public benefit corporation shall not be liable for the debts or obligations of the School or for claims arising from the performance of acts, errors or omissions by the School if the authority has complied with all oversight responsibilities required by law. The School shall work diligently to assist the District in meeting any and all oversight obligations under the law, including monthly meetings, reporting, or other District-requested protocol to ensure the District shall not be liable for the operation of the School.

Further, the School and District shall enter into a memorandum of understanding, wherein the School shall indemnify District for the actions of the School under this charter.

Deleted: Charter

The corporate bylaws of the Corporation shall provide for indemnification of the School's Board, officers, agents, and employees, and the School will purchase general liability insurance, Board Members and Officer's insurance, and fidelity bonding to secure against financial risks.

As stated above, insurance amounts will be determined by recommendation of the District and the School's insurance company for schools of similar size, location, and student population. The District shall be named an additional insured on the general liability insurance of the School.

The School shall be responsible for all supplies and equipment that it purchased and, in the event of loss by fire, disaster, or theft, the District shall have no responsibility for such items. Further, the District shall have no responsibility for losses of student property for any reason whatsoever and Aspire shall hold the District harmless from any such losses.

Aspire will institute appropriate risk management practices as discussed herein, including screening of employees, establishing codes of conduct for students, and dispute resolution.

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## IX. MISCELLANEOUS CHARTER-RELATED ISSUES

### Term of Charter Petition

*Governing Law: A charter may be granted pursuant to Sections 47605... for a period not to exceed five years. A charter granted by a school district governing board... may be granted one or more subsequent renewals by that entity. Each renewal shall be for a period of five years. A material revision of the provisions of a charter petition may be made only with the approval of the authority that granted the charter. The authority that granted the charter may inspect or observe any part of the charter school at any time.*

*- California Education Code Section 47607(a)(1)*

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The School's Charter shall begin on July 1, 2009 and expire five years thereafter. Any material revisions to School's Charter shall be made by the mutual agreement of the governing board of Aspire and the District in accordance with Education Code Section 47607. Aspire may present a petition to renew or materially revise the Charter at a regularly scheduled Board of Education meeting, and District agrees to respond to such petitions pursuant to the process, criteria and timelines specified in Education Code Section 47605 or its successors.

### Interpreting the Charter

All terms of the Charter that can be interpreted as within the intent of the California Education Code shall be interpreted in such a manner.

The terms of this charter contract are severable. In the event that any of the provisions are determined to be unenforceable or invalid for any reason, the remainder of the charter shall remain in effect, unless mutually agreed otherwise by Aspire and the District. The District and Aspire agree to meet to discuss and resolve any issues or differences relating to invalidated provisions in a timely, good faith fashion.

Changes in the law or the administration related to charter schools occur from time to time. Aspire shall fully comply with all such legal and/or administrative changes. Modifications to this charter pursuant to such changes shall be deemed administrative amendments and shall not be considered "material revisions" requiring approval pursuant to Education Code §47607(a)(1).  
agree

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### Revoking the Charter

*Governing Law: Prior to revoking a charter for failure to remedy a violation pursuant to subdivision (d), and after expiration of the school's reasonable opportunity to remedy without successfully remedying the violation, the chartering authority shall provide a written notice of intent to revoke and notice of facts in support of revocation to the charter school. No later than 30 days after providing the notice of intent to revoke a charter, the chartering authority shall hold a public hearing, in the normal course of business, on the issue of whether evidence exists to revoke the charter. No later than 30 days after the public hearing, the chartering authority shall issue a final decision to revoke or decline to revoke the charter, unless the chartering authority and the charter school agree to extend the issuance of the decision by an additional 30 days. The chartering authority shall not revoke a charter, unless it makes written factual findings supported by substantial evidence, specific to the charter school, that support its findings."*

*- California Education Code Section 47607(e)*

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Aspire and the District agrees to act in good faith to notify the School in writing of any violation that may result in the revocation of the Charter and, if the District Board does not determine in writing that the violation does not constitute a severe and imminent threat to the health or safety of the pupils, to the District shall provide a reasonable opportunity to remedy such a violation. In such a situation, Aspire and the District shall follow the laws and procedures in the California Education Code. Aspire reserves all appeal rights provided under Education Code Section 47607(c) - (k). All relevant timeframes include the parameters set forth by California Education Code Section 47607.

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Appendix:  
 Monarch Academy Charter Renewal Petition

Ia	Aspire's Results to Date
Ila	Calendar and Bell Schedule
IIb	K-5 LA Instructional Guidelines
IIc	4 <sup>th</sup> Grade Language Arts Writing Sample Pacing Guide
IId	High Frequency Word List
IIe	3 <sup>rd</sup> Grade Recommended Reading Lists
IIf	2 <sup>nd</sup> Grade Recommended Reading Lists
IIg	5 <sup>th</sup> Grade Character Development
IIh	Sample Assessment Calendar
IIi	Grades 2-5 Snapshot Assessment
IIj	Chart Mapping ELD Standards with Instructional Guidelines
IIk	Letter from LodiSELPA Director
II-l	Section 504 Policy
IIm	Student Study Team (SST) Process
IIIa	Sample Standards-Based Report Card
IVa	Aspire Articles of Incorporation
IVb	Aspire's Bylaws
IVc	Conflict of Interest Policy
IVd	Board of Directors Members
IVe	Community Complaint Form
Va	Principal Biography
Vb	Principal Performance Rubric
Vc	Educator Performance Rubric
Vd	Office Manager Performance Rubric
Ve	Comprehensive School Safety Plan
VIa	Anti-Discrimination and Anti-Harassment Policy and Complaint Procedure
VIb	Suspension and Expulsion Policy and Procedures
VIIa	Financial Projections

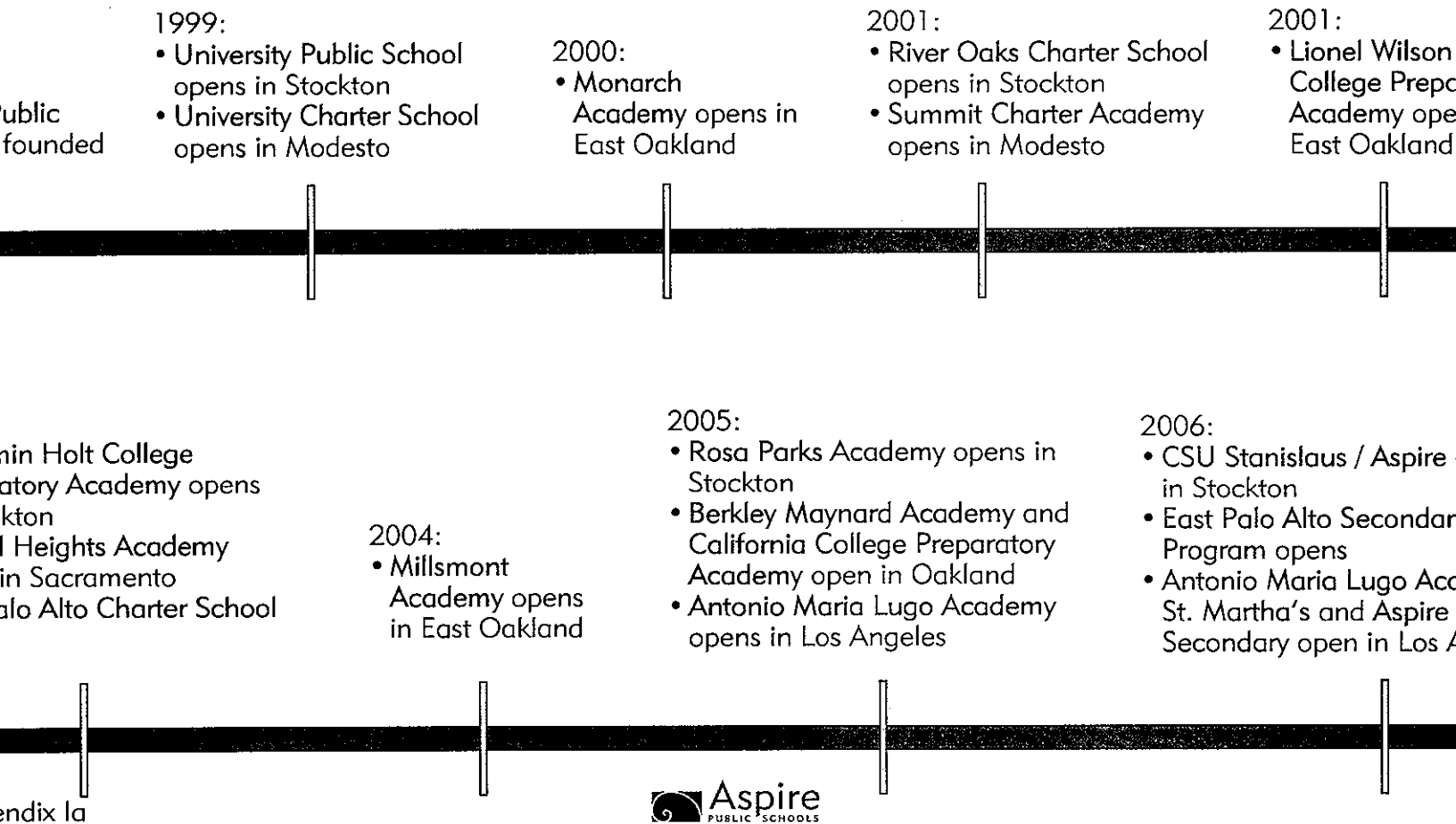


**Aspire**  
PUBLIC SCHOOLS

Monarch Academy  
Charter Renewal Appendix Ia  
Aspire Results

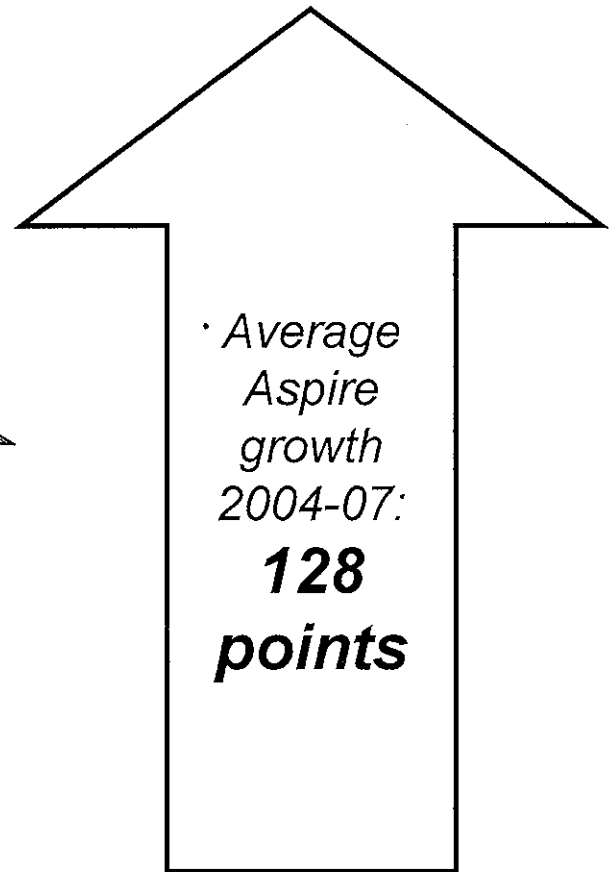
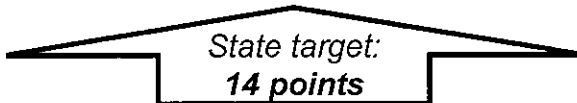
Aspire has grown steadily over the past 9 years.

Timeline of growth:



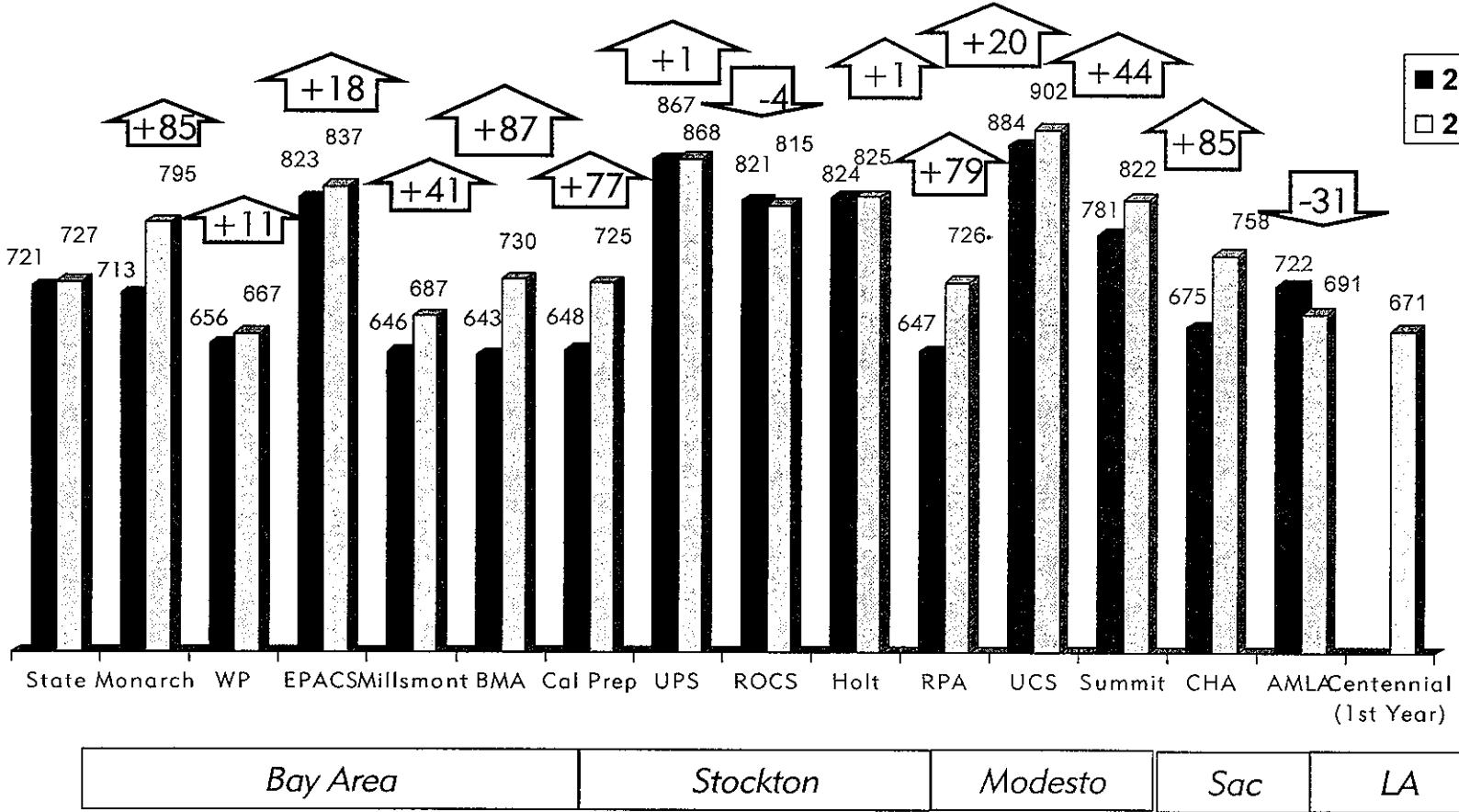


Over the 3 year period from 2004-2007, Aspire schools grew 128 points on average, which is 9 times the state's targets and 4 times the statewide growth.



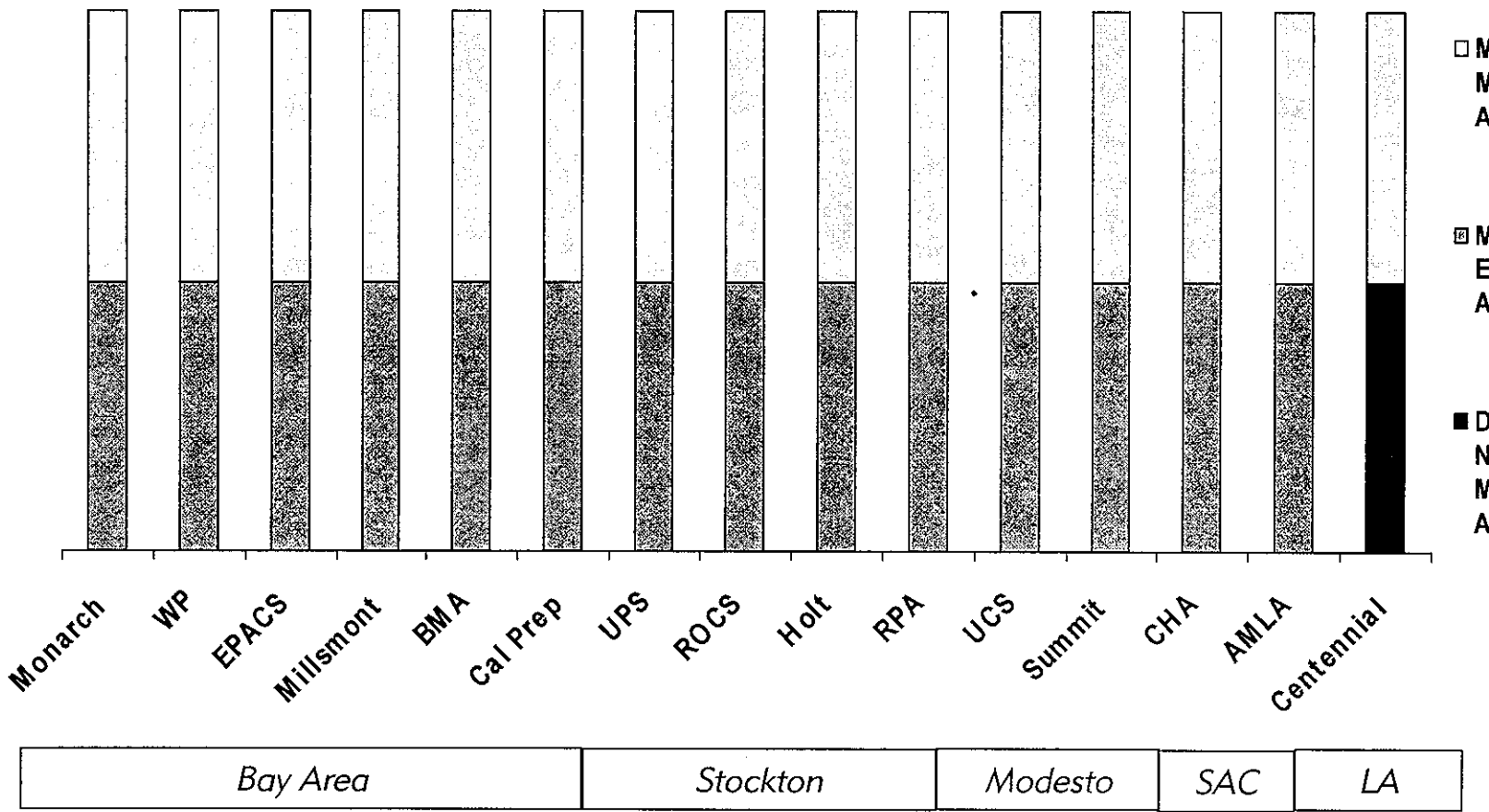
t recently, all but 2 Aspire school's showed API growth between 2006 and 2007.

### API Growth - 2006 to 2007



, all but 1 of Aspire's schools exceeded their AYP targets schoolwide and for  
 h of their numerically significant subgroups on the ELA and Math CSTs in 200

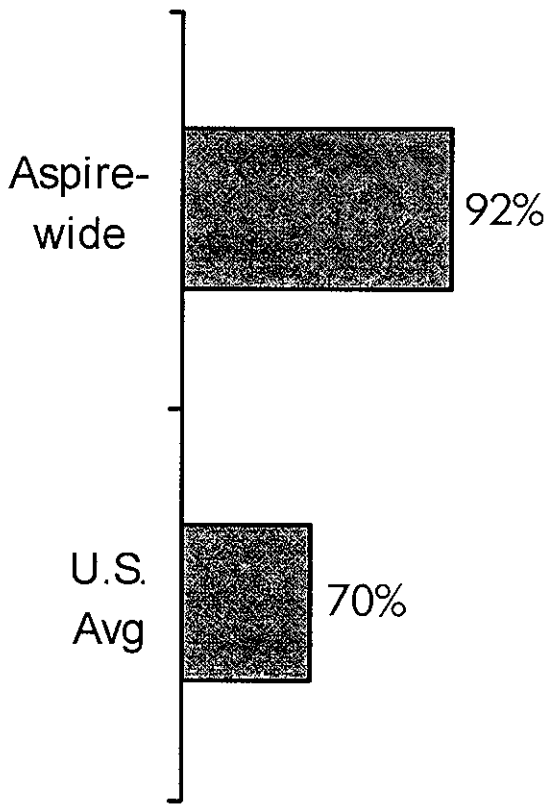
### Aspire's 2007 ELA and Math CST Results



Parents continue to be highly satisfied; 92% of parents rate their Aspire school an "A" or "B" and in Spring 2006, Aspire had enough students on its waitlists to fill 10 more schools!

**PARENT SATISFACTION**

% of parents who rated their Aspire school an "A" or "B" – Spring 2007



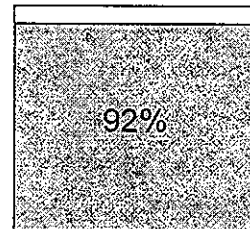
*"The academic curriculum is wonderful. The teachers seem passionate about their job and happy to be a part of a great program! The student body is small. My children feel safe."*

*"I really like that the teachers and even the principal get to really know the children and interact with them on a personal level."*

*"Everything about this school is perfect. I wish my older children had the opportunity to go here."*

**Wait list as % of capacity**

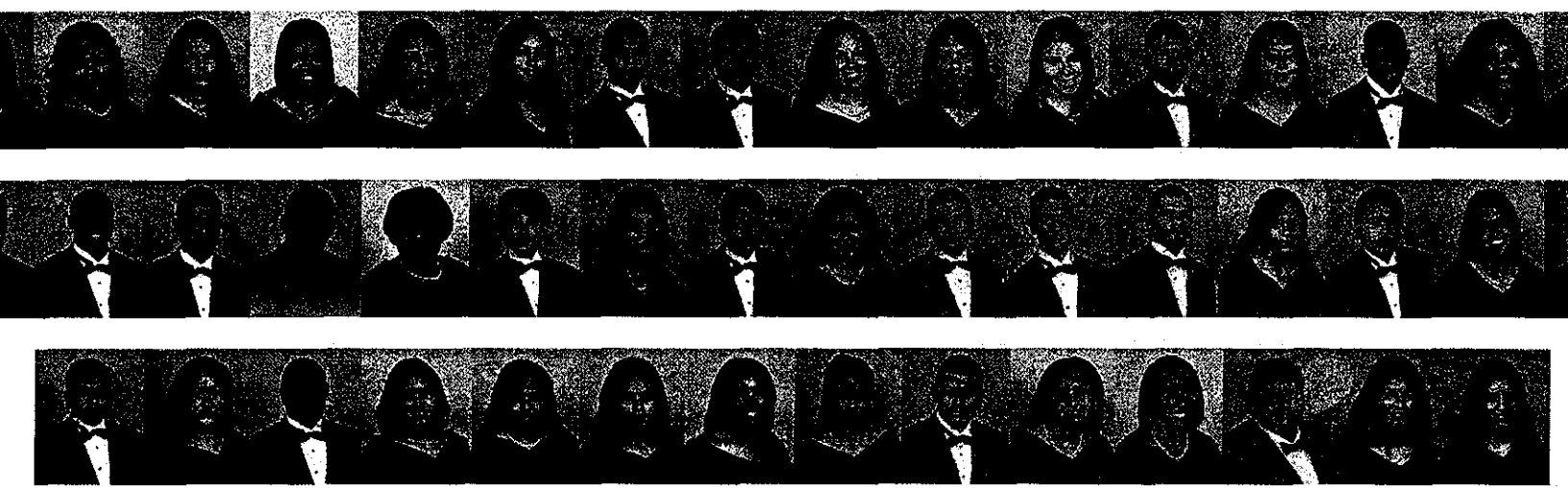
June 2006



ur first three graduating classes of seniors, 96% were accepted to 4-year colleges... which means that Aspire has helped 107 urban students beat the odds

Classes of 2007:  
96% 4-year  
college  
acceptance rate

Colleges include: Chico State, Columbia, Fresno State, Grambling, Mills College, National Hispanic University, Oregon State, San Jose State, Sac State, UC Berkeley, UC Santa Cruz, USF, USD and Wellesley



the process, Aspire has become a role model for dozens of emerging charter organizations across the country, an influence on policy makers and districts, and a recipient of several national awards for innovation and leadership.

Awarded the Fast Company-Monitor Group Social Capitalist Award in 2004, 2005, 2007 and 2008

Advisor to policy organizations, including: California Charter Schools Association, EdVoice, California Commission on Special Education, National Association of Charter School Authorizers, and others.

CEO Don Shalvey awarded the James Irvine Leadership Award in 2006



the James Irvine foundation



2008-09 School Year Calendar for Students and Families - Monarch Academy

July

Calendar grid for July showing days 1-31 with shading for no school days.

July

7/7 - 7/25: Summer School

Days of instruction: 0

January 2008

Calendar grid for January 2008 showing days 1-31 with shading for no school days.

January

1-12: Winter Break - No School
19: MLK Jr. Holiday - No School
20: After School Programs resume

Days of instruction: 13

August

Calendar grid for August showing days 1-31 with shading for no school days.

August

5: First Day of School
16: Saturday School
21: Picture Day IN uniform

Days of instruction: 19

February

Calendar grid for February showing days 1-28 with shading for no school days.

February

12: Picture Day- Free Dress
13: Teacher training day - No School
16: President's Day - No School

Days of instruction: 18

September

Calendar grid for September showing days 1-30 with shading for no school days.

September

1: Labor Day - No School
2: First Day After School Programs
29, 30: Student Led Conferences
29-30: No After School
29-30: 1/2 Days

Days of instruction: 21

March

Calendar grid for March showing days 1-31 with shading for no school days.

March

23 - 27: Student Led Conferences
23-27: 1/2 Days
23-27: No After School
27: Report Cards
30-31: Spring Break - No School

Days of instruction: 20

October

Calendar grid for October showing days 1-31 with shading for no school days.

October

1, 2, 3: No After School
1,2,3: Student Led Conferences
6-10: Fall Break - No School
13: After School resumes

Days of instruction: 18

April

Calendar grid for April showing days 1-30 with shading for no school days.

April

1-10: Spring Break - No School
20: After School resumes

Days of instruction: 14

November

Calendar grid for November showing days 1-30 with shading for no school days.

November

10: Veteran's Day - No School
21: Report Cards go home
24-28: Thanksgiving - No School

Days of instruction: 14

May

Calendar grid for May showing days 1-31 with shading for no school days.

May

2: Saturday School
18-22: CST testing
18-22: No After School
26 - 29: CST Make-Ups
25: Memorial Day - No School
26: After School resumes

Days of instruction: 20

December

Calendar grid for December showing days 1-31 with shading for no school days.

December

1: After School resumes
6: Saturday School
12: Last Day After School
22-31: Winter Break - No School

Days of instruction: 15

June

Calendar grid for June showing days 1-30 with shading for no school days.

June

12: Last Day of After School
17, 18, 19: 1/2 days
18: Promotion
19: Last Day of School

Days of instruction: 15

Legend:

- Regular school day
No School
Summer School

School Hours:

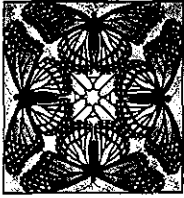
M-Th: 8:00 am - 3:15 pm
F: 8:00 am - 12:30 pm

Important Days:

- Family Events
Report cards & progress reports
pictures
After School Dates

Instructional days:

Summary table showing Total Days of Instruction: 187, Saturday School Days, and Total School Days: 190.



# Monarch Schedule 2008~9

## Morning Recess:

	Monday	Tuesday	Wednesday	Thursday	Friday
<b>K/1</b>	-	-	-	-	-
<b>2/3</b>	10:00 – 10:15	10:00 – 10:15	10:00 – 10:15	10:00 – 10:15	10:15- 10:30
<b>4/5</b>	10:15 – 10:30	10:15 – 10:30	10:15 – 10:30	10:15 – 10:30	10:15 – 10:30

## Lunch Recess: (20 minutes of play followed by 20 minutes of lunch)

	Monday	Tuesday	Wednesday	Thursday	Friday
<b>K/1</b>	11:30- 12:10 <b>UH 11:45</b>	11:30- 12:10 <b>UH 11:45</b>	11:30- 12:10 <b>UH 11:45</b>	11:30- 12:10 <b>UH 11:45</b>	11:10-11:50 <b>UH 11:30</b>
<b>2/3</b>	11:50-12:30 <b>UH 12:10</b>	11:50-12:30 <b>UH 12:10</b>	11:50-12:30 <b>UH 12:10</b>	11:50-12:30 <b>UH 12:10</b>	11:50- 12:10 (lunch only)
<b>4/5</b>	12:10-12:50 <b>UH 12:30</b>	12:10-12:50 <b>UH 12:30</b>	12:10-12:50 <b>UH 12:30</b>	12:10-12:50 <b>UH 12:30</b>	12:10 -12:30 (lunch only)

## Afternoon Recess:

	Monday	Tuesday	Wednesday	Thursday	Friday
<b>K/1</b>	2:00 -2:15	2:00 -2:15	2:00 -2:15	2:00 -2:15	2:00 -2:15
<b>2/3</b>	as needed	as needed	as needed	as needed	as needed
<b>4/5</b>	-	-	-	-	-

## Arrival:

**Kinders:** 9:45 through August 29  
9:00 through October 3  
8:00 beginning October 13

**1<sup>st</sup> -5<sup>th</sup>:** 8:00

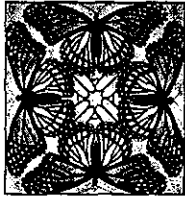
**Town Hall:** 10:30 Fridays

**Buddy Reading:** 10:45 – 11:10 Fridays

**Release:** Monday – Thursday 3:15 *please note: instruction ends at 3:15 and students leave the building between 3:20 and 3:25*

**Friday: 12:30**





# Monarch Schedule 2008~9

## Morning Recess:

	Monday	Tuesday	Wednesday	Thursday	Friday
<b>K/1</b>	-	-	-	-	-
<b>2/3</b>	10:00 - 10:15	10:00 - 10:15	10:00 - 10:15	10:00 - 10:15	10:15- 10:30
<b>4/5</b>	10:15 - 10:30	10:15 - 10:30	10:15 - 10:30	10:15 - 10:30	10:15 - 10:30

## Lunch Recess: (20 minutes of play followed by 20 minutes of lunch)

	Monday	Tuesday	Wednesday	Thursday	Friday
<b>K/1</b>	11:30- 12:10 <b>UH 11:45</b>	11:30- 12:10 <b>UH 11:45</b>	11:30- 12:10 <b>UH 11:45</b>	11:30- 12:10 <b>UH 11:45</b>	11:10-11:50 <b>UH 11:30</b>
<b>2/3</b>	11:50-12:30 <b>UH 12:10</b>	11:50-12:30 <b>UH 12:10</b>	11:50-12:30 <b>UH 12:10</b>	11:50-12:30 <b>UH 12:10</b>	11:50- 12:10 (lunch only)
<b>4/5</b>	12:10-12:50 <b>UH 12:30</b>	12:10-12:50 <b>UH 12:30</b>	12:10-12:50 <b>UH 12:30</b>	12:10-12:50 <b>UH 12:30</b>	12:10 -12:30 (lunch only)

## Afternoon Recess:

	Monday	Tuesday	Wednesday	Thursday	Friday
<b>K/1</b>	2:00 -2:15	2:00 -2:15	2:00 -2:15	2:00 -2:15	2:00 -2:15
<b>2/3</b>	as needed	as needed	as needed	as needed	as needed
<b>4/5</b>	-	-	-	-	-

## Arrival:

**Kinders:** 9:45 through August 29  
9:00 through October 3  
8:00 beginning October 13

**1<sup>st</sup> -5<sup>th</sup>:** 8:00

**Town Hall:** 10:30 Fridays

**Buddy Reading:** 10:45 – 11:10 Fridays

**Release:** **Monday – Thursday 3:15** please note: instruction ends at 3:15 and students leave the building between 3:20 and 3:25

**Friday: 12:30**

## **LANGUAGE ARTS: OUR PHILOSOPHY**

### **Background**

At Aspire Public Schools, every student becomes an independent, driven reader and writer who is engaged in reading and writing activities for communication as well as artistry. Good communication – reading, writing, listening and speaking are essential tools for life. Language skills not only serve as a basis for learning throughout school and career, but also serve to enrich our lives, as well as foster independent, self-directed learners and concerned citizens. Learners who read well learn a structure and rhythm integral to life long learning.

Our literacy model assures that each learner will become a fluent reader, skilled writer, confident speaker and thoughtful listener. Reading, writing, speaking and listening skills are personalized. In order to achieve our goal, we draw from a number of pedagogies such as Guided Reading, Literature Circles, Open Court Phonics and Shared Inquiry all within the “workshop” format. Each pedagogy provides a different piece of scaffolding to personalize literacy instruction for each learner. Within this model learners are provided rich literature, both literary and informational for required and choice reading to create links across content areas (i.e. social studies, math, science, visual and performing arts).

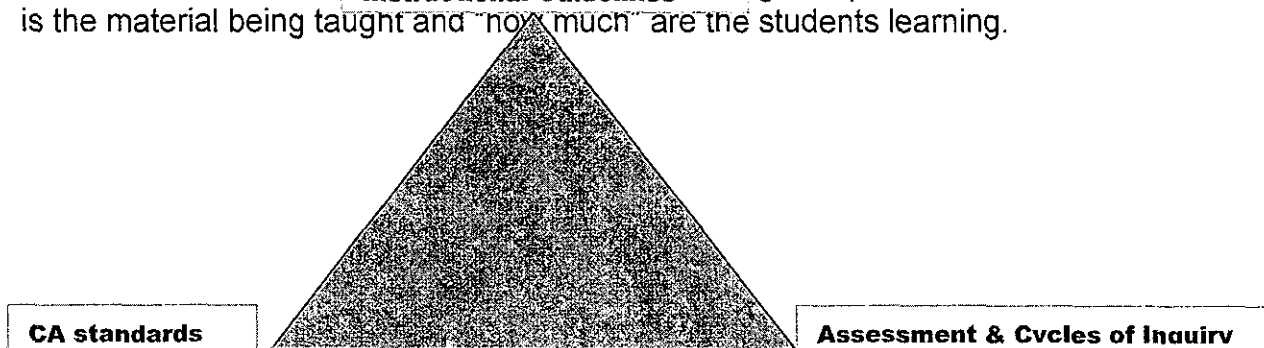
We address writing within the same “workshop” format. Process writing is taught with the thread of the Six Traits running through required writing genres as well as choice writing assignments. This allows the teacher to use conferences; peer edits and direct instruction to customize the learning as needed for each student.

Within both the Reading and Writing Workshop, ongoing assessment drives the instruction; running records, alternate rankings, DRA’s, anecdotal records and student samples are tools that provide necessary information. Teachers analyze this information independently and in grade level collaboration meetings to address the learners’ needs.

The comprehensive synergy of reading, writing, listening and speaking skills provides context and relation to one another. These skills must not be taught in isolation but rather as a cohesive unit. They are the keys to success in all other subject areas. As with any skill, mastery is achieved with consistency, study and practice. Consistency in implementation is critical to the success of our program and therefore the success of our learners at Aspire

Our method for assuring all students achieve the aforementioned goals is a three point approach. Each of the three points is of equal importance and necessary to achieving our desired expectations. The first point of the triangle is the CA state content standards, answering the question of, “what” to teach. The second point of the triad is the Instructional Guidelines chosen by Aspire. The Instructional

Guidelines answer the question of “how” to teach the content standards. The third is the assessment **Instructional Guidelines** asking the question of “how well” is the material being taught and “how much” are the students learning.



### **Assessment**

The cycle of inquiry is essential to our instructional model at Aspire Public Schools. We offer personalized reading and writing instruction, but in order to make well-informed decisions, we must maintain procedures for gathering an individual’s data. The cycle of inquiry follows the steps listed below:

Step 1: Assessment

Step 2: Analysis

Step 3: Implement plans for curriculum and instruction

Step 4: Re-assess for additional re-teaching

Step 5: The cycle begins again.

Tools used for the two week cycles of inquiry are either listed below as Aspire assessment tools or tools designed by the teachers to address the needs of a particular standard used in the cycle of inquiry.

### **Reading Assessment tools**

Developmental Reading Assessments for K-3 and 4-8

Edusoft Reading Comprehension benchmarks

Open Court Reading fluency tests

Edusoft Pre-CST assessments

### **Writing Assessment tools**

Internal Writing benchmarks

4<sup>th</sup> Grade State writing exam



**07-08 ELEMENTARY ASSESSMENT CALENDAR\***

ASSESSMENT	DUE DATE <sup>1</sup>
Math – Fall Benchmark <sup>2</sup>	Within 30 days of instruction
Language Arts Edusoft Assessment Grades 2-5 <sup>3</sup>	Within 30 days of instruction
Writing – Pre-assessment	3 <sup>rd</sup> Month of Instruction
Reading – DRA or Observation Survey (pre-readers) <sup>4</sup>	October 15
Reading – Independent reading level	By Christmas Break
Language Arts Edusoft Assessment Grades 2-5	By Christmas Break
Math- Winter Benchmark	By Christmas Break
Writing – Post-assessment	7 <sup>th</sup> Month of Instruction
Math – Problem Solving	TBD
Math – CST Benchmark	4 weeks before CST
Language Arts Edusoft Assessment Grades 2-5	4 weeks before CST
Reading – DRA	June 1
Math – Spring Benchmark	June 1

**OPTIONAL ASSESSMENTS:**

3 Day Process Assessment – November & End of the Year

<sup>1</sup> All data e-mailed to: John Ericson, Regional VP, Principal & Coaches

<sup>2</sup> \* 5<sup>th</sup> through 8<sup>th</sup> grade should give grade level benchmark and Basic Skills Assessment.

<sup>3</sup> Standards-based assessment

<sup>4</sup> The reading levels from the previous school year can inform instruction at the beginning of the year.

## **INSTRUCTIONAL GUIDELINES EXPECTATIONS**

### **Reading Workshop**

Read Aloud <i>w/comprehension strategies</i>	Daily
Reading Minilesson	4 times a week
Literacy Centers (K-5)	4 times a week
Guided Reading	4 times a week
Literature Circles (Book Clubs)	4 times a week
Response to Text	4 times a week
Independent Reading	4 times a week
Shared Reading (K-2)	4 times a week
Shared Inquiry	1 week a month

### **Writing Workshop**

Independent Writing	4 times a week
Writing Minilessons	4 times a week
Guided Writing	3 times a week
Interactive Writing	2 times a week
Grammar/DOL	Daily

### **Word Work**

Spelling Paragraph	1 paragraph a week
OCR Phonics (K-3)	Daily
"Making Words"	1 lesson a week
Words in Context	1 lesson a week
Vocabulary	4 times w/Guided Reading

### **Interdisciplinary Projects**

Research Investigations	1 per unit 2 times a week
-------------------------	------------------------------

*\*All of these practices are explained fully in the following pages. First we present a rationale for the practice, second is a set of procedures, third a list of resources and lastly a list of expected or possible artifacts. The step-by-step procedures are there as an explanation not as a recipe.*

## Implementation Schedule

Year One	Year two
Read Aloud w/comprehension strategies	Interactive Writing
Literacy Centers (K-5)	Words In Context
Guided Reading	Shared Reading (K-2)
Literature Circles (Book Clubs)	Shared Inquiry
Independent Reading	
Reading Minilessons	
Independent Writing	
Writing Minilessons	
Guided Writing	
Grammar/DOL	
Spelling Paragraph/Sentences	
OCR Phonics (K-3)	
Making Words	
Vocabulary	
Interdisciplinary Projects	

# **READING WORKSHOP**

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## **Rationale**

At Aspire Public Schools, the Reading Workshop is defined as a group of purposeful literacy experiences such as Guided Reading, Independent Reading, Literature Circles, Reciprocal Teaching, Response to Text or Shared Inquiry with the final goal of enhancing each learner's effectiveness as a reader. Using a variety of experiences within the laboratory setting ensures all learning styles are met.

The workshop approach implies learners are busily engaged in literacy experiences that reflect real life meaning; learners will read in ways that can be applied throughout their lives. Learners learn by participating in the act of reading, not just hearing about it. The goals of the Reading Workshop are that:

- Learners work together
- Learners will be exposed to different genres
- Learners establish goals and evaluate them
- Learners engage in meaningful discussion about their reading
- Learners take responsibility for their own learning
- Learners actively read for meaning
- Learners develop a deeper understanding of the pieces they read

## **Procedure**

Most reading workshops are done in 90-110 minute blocks. Within the block the educators have a menu of practices from which to choose. The overarching goals of the workshop are to address the needs and strengths of the learners the educator chooses from the menu accordingly. For example, the diagram, which follows address whole group minilesson, independent practice, small group direct instruction as well as Literature Circle discussions, all happening simultaneously.

See following examples:

**Example One**

**Minilessons**

This is whole group instruction based on a specific objective. Objectives are often based on California State content standards. The lesson should be the piece, which hooks the learners and forecasts individual or small group practice.

<b>Educator</b>	<b>Learners</b>
<ul style="list-style-type: none"> <li>•Status of the class</li> <li>•Guided Reading                             <ul style="list-style-type: none"> <li>Group 1</li> <li>Group 2</li> <li>Group 3</li> <li>Or more.</li> </ul> </li> <li>•Reading conferences</li> <li>•Facilitate sharing</li> <li>• Status of the class or Closure</li> </ul>	<ul style="list-style-type: none"> <li>•Independent Reading w/ Reading Response Logs</li> <li>•Literature Circles preparation or discussion</li> <li>•Vocabulary or Word Work</li> <li>•Reciprocal Teaching group</li> </ul>

**Sharing or closure**

**Example Two**

**Minilessons**

Learning objectives are based on California State content standards. The lesson should be the piece, which hooks the learners and forecasts individual or small group practice.

**Educator and Learners  
Shared Inquiry discussion**

- Status of the Class
- Reading of the text
- Written analysis of a portion or entire text
- Discussion based on an interpretive question
- Student reflection

**Sharing or Closure**



## **Resources**

- ✓ *Strategies that Work*, Harvey & Goudvis
- ✓ *Reading with Meaning*, Miller
- ✓ *The Art of Teaching Reading*, Calkins
- ✓ *Guiding Readers and Writers grades 3-6*, Pinnell & Fountas
- ✓ *An Introduction to Shared Inquiry*, The Great Books Foundation

## **Artifacts**

- ✓ A classroom library
- ✓ Class discussion
- ✓ Explicit written purpose
- ✓ A well organized library with a large selection of books
- ✓ DRTA - Chart or write up
- ✓ A specific area to meet and discuss texts
- ✓ Role sheets for Literature Circles
- ✓ Discussion logs/reading log
- ✓ Sets of books (6 packs)
- ✓ Small groupings of learners engaged in discussion
- ✓ Organizational chart (book title, pages, dates, task
- ✓ "How To" process chart for reciprocal teaching

# READ ALOUD

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## Rationale

Reading aloud provides learners the opportunity to experience a variety of different genres, no matter their reading level. Learners are exposed to examples of fluency, voice and academic language. This practice allows the educator to model the reading process through an array of different texts and teaching points. While Read Aloud offers the skills mentioned above it is also the time within the school day where “thinking – aloud” is used for teaching reading comprehension strategies.

The strategies taught are:

**Prediction/adjustment** - to guess what will happen within a text and to return to one’s prediction confirming or changing one’s thinking

**Connections**- to connect to the text to personal prior experiences either text-to-self, text-to-text or text-to-world

**Visualization**- to make a picture or movie in your mind

**Self-Questioning**- to pause reflect and question

**Inferring** - to read between the lines and make judgments

**Summarize** – to retell events as they happen

**Paraphrase** – to verbalize your understanding

## Procedure

Steps:

- 1.) The educator chooses a book, poem, article or text that addresses a specific teaching point.
- 2.) The educator pauses at significant points, asking for learner questions and comments. The educator shares his/her thinking aloud to demonstrate how experienced readers engage text using one of the previously mentioned strategies. Educators are careful not to stop for too long a period as the delay may disrupt the flow of the story.

## Resources

- ✓ Using Think Aloud for Reading Instruction, *Leslie Oster, The Reading Teacher* vol. 55, No. 1
- ✓ *Guiding Readers and Writers, grades 3-6*, Gay Su Pinnell & Irene Fountas
- ✓ *Yellow Brick Roads, Shared and Guided Paths to Independent Reading 4-12*, Allen
- ✓ *The Art of Teaching Reading*, Calkins
- ✓ *The Read Aloud Handbook*, Jim Trelease
- ✓ *Strategies That Work*, Harvey and Goudvis
- ✓ *Reading for Meaning*, Miller

## **Artifacts**

- ✓ A specific area to meet and discuss texts
- ✓ Comprehension Strategies Posted
- ✓ Class discussion
- ✓ Explicit written purpose
- ✓ List of discussion questions
- ✓ A well organized library with a large selection of books

## **K-5 LITERACY CENTERS**

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### **Rationale**

When beginning Guided Reading, the first challenge for the teacher is to manage the classroom to be able to work in a focused, uninterrupted way with small groups of students. Literacy Centers are a means to engage all students in independent, meaningful literacy activities that are individualized to the learner's needs. While the students are engaged in Literacy Centers the teacher is able to teach Guided Reading groups.

### **Procedure**

Use the minilessons concept when introducing a Literacy Center. Literacy Centers must be meaningful, productive and usually related to literacy or the interdisciplinary units. It takes several weeks to establish classroom literacy routines that the children understand how to follow. Once the majority of students can work independently during Literacy Centers Guided Reading activities can be instituted. This technique establishes:

- Engagement in meaningful literacy routines
- Management for Guided Reading lessons
- Guided practice for a standard taught previously
- Extended learning experiences away from the teacher

### **Literacy Center criterion:**

- Standards based
- Student centered
- Differentiated
- Authentic learning experiences (hands-on)
- Contain a writing component

### **Resources**

- ✓ Using centers to engage children during guided reading time: intensifying learning experiences away from the teacher, *Michael Ford & Michael Optiz, The Reading Teacher, vol.*
- ✓ *Guided Reading, Good First Teaching for all Children*, Pinnell & Fountas
- ✓ *Snapshots Literacy Minilessons Up Close*, Hoyt
- ✓ *Literacy Work Stations, Making Literacy Centers Work*, Debbie Diller
- ✓ *Practice With Purpose, Literacy Work Station Grades 3-6*, Debbie Diller
- ✓ *Take- It- to Your Seat Centers, grades K-5*, Evan-Moore

### **Artifacts**

- ✓ Authentic learning experiences
- ✓ Independent or small group literacy projects
- ✓ System of organization and management
- ✓ Interactive writing samples
- ✓ Learner self evaluation tool
- ✓ Science experiments with reading and writing tasks

## **GUIDED READING**

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### **Rationale**

Guided Reading is a small group, educator driven practice that allows reading instruction to be personalized. Learners have the opportunity to develop skills and strategies at their appropriate reading level. Learners are engaged in discussion about skills and strategies, comprehension and the enjoyment of reading.

### **Procedure**

Steps:

- 1.) Small groups of 3-6 learners demonstrating similar reading behaviors and instructional needs from DRA, Running Records or COI data are formed.
- 2.) The educator determines teaching points based on the readers' needs.
- 3.) The educator plans a Guided Reading lesson to explicitly teach strategies.
- 4.) Learners are introduced to a text, accessing prior knowledge, introducing needed vocabulary.
- 5.) Decoding and comprehension strategies are reviewed.
- 6.) All learners are given a "guiding question" to focus their reading of the text.
- 7.) Learners read it independently, silently or in a low voice, the educator may have learners read orally and talk with them individually about the book.
- 8.) You might also engage learners in spelling or word work.
- 9.) Simultaneous to this small group educator driven instruction, the remainder of the class is independently involved in Independent Reading and response, Literature Circles prep or discussion, word work or project work. Time permitting and needs based, the educator is required to meet with most Guided Reading groups during the 90 minute block.

### **Resources**

- ✓ Leveled Books
- ✓ *Guided Reading, Good First Teaching*, Pinnell & Fountas
- ✓ *Guiding Readers and Writers, grades 3-6*, Pinnell & Fountas
- ✓ *Classrooms that Work They Can all Read and Write*, Cunningham and Allington
- ✓ Scholastic Guided Reading Practice Packs
- ✓ [www.readinga-z.com](http://www.readinga-z.com)

### **Artifacts**

- ✓ Book of Guided Reading Lesson plans
- ✓ Organized Guided Reading Table with Word Work supplies
- ✓ Assessment Book with Running Records,
- ✓ DRA's, Conversion Chart
- ✓ Strategies of a Good Reader chart or resource
- ✓ Expository and Fictional Text

## **LITERATURE CIRCLES (BOOK CLUBS)**

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### **Rationale**

Literature Circles allow the learners to develop a deeper appreciation and understanding of text. By working in small heterogeneous groups based on certain topics, authors, genres or specific titles, learners are engaged in meaningful discussions based on text. This is a key guideline that focuses on reading comprehension.

### **Procedure**

Steps:

- 1.) Learners work in small heterogeneous groupings and select a topic or text with the educator.
- 2.) Learners decide upon the length of reading, establish expectations for the literature circle meeting and prepare for the upcoming discussion.
- 3.) In the beginning the educator scaffolds the instruction by having the learners use role sheets to guide their comprehension and facilitates the discussion.
- 4.) As comprehension skills are acquired, the use of role sheets transitions into a free flowing journal.
- 5.) As time passes the educator no longer facilitates and this becomes a learner-run activity within the Language Arts block

### **Resources**

- ✓ *Minilessons for Literature Circles*, Harvey Daniels and Nancy Steineke
- ✓ *Literature Circles, Voice and Choice in Book Clubs*, Harvey Daniels
- ✓ *Looking Into Literature Circles*, Harvey Daniels
- ✓ *Moving Forward with Literature Circles: How to plan, manage and evaluate Literature to deepen understanding and Foster a love of Reading*, Pollock Day, Spiegel, McLellan & Brown

### **Artifacts**

- ✓ Role sheets
- ✓ Discussion logs/reading log
- ✓ Sets of books (6 packs)
- ✓ Small groupings of learners engaged in discussion
- ✓ Organizational chart (book title, pages, dates, task)
- ✓ Group agreement outlining expectations
- ✓ Author studies
- ✓ Class calendar of dates for meeting times

## **RESPONSE TO TEXT**

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### **Rationale**

Responding to text is a vastly important skill that is called on frequently throughout a learner's school career and beyond. Stephanie Harvey, *Nonfiction Matters* states, "A learner needs to uncover and identify information and then sort, sift, organize, and/or synthesize such information as valuable in organizing ones thinking." The activities/artifacts listed below are tools to develop such skills. The practice of responding to text is embedded within many instructional guidelines. It is specifically tied to *Read Aloud, Guided Reading, Literature Circles, Independent Reading and Shared Inquiry*. While it is often embedded within a particular guideline, it is also taught explicitly through the use of a graphic organizer.

### **Procedure**

Response to text is a small group or a whole group practice.

- 1.) The group reads the text selection.
- 2.) Through educator-guided analysis the learner writes deeply into a text seeking a deeper understanding and organized thinking. The artifacts listed below are various tools and practices that can provide structure to the text analysis.

### **Resources**

- ✓ *Nonfiction Matters*, Stephanie Harvey
- ✓ *Guiding Readers and Writers*, Fountas and Pinnell
- ✓ *Snapshots*, Linda Hoyt
- ✓ *Revisit, Reflect and Retell: Strategies for improving Reading Comprehension*, Linda Hoyt
- ✓ *Make It Real*, Linda Hoyt
- ✓ *Spotlight on Comprehension: Building a Literacy of Thoughtfulness*, Hoyt

### **Artifacts**

- ✓ T chart is two-column note (double entry) with two headings. The topics or headings are limited only by the learners or educators imagination. T-charts may take different forms for example: Proof/Opinion, Facts/Questions, Familiar concept/New concept, Direct quote/Personal response, Big questions/Small questions
- ✓ Reading Response logs. Reading logs can be formal or informal. Within our Aspire Language Arts program Reading Response Logs are the individualized tool for comprehension. The response is recorded in a friendly letter format. The educator responds to each learner at least twice a month. Through this response to text format the comprehension

strategy focus for the month can be assessed and instruction with said strategy can be personalized.

- ✓ Predictions/ adjustments in thought are two comprehension strategies taught through the Think Aloud process. Learners are asked to write down a prediction in response to a reading. After having read further the learner stops and looks back to verify or change their thinking in light of having read more.
- ✓ Concept Mapping is a way to graphically link related ideas. Concept mapping allows learners to integrate prior knowledge with new knowledge to form a richer understanding of a topic.
- ✓ Personal response is a means to synthesize one's own thoughts. It often begins in a formal process which is educator directed and then becomes more of a personal reflection.
- ✓ Character analysis is the use of writing to delve deeply into an understanding of a character and can be done with a number of foci.
- ✓ Summary is a way to synthesize. Summary is the act of briefly identifying and recording the main points.
- ✓ Determining the Gist. Deciphering the gist of a text is very difficult for many learners. A summary of the text is the first step and developing the gist takes it one step further. Getting to the gist of a text, movie or play means briefly recounting important events and the reader's personal experiences, such as a movie review.
- ✓ We have listed and described a number of ways to respond to text and recognize there are many additional alternatives to deepen and extend a learners thinking and understanding of text for example, webbing, story boards and timelines. Please use your own knowledge and creativity to expand on the provided list.



# **INDEPENDENT READING**

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## **Rationale**

Independent Reading allows educators the opportunity to help individuals become readers who enjoy reading, develop their own likes and interests and consistently learn through their own practice. Learners read individually and quietly. Usually titles are selected independently but occasionally with educator guidance.

## **Procedure**

Steps:

- 1.) Learners are introduced to Independent Reading through several minilessons on how to select books, abandon and evaluate books.
- 2.) An organized library assists learners select appropriate books, which tickle their interest in other genres.
- 3.) While the learners are reading independently, the educator is able to have one-on-one conversations with her/his learners about their reading response journals.

## **Reading Response Logs**

Within our Aspire Language Arts program Reading Response Letters are the individualized tools for a student's comprehension. The response is recorded in a friendly letter format. The educator responds to each learner and scores his or her work at least two times a month. Through this response to text format the comprehension strategy focus for the month (predictions, connections, inferring, summarizing, paraphrasing and self-questioning) can be assessed and instruction with such strategy can be personalized, as well as other specific teaching points the educators deem necessary. Each reading response letter is self-scored by the student as well as educator scored using a rubric.

## **Teacher Response Criterion**

As time has passed this guideline has developed to include a teacher response criterion that clarifies the expectation of the teacher reply within this on going dialogue between educator and student.

<b>4</b>	- Addresses a CA standard - Asks "quality" questions (higher level of Bloom's) - Models thinking and within the reply - Models a comprehension strategy
<b>3</b>	Uses three of the criteria above
<b>2</b>	Uses two of the criteria above
<b>1</b>	Reply is congenial but uses one or none of the criteria above

## Sample rubric

### River Oaks Charter School Reading Response Log Rubric

Quality	4	3	2	1	Teacher	Student
<b>Understanding of text: evidenced by inferring, making judgments &amp; personally connecting to the text</b>	demonstrates multi-dimensional understanding of text. The letter contains inferring and making a judgment supported by text evidence and a personal connection	demonstrates adequate understanding of text by using two of the following: inferring, text evidence, connections	demonstrates some understanding of text by using one of the following: inferring, text evidence or connections	demonstrates no understanding of the text		
<b>Use of conventions</b>	uses conventions accurately so response is easily understood	uses adequate conventions so response is mostly understood	uses a few conventions so parts of the response are understood	uses almost no conventions so writing is difficult to understand		
<b>Timeliness</b>	turns in response log on the assigned due date	turns in response log one day late	turns in response log two days late	turns in response log three days late		
<b>Voice</b>	uniquely expressed and interesting to read	contains a few interesting parts	mostly dull	trite or empty		

Student \_\_\_\_\_ Date \_\_\_\_\_

16 points are possible. Score for today's response is /16.

#### Resources

- ✓ A well organized library with a wide selection of books
- ✓ *Guiding Readers and Writers grades 3-6*, Pinnell & Fountas
- ✓ *The Art of Teaching Reading*, Calkins
- ✓ *Yellow Brick Roads*, Janet Allen

#### Artifacts

- ✓ Reading Response letters
- ✓ Book Boxes
- ✓ Extension activities

## **READING MINILESSONS**

---

### **Rationale**

Minilessons provide intense direct instruction in a skill or understanding that will be used immediately after the moment of instruction. In presenting a small, focused and strategic lesson the learners are able to practice in real contexts and narrow the point of learning.

### **Procedure**

Steps:

- 1.) Identify a teaching need or goal from observations, anecdotal notes or data analysis. Any needs you detect in the development of reading strategies and skills, understanding of the author's craft or ability to manage can become a minilesson.
- 2.) Minilessons are 10 to 15 minutes presented in small or whole groups.
- 3.) Allow time for questions and answers.

### **Resources**

- ✓ *Craft Lessons, Teaching Writing K-8*, Fletcher
- ✓ *Aspire lesson plan template*
- ✓ *The Art of Teaching Reading*, Calkins
- ✓ *The Art of Teaching Writing*, Calkins
- ✓ *In The Middle*, Atwell
- ✓ *Guiding Readers and Writers, gr. 3-6* Pinnell and Fountas

### **Artifacts**

- ✓ Charts, posters, overheads
- ✓ Lesson plans
- ✓ Lesson objective written on white board

# SHARED INQUIRY

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## **Rationale**

The Shared Inquiry method developed by the Great Books Foundation is a process used to develop students' reading, critical thinking, comprehension and speaking skills through open-ended questions. This process has its own system of note taking, questioning and discussion.

## **Procedure**

Shared Inquiry begins by reading an article, short story or chapter of a book. This process begins with a text opener. The first reading is either read independently or aloud to the class during which students listen and ponder questions to share. Students silently and actively read the piece a second time taking notes in the margins regarding questions, noting evidence to support their opinions and attending to detail with greater attention.

After the second reading, students participate in a whole group discussion. The teacher begins this process with a quick minilesson on guidelines of discussion. The teacher, having read the piece and developed an interpretive question, facilitates the discussion in the Great Books format assuring all students participate. The teacher as facilitator guides the discussion, but never offers her opinion or implies a "correct" answer. S/he may only ask another question to continue the discussion.

## **Resources**

- ✓ *An Introduction to Shared Inquiry*, The Great Books Foundation
- ✓ Grade level appropriate journals

## **SHARED READING K-2**

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### **Rationale**

Shared Reading allows learners the opportunity to join the educator in reading aloud. This whole group activity provides a supportive and risk-free environment for readers to attend to text while developing fluency skills. This activity provides many opportunities for incidental learning about the way language works. Shared Reading is highly complimentary to the instructional goals of Guided Reading. The technique is used to provide:

- Opportunities for learners to safely practice reading behaviors
- A body of known words that learners will use later in independent reading and vocabulary development
- Access to a variety of text levels.

### **Procedure**

Steps:

- 1.) The educator reads the story through the first time.
- 2.) Enlarged print or overheads of text enables the learners to engage in the group reading process.
- 3.) The educator or another learner points to the print, guiding the others. in the process involving the learners intensively in the story while having them attend to print

### **Resources**

- ✓ Yellow Brick Roads, Shared and Guided Paths to Independent Reading grades 4-12
- ✓ *Guided Reading, Good First Teaching for All*, Pinnell & Fountas
- ✓ *Guiding Readers and Writer, grades 3-6*, Pinnell & Fountas
- ✓ *Classrooms that Work, They can all Read and Write*, Cunningham and Allington

### **Artifacts**

- ✓ Class discussion
- ✓ Explicit written purpose
- ✓ List of discussion questions

# **WRITING WORKSHOP**

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## **Rationale**

Writing Workshop is an effective structure for supporting developing writers. It is a time of day when learners write independently on topics. Writing Workshop can have many definitions; for APS it is defined as a combination of writing experiences that address the learners' individual needs such as Interactive Writing, Guided Writing, Independent Writing and Investigations. This includes assigned and choice writing in a variety of genres and content areas. At APS we expect the Six Traits of Writing to be woven into and through Writing Workshop, demonstrated through both minilessons and completed works.

## **Procedure**

Writing Workshop needs an hour daily to allow learners ample time for activity and interaction in the writing process. While Writing Workshop in its purest form is driven by choice, the Aspire model is a mixture of "have-to" writing and choice writing. "Have-to" writing is teaching specific grade level writing standards.

Steps:

- 1.) The block of time begins with a whole group-writing minilesson based on the needs of your learners.
- 2.) The learners are sent to participate in either one of the following: independent writing, interactive writing, guided writing or investigations.
- 3.) The key to Writing Workshop is conferencing and revision using **Six Traits rubrics as tools to guide the process**. As the learners begin their independent work, the educator moves through the learners involved in conferences. When the learners are capable they should also use peer-conferencing as a revision process. While the tools for Writing Workshop are the Six Traits rubrics and conferencing (peer or educator), the goal in Writing Workshop is to help them understand that they can intentionally improve their writing by incorporating literary elements.
- 4.) The workshop closes with a learner or educator sharing.
- 5.) The cycle continues during in the next session with a minilesson, independent or small group work, conferencing and so forth.

Cooperative learning is an integral piece of the writing workshop. In order to achieve success with peer-edit, educator edit and author's chair cooperative learning skills must be explicitly taught.

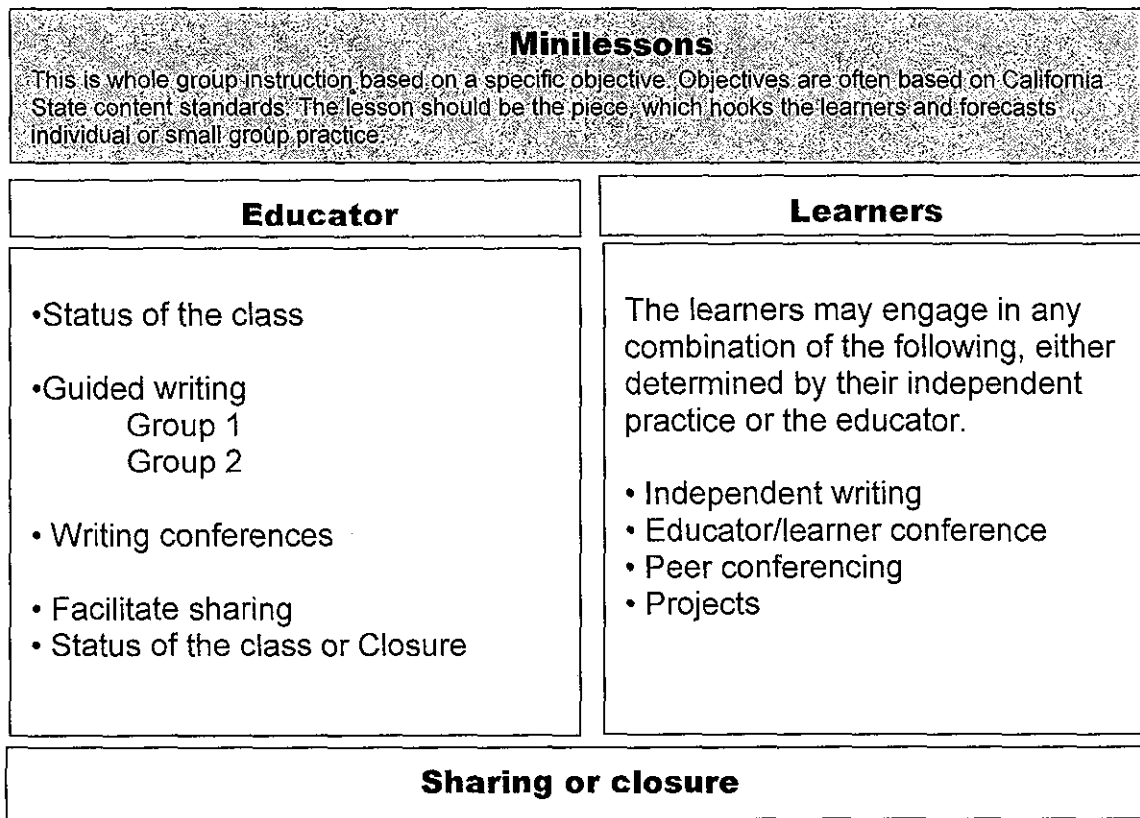
## **Resources**

- ✓ *MyAspire pacing guides*
- ✓ *[Http://annenberghmedia.org](http://annenberghmedia.org)*
- ✓ *Lessons That Change Writers, Atwell*

- ✓ *The Art of Teaching Writing*, Calkins
- ✓ *Units of Primary Study, Guide to the Writing Workshop, Gr K-2*, L. Calkins
- ✓ *Unit of Study for Teaching Writing, Grades 3-5*, L. Calkins
- ✓ *Write Source Materials: Write One, Write Away, Writer's Express*
- ✓ *Write Traits Boxes K-5*
- ✓ *Interactive Writing*, McCarrier & Pinnell

**Notes**

The workshop is an ongoing process. The management pieces that assist the educators are the process chart and the status of the class. The diagrams below provide a visual for the simultaneous activities occurring within the Writing Workshop.



**Status of the class sample**

Learner's name	Date	Activity or Notes

## **GUIDED WRITING**

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### **Rationale**

Guided Writing allows for individualized instruction in writing. Like Guided Reading, Guided Writing is an opportunity to address specific needs and concerns surrounding writing. Groups are formed by observation of the guided practice portion of a minilesson or writing data. Each Guided Writing group is also considered a group conference.

### **Procedure**

Steps:

- 1.) The educator determines teaching points based on the writers' needs.
- 2.) Small groups of 3-6 learners demonstrating similar writing skills and instructional needs based on observations and learner work are formed.
- 3.) At this point the educator is able to explicitly teach strategies.
- 4.) Each learner may develop a written piece or the group develops a piece collectively.

### **Resources**

- ✓ *Scaffolding Young Writers: A Writer's Workshop Approach*, Dorn & Soffos
- ✓ *Guiding Readers and Writer grades 3-6*, Pinnell & Fountas
- ✓ *Yellow Brick Roads*, Allen
- ✓ *The Art of Teaching Writing*, Calkins

### **Artifacts**

- ✓ Writing samples
- ✓ Guided writing teaching point and lessons
- ✓ Conferring notes



# INDEPENDENT WRITING

## Rationale

Independent Writing allows learners the opportunity to explore the Writing process. Learners engage in all aspects of the Writing process:

- Pre-writing
- Discovery draft
- Revision
- Editing (peer and educator edit)
- Final draft
- Publication

Learners are expected to understand the stages of the writing process and to actively use such vocabulary when discussing writing. Often this is a choice writing time but other "Have to" projects are assigned. Independent Writing is an effective activity for individualizing writing instruction.

## Procedure

Steps:

- 1.) Each writing workshop session begins with a minilesson based on the needs of the learners or project.
- 2.) After the minilesson, each learner works silently and independently. Often learners select their own writing topics; occasionally they are assigned.
- 3.) While learners are working independently the educator circulates through learners engaged in conferences for either editing or revision.
- 4.) Some learners will require guided writing lessons.
- 5.) Independent writing ends with Author's chair, learner sharing or evaluation.

In order to make this process as successful as possible, the educator must provide the necessary structure to the Writing Workshop in which independent writing is just a piece. In the beginning, the educator must provide direct instruction through minilessons on the steps of the process (pre-write, discovery draft, revise, peer edit, educator edit and final draft). As the process becomes an embedded practice the learners may follow the process of a real writer, which may be recursive.

<b>Process Writing Chart</b>					
<b>Prewriting</b> Seed ideas, brainstorm list, quick writes	<b>Discovery</b> draft: first draft from a prewriting activity	<b>Revision:</b> 6 traits rubric scoring, reflection and content rewrite.	<b>Editing:</b> correction of grammar, punctuation, and capitalization	<b>Final draft:</b> A learner's best writing.	<b>Publish:</b> a visually pleasing final draft with all writing conventions

## Resources

- ✓ *Creating Writers Through 6 Trait Writing Assessment and Instruction*, Spandel
- ✓ *In the Middle*, Atwell
- ✓ *Yellow Brick Roads*, Allen

## Artifacts

- ✓ Writing Notebooks or journals
- ✓ Editing or Revision- checklists (-Self, peer and educator )
- ✓ Published pieces
- ✓ Six Traits rubrics (educator and learner)
- ✓ Status of the class grid & anecdotal
- ✓ Writing space with resources (labeled materials, dictionaries, idea jar, etc.)
- ✓ Displayed learner samples scored on a traits rubric
- ✓ Shared or Guided Writing samples

## What Aspire Should Expect

Grade level	Number and Types of Essays	Timed Writings	Benchmark Exams (explicitly tied to COI)	Other Expectations	# of Days of Writing per week	Amount of Writing per week
<b>Kinder</b>	4 published pieces including: 2 narrative 1 Interdisciplinary unit piece 1 expository description	2 1 narrative 1 expository description	Aspire Writing Assessment	- Increase the practice of conferring to increase revision skills  - Increase use of rubrics	4	1 page
<b>1st</b>	4 published pieces including: 2 narrative 1 Interdisciplinary unit piece 1 expository description	2 1 narrative 1 expository description	Aspire Writing Assessment	- Increase the practice of conferring to increase revision skills  - Increase use of rubrics	4	1 page
<b>2nd</b>	6 published pieces including: 4 writing pieces (one per Interdisciplinary unit) 2 Narratives	3 Summary, Narratives (personal and imaginative)	Aspire Writing Assessment	- Increase the practice of conferring to increase revision skills  - Increase	4	2 pages

	1 Formal letter Numerous friendly letters, summaries & (reading response letters)			use of rubrics -Increase use of graphic organizers and planning tools		
<b>3rd</b>	7 published pieces including: 4 writing pieces(one per Interdisciplinary unit) 1 Narrative 1 Description w/sensory details 1 Formal letter - Numerous friendly Letters, summaries & (reading response letters)	3 Summary, Narratives (personal and imaginative)	Aspire Writing Assessment	Increase the practice of conferring to increase revision skills  - Increase use of rubrics  -Increase use of graphic organizers and planning tools	4	3 pages
<b>4th</b>	8 published pieces including: 4 writing pieces (one per Interdisciplinary unit) 1 Narrative 1 Response to Literature 1 Informational Report	4 Summary, Narrative (personal & imaginative), Response to Literature	Aspire Writing Assessment	Increase the practice of conferring to increase revision skills - Increase use of rubrics -Increase use of graphic organizers and planning tools	4	4 pages
<b>5th</b>	8 published pieces including: 4 writing pieces(one per Interdisciplinary unit) 1 Narrative 1 Response to Literature 1 Research Report 1 Persuasive Letter	5 Summary, Narrative (personal & imaginative), Response to Literature & persuasive	Aspire Writing Assessment	Increase the practice of conferring to increase revision skills - Increase use of rubrics -Increase use of graphic organizers and planning tools	4	4 pages

## **WRITING MINILESSONS**

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### **Rationale**

Minilessons provide intense direct instruction in a skill or understanding that will be used immediately after the moment of instruction. In presenting a small, focused and strategic lesson the learners are able to practice in real contexts and narrow the point of learning.

### **Procedure**

Minilessons are presented in small or whole groups. The goal of the minilessons is to teach the craft of writing in small portions, to practice a skill, to discuss what was learned and to understand it in a meaningful way.

Steps:

- 1.) Identify a teaching need or goal from observations, anecdotal notes or data analysis.
- 2.) Minilessons are 10 to 15 minutes presented in small or whole groups.
- 3.) Allow time for questions and answers.

### **Resources**

- ✓ Six Traits Rubrics-
- ✓ Aspire lesson plan template
- ✓ *Creating Writers*, Vicky Spandel
- ✓ *Craft Lessons, Teaching Writing K-8*, Fletcher
- ✓ *The Art of Teaching Writing*, Calkins
- ✓ *In The Middle*, Atwell
- ✓ *Write Traits Materials* (specific to grade level)
- ✓ *Write Traits Boxes* (specific to grade level)

### **Artifacts**

- ✓ Six Trait examples (learner or other)
- ✓ Written objectives on board
- ✓ Lesson plans
- ✓ Six Traits objectives
- ✓ Posted charts, graphics organizers, etc.

# **INTERACTIVE WRITING**

## **Rationale**

Interactive Writing allows the educator an opportunity to provide writing instruction while sharing the pen with the learners, literally and figuratively. The educator and learners collaboratively compose a piece of writing. This instructional context allows the educator many opportunities to model “how” language works. Learners work as apprentices to the expert writer, their educator. This provides a safe environment for those learners to participate in modeled practice. As the year progresses the written piece evolves in length, skill and interest leading the learners to independence.

## **Procedure**

Interactive writing is used any time the educator feels the group will benefit from a shared writing experience.

Steps:

- 1.) Interactive Writing can be a whole group or a small group activity depending on the needs of the children.
- 2.) The composing of the message is accomplished through an ongoing dialogue between the learners and the educator about the words to use to convey their message. Collectively the group determines the most articulate way to convey the thoughts. Decisions inviting learners “to share the pen” or to have the educator do the writing is based on the needs of the learners.
- 3.) This can be done on the overhead, with chart paper or on the white board. Use interactive writing to teach or re-teach:
  - Minilessons
  - Craft lessons
  - Writing process.
  - Genre elements

## **Resources**

- ✓ *Interactive Writing*, McCarrier & Pinnell
- ✓ *Getting the Most Out of Morning Message and other Shared Writing Lessons*-Carleen Dacruz Payne & Mary Browning Schulman

## **Artifacts**

- ✓ Partner or small group samples

# WHY THE SIX TRAITS?

*"What you can assess you can revise"*

- Vicky Spandel

## Rationale

The Six-Trait approach to writing puts all of the power and responsibility in the learner's hands. Instead of thinking of assessment at the end of a writing project the Six-Trait format requires that assessment be used throughout the project. This makes the learners the primary assessor of their own work.

This assessment is embedded within the process so that there is time for change and improvement long before the project is completed. It is critical that learners assess their work with a trait rubric to focus the revision process, laying the foundation for a cycle of reflection and continual improvement.

Process writing alone isn't enough. We must model the writing and revision process. Process writing is not a lock step situation where learners pre-write on Monday and have a final draft on Friday. The steps of process writing are self-paced, interdependent and overlap. In laying the foundation for traits think...

**1. PROCESS**

The Foundation

- Gathering
- Focusing
- Prewriting
- Drafting
- Revising
- Editing/Publishing

**2. TRAITS**

Writer's Language

- Ideas
- Organization
- Voice
- Word Choice
- Fluency
- Conventions

**3. MODES**

Forms of Writing:

What is my purpose?  
Who is my audience?

Note how traits shift in---

- Descriptive writing
- Narrative writing
- Informational writing
- Persuasive Writing
- Technical/Business writing

## Ideas to Remember:

- ✓ Provide a range of prewriting strategies (research, idea maps, lists, notes, quick writes, etc...)
- ✓ Make the drafting process less rigid, meaning writing is generative. So keep writing!

- ✓ Use sharing to give learners the role of peer coaches, essentially peer-revising. Writing for an audience enables students to become comfortable with sharing writing with peers.
- ✓ Teach the distinction between editing and revision. Editing is capitalization, punctuation and grammar but revision addresses content. Revising is to see your writing in a different light.
- ✓ Make self-reflection a priority. Read your work aloud to yourself, use rubrics to score your own work before peer or educator edit.

### **Six Keys to The Six Traits**

1. Take time to introduce the concept of traits.
2. Surround learners with rich language.
3. Teach learners to be assessors of their own work. Use their own and the work of others in self-revision and goal setting.
4. Use written works to illustrate strengths and weaknesses within writing.
5. Use focused lessons –including practiced revision—to help learners develop skills in each trait.
6. Teach learners to do focused revision.

*Sample Six Traits lesson plan:*

<p><b>Six Traits Minilesson:</b>  <b>What is voice in writing?</b>          Students will identify voice within a text by scoring each sample on a rubric by the end of the lesson. The students will then score their own writing for voice by the end of the week</p>	
<p style="text-align: center;"><b>Educator</b></p> <ul style="list-style-type: none"> <li>• He or she circulates through the learners conferring with partner pairings to improve the learners understanding of voice.</li> <li>• He or she leads the brief discussion.</li> <li>• He or she circulates and conferences with individual learners about voice within their piece.</li> </ul>	<p style="text-align: center;"><b>Learners</b></p> <ul style="list-style-type: none"> <li>• The learner's score/reflect a second sample in partners. (10 minutes)</li> <li>• A brief whole group discussion follows. (5 minutes)</li> <li>• For the remaining 30 minutes, learners work to improve voice within their own writing projects.</li> </ul>
<p><b>Learner Sharing</b></p>	

*Notes taken from Vicky Spandel's, Creating Writer's, through Six Traits Writing Assessment and Instruction.*

# **WORD STUDY/ WORD WORK**

## **Rationale**

Word Work allows the learner to develop the skills necessary to learn how written language is organized (how it works). The key to the word solving process in reading and writing is that the learner benefits by doing. This processing system allows them to decode and interpret the meaning of words, while developing strategies for remembering, understanding and learning how words work and increasing vocabulary.

## **Procedure**

Learners acquire word knowledge through explicit instruction.

Steps:

- 1.) Word solving skills and strategies should be presented in the form of a minilesson outlined within the Open Court Phonics® Kits.
- 2.) The time allotted to Open Court Phonics Instruction is thirty minutes to an hour depending on the grade level.
- 3.) Word Study will also occur throughout the instructional day. Below you'll find a diagram displaying all of the activities that together form this portion of our program.

<b>Phonics K-3</b>	<b>Word Work K-5</b>	<b>Spelling Sentences/Paragraphs K-5</b>	<b>Words in Context 4-5</b>
<p><i>Open Court Reading:</i></p> <ul style="list-style-type: none"> <li>-Phonological and Phonemic Awareness/Warm Ups</li> <li>- Alphabetic knowledge/blending</li> <li>- Dictation</li> <li>- Decodables</li> <li>-Word Building</li> </ul>	<p><i>Words Their Way, Baer, Invernezzi, Johnston &amp; Templeton</i></p> <ul style="list-style-type: none"> <li>• word sorts</li> </ul> <p><i>Making Words, Pat Cunningham</i></p> <p>Word Wall Work</p> <ul style="list-style-type: none"> <li>• high frequency words</li> </ul>	<p><i>Classroom Connections; Confronting the Spelling Frontier, Vicki Fairchild Crain</i></p>	<p><i>Words, Words, Words, Janet Allen</i></p> <p>Vocabulary related to the interdisciplinary units</p>



--*Words Their Way*, Baer, Invernizzi, Johnston & Templeton. This resource provides a “hands-on” way to manipulate word features in a way that allows the student to generalize beyond the isolated, individual examples to entire groups of words that work in the same way. *Words Their Way* provides active exploration that examines words to discover patterns, regularities, and the rules of English needed to read and write. Secondly, *Words Their Way* increases the knowledge of words – the spelling and meaning of individual words.

--*Classroom Connections, Conquering the Spelling Frontier*, Vicki Fairchild Crain  
This brief article serves as a means to teach spelling related goals:

- a) Students need to look closely at print.
- b) Students need to look at words in the context of their own writing.
- c) Purposeful opportunities for spelling.
- d) Students need to have ownership of their learning.

--*Making Words: Enhancing the Invented Spelling and Decoding Connection*, by Patricia Cunningham. This multi-level, hands-on spelling resource and practice allows the students additional growth in manipulating words by sorting and building while discovering patterns and practicing spelling rules. Students are given individual letters to use to make words, much like Scrabble. All of the letters ultimately build one specific large word, but the process of inquiry leading up to the large word allows for a great deal of practice with easy, medium and difficult words.

“Words in Context” from *Words, Words, Words*, by Janet Allen is a spelling and vocabulary activity that examines syllables, affixes and bases and how they determining the meaning of words.

## **Resources**

- ✓ *Word Matters*, Pinnell & Fountas
- ✓ *Open Court Phonics Kits*
- ✓ *Words Their Way*, Bear, Invernizzi, Templeton & Johnson
- ✓ *Guiding Readers and Writers*, Pinnell & Fountas
- ✓ *Spelling Through Phonics*, McCracken & McCracken
- ✓ *Words, Words, Words*, Janet Allen

## **Artifacts**

- ✓ Guided Reading lesson
- ✓ Open Court Phonics Kits activities
- ✓ “Making Words”
- ✓ “Word Their Way” activities
- ✓ Word Wall work

# DAILY ORAL LANGUAGE

## Rationale

Daily Oral Language provides lessons that introduce and review punctuation, capitalization and language usage skills. Learners have the opportunity to practice proofreading skills with educator guidance.

## Procedure

Steps:

- 1.) Collect a piece of learner work or sample from the STAR, CAHSEE, PSAT, SAT as authentic samples to teach editing and revision skills.
- 2.) During a group discussion, errors are identified and corrections are made through the use of the six traits rubrics.
- 3.) Learners explain the reasons for each correction. Any corrections missed by the learners are identified and explained by the educator.

Stage 1	Stage 2	Stage 3 "Best Practice"
<ul style="list-style-type: none"><li>•Canned program</li><li>•Boring, isolated and not much transfer to learner's individual writing</li><li>•Whole class 10 minutes</li></ul>	<ul style="list-style-type: none"><li>•Text examples are taken from the learner's work</li><li>•Learners begin using the conventions rubric during the self-editing, peer editing and educator editing processes.</li><li>•Less boring, less of an isolated task and more transferability to the learners writing</li><li>•Whole class, 10 minute</li></ul>	<ul style="list-style-type: none"><li>•D.O.L. is no longer an isolated activity. Learners routinely practice editing skills through the use of the conventions rubric.</li><li>• This practice has become personalized, completed through the self-editing, peer editing and educator-learner writing conferences and embedded within the Writing Workshop</li><li>• This practice is no longer a whole class activity and has become deeply embedded within the daily class work.</li></ul>

## Resources

- ✓ *Daily Oral Language*, Instructional Fair, Inc.
- ✓ Anecdotal notes
- ✓ Conventions rubric

## Artifacts

- ✓ Minilesson notes from the Writer's Notebook
- ✓ Learner's revised and edited text on overheads or paper

## **INTERDISCIPLINARY PROJECTS**

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### **Rationale**

Subject integration is vital to making learning relevant and more reflective of the real world to learners. Each project allows the learners to see the interconnection of all subjects and to build other interdisciplinary understanding. Each unit should conclude with a presentation of knowledge (final authentic project) that is rigorous according to the Newmann assessment scale. Final projects may be completed independently or in a formal cooperative learning group.

### **The Following Are Different Projects Exhibiting a Learner's Knowledge:**

1. Oral presentations: The learners can present informally to the class or formally to an outside audience. Visual aides such as Power Point slides, handouts or other audio-visuals are required.
2. Video presentations: The final project may involve a video or film.
3. Art presentations: Learners can demonstrate their learning through photography, drawing, painting, music, poetry and dance.
4. Written presentation: The final project may be a written piece.

### **Resources**

- ✓ *A Guide to Authentic Instruction and Assessment: Vision, Standards and Scoring*, Newmann, Secada and Wehlege
- ✓ Social responsibility rubric (habits)

## K-5 Language Arts Instructional Guidelines and Resources

Guideline	Resources
Read Aloud (comprehension strategies)	<u>Reading for Meaning</u> Debbie Miller (K-3) <u>Strategies that Work</u> Stephanie Harvey & Anne Goudvis (3-6) <u>The Art of Teaching Reading</u> Calkins <u>The Read Aloud Handbook</u> Trelease <u>Snapshots</u> Hoyt <u>Revisit Review, Retell</u> Hoyt <u>Nonfiction Matters</u> Harvey & Goudvis
Literacy Centers	<u>Guided Reading, Good First Teaching for All</u> Fountas and Pinnell (K-2) <u>Guiding Readers and Writers</u> Grades 3-6 Fountas and Pinnell <u>What Are the Other Kids Doing?</u> –Donna Marriott <u>Literacy Work Stations</u> -Debbie Diller (K-2) <u>Practice with Purpose</u> -Debbie Diller (3-6) <u>Take To Your Seat Centers</u> - Evan Moor (K-5) Multiple copies of books with tapes Listening Centers
Shared Reading	<u>Reading A-Z</u> <u>Big Books</u> -Scholastic/Wright Group (K-3) <u>Yellow Brick Roads</u> Janet Allen (4-5) <u>Guided Reading, Good First Teaching for All</u> Fountas and Pinnell (K-2) <u>Guiding Readers and Writers</u> Grades 3-6 Fountas and Pinnell
Guided Reading	<u>Guided Reading, Good First Teaching for All</u> -Fountas and Pinnell (K-2) <u>Guiding Readers and Writers</u> Grade 3-6-Fountas and Pinnell <u>Scholastic Guided Reading Books</u> <u>Time For Kids</u> <u>Ranger Rick</u> <u>Rigby P.M. Starters</u> - leveled text <u>Sundance Leveled Books</u> <a href="http://www.readinga-z.com">www.readinga-z.com</a> <u>Scholastic Guided Reading Practice Packs</u>
Literature Circles	<u>Literature Circles</u> -Harvey Daniels (2-5) Begin with 1 <sup>st</sup> grade in Feb. <u>Mini-Lessons for Literature Circles</u> Harvey Daniels
Independent Reading	<u>Guided Reading, Good First Teaching for All</u> Fountas and Pinnell (K-2) <u>Guiding Readers and Writers</u> Grades 3-6 Fountas and Pinnell Leveled classroom library * <u>Scholastic High Frequency Readers</u> (K-2)
Shared Inquiry	Class set of books from Great Books

<p>Mini-Lessons Reading/Writing Workshop</p>	<p>CA standards  <u>The Art of Teaching Reading</u> Calkins  <u>The Art of Teaching Writing</u> Calkins  <u>Craft Lessons, Teaching Writing K-8</u> Fletcher  <u>Guiding Readers and Writers Grades 3-6</u> Fountas and Pinnell  <u>Great Source Write Spot</u> (K)  <u>Write One</u> (1)  <u>Write Away</u> (2-3)  <u>Writer's Express</u> (4-5)  <u>Write Traits Box</u> * (K-5)  <u>Units of Study-Lucy Calkins</u> (K-2 &amp; 3-6)  <u>Lessons That Change Writers</u> Atwell (4-5)  <u>Let's Write-</u> Nancy Areglado &amp; Mary Dill (K-2)  <u>Total Qualities of Writing</u> (Ralph Fletcher) (3-6)</p>
<p>Independent Writing</p>	<p><u>Great Source-Write Spot</u> (K)  <u>Write One</u> (1)  <u>Write Away</u> (2)  <u>Write Away</u> (3)  <u>Writer's Express</u> (4-5)  <u>Write Traits Box</u> * (K-5)  <u>Units of Study-Lucy Calkins</u> (K-5)  <u>Lessons That Change Writers</u> Nancie Atwell (4-5)  <u>Let's Write</u> (K-2)  <u>Total Qualities of Writing</u> (Ralph Fletcher) (3-6)</p>
<p>Guided Writing</p>	<p><u>Scaffolding Young Writers: A Writer's Workshop Approach</u>, Dorn &amp; Soffos   <u>The Art of Teaching Writing</u> Calkins  <u>Guiding Readers and Writers</u>Fountas and Pinnell (3-6)</p>
<p>Interactive Writing</p>	<p><u>Interactive Writing</u> McCarrier &amp; Pinnell  <u>Getting the Most Out of Morning Message and other Shared Writing Lessons</u>-Carleen Dacruz Payne &amp; Mary Browning Schulman</p>
<p>Grammar/DOL</p>	<p><u>Daily Oral Language</u> Instructional Fair (1-5)  <u>Great Source-Write One</u> (K-1)  <u>Write Away</u> (2-3)  <u>Writer's Express</u> (4-5)</p>
<p>Word Work  <ul style="list-style-type: none"> <li>○ Spelling</li> <li>○ Paragraph</li> <li>○ Open Court</li> <li>○ Phonics</li> <li>○ Words Their Way</li> <li>○ High</li> </ul> </p>	<p><u>Words, Words, Words</u> Janet Allen (4-12)  First 1000 Word list * (K-8)  <u>Word Families</u>-Judy Lynch (K-2)  <u>Making Words</u> Cunningham (2-5)  <u>Making Big Words</u> Cunningham (2-5)  www.readinga-z.com (K-5)  <u>Open Court Phonics</u> Kits K-3  <u>Words Their Way</u> Baer, Invernizzi, Johnston, &amp; Templeton (K-6)</p>

Frequency Words- Word Wall	
○ Words in Context (4-5)	
○ Making Words	

Additional resources can be found in the L.A. Binder.

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State Standards

Strategies

Organization and Focus- (Ideas)

Select a focus, an organizational structure, and a point of view based upon purpose, audience, length and format requirements.

Create multiple-paragraph compositions:

- a. Provide an introductory paragraph.
- b. Establish and support a central idea with a topic sentence at or near the beginning of the first paragraph.
- c. Include supporting paragraphs with simple facts, details and explanations.
- d. Conclude with a paragraph that summarizes the points.
- e. Use correct indentation.

Applications

Write summaries that contain the main ideas of the reading selection and the most significant details.

- Reading Response letters

Applications

Deliver oral summaries of articles and books that contain main ideas of the event or article and the most significant details.

Practice

Strategies

Editing and Revision

Read and revise selected drafts to improve coherence and progression by adding, deleting, consolidating, and rearranging text.

Write and revise selected drafts to improve coherence and progression by adding, deleting, consolidating, and rearranging text.  
Write fluidly and legibly in cursive.

Organizing Theme: Writing Applications

Question: How do I create an organized piece of writing that addresses the audience's purpose?

STRAND	STANDARD(S)	LEARNING OBJECTIVE Key concepts, skills, ideas that can be measured	EVIDENCE OF LEARNING Assessments linked to LO e.g. Labs, Projects, Essays, Reports, Exams, Edison, Benchmarks, SLS, Journals, POW/POM	MATERIALS Texts Visual Aids (posters), Manipulatives, Artifacts (the materials and activities used in classroom with students)	INSTRUCTION & MODELING See Instructional Guide (e.g. Guided Math or SLS Reading or Writers' Workshop)
	<p>Review third grade standards for constructing sentences and paragraphs (Sentences start with a capital, end with a period and have one idea. Also, paragraphs focus on one major idea and are indented at the beginning).</p> <p>1.1 Select a focus, an organizational structure, and a point of view based upon purpose, audience, length and format requirements.</p>	<p>SWBAT identify what Writer's Workshop Looks Like, Feels Like and Sounds Like.</p> <p>SW have a complete Writing Binder and Writer's notebook assembled and be able to file each assignment in the correct spot.</p> <p>Students will have 15-20 personally meaningful ideas for writing written in his/her Writer's Notebook.</p>	<p>-Writer's Workshop Looks Like, Feels Like Sounds Like Chart (student generated).</p> <p>-List of ideas on Writer's Notebook</p>	<p>-Poster Paper</p> <p>-Binders</p> <p>-Dividers</p> <p>-Writer's</p> <p>-Notebooks,</p> <p>-Icons for Looks Like, Feels Like, Sounds Like</p>	<p>- Elicit and guide student for a Looks Like, Feels Like Chart</p> <p>-Model and guide student in a binder/folder and notebook</p> <p>-Ideas mini-lesson: Model come up with ideas for writing. Have students write their ideas in a notebook and write ideas on a notecard that go onto the "Ideas for Writing" poster.</p> <p>-Every day, have students write to your ideas poster about following: places, experiences, people. Then, model Farley the Dell chant to review process speech. Then have the students write correct sentences using words from the chant</p>
Writing Strategies	1.10 Edit and revise selected drafts to improve coherence and progression by adding, deleting, consolidating, and rearranging text.	SWBAT write and contribute three reasons for, three actions taken during and volume expectations for each part of the Writing Process.	-Student Generated ideas that teacher writes on Writing Process Posters.	-Poster paper	-Explain and elicit prior knowledge about the content, purpose, expectations for all steps of writing process.



<p>Writing Applications</p>	<p>2.4 Write summaries that contain the main ideas of the reading selection and the most significant details.</p>	<p>SWBAT identify the main idea sentence, transition words, important events and concluding sentence in a summary.</p>	<p>-Summary Pre-Assessment (students write a summary on a shared text) -Students independently label a teacher or student sample summary with all elements of summary.</p>	<p>-Texts like: Alexander and the No Good, Horrible, Very Bad Day; Mean Jean the Recess Queen; No! David; Any Fairytale or Fable  -Lists of transition words and copies of a teacher generated story lots of transition words.  -Overheads and copies of summary graphic organizer.  -Overheads of examples of - summaries, copies of summaries.</p>	<p>Reader's Workshop: -Do in conjunction with lessons on Main Idea.  -Organization mini lesson and model thinking about in a summary graphic or  -Organization mini-lesson transition words are like give them examples of w bridges bring together. them find the "bridge" w bring sentences together transitions story (you can chronological or sequent transitions for this, as the important in summary).  Model transferring ideas graphic organizer and w summary paragraph with words.</p>
<p>Writing Applications</p>	<p>2.4 Write summaries that contain the main ideas of the reading selection and the most significant details.</p>	<p>SWBAT write a summary with a main idea sentence, transition words, important events and concluding sentence in a summary.  SWBAT successfully take a piece of writing through all steps of the writing process.  SWBAT give appropriate and meaningful feedback during revision, with a focus on organization.</p>	<p>Students independently write a summary with all elements of summary.</p>	<p>-Summary Rubric  -Overheads and copies of summary graphic organizers.  -Texts for which students can write summaries (Alexander and the No Good, Horrible, Very Bad Day, etc.)</p>	<p>Reader's Workshop: Reading Response letters should be addressed in more detail during reading time. Students should read daily letters, become familiar with and more skilled using the format given for letters.  -Students read and ask questions about rubric and then have grade sample summaries rubrics.  -Read Aloud a shared text the students go through the writing process with a that they write based on For each step of the process through a mini-lesson and how to most successfully that step of the writing process</p>

					<p>-During the revision mini-lesson, students should specifically address how to organize their paragraphs, topic ideas, the beauty of using descriptive words, and moving ideas and thoughts from one paragraph to the next. The second draft should not look too much like the first draft if you are revising correctly.</p> <p>- Introduce and model how to use the author's share and student share to the author in Author's Chair.</p>
Writing Strategies	2.4 Write summaries that contain the main ideas of the reading selection and the most significant details.	SWBAT write a summary with a main idea sentence, transition words, important events and concluding sentence in a summary.	-Summary Post Assessment Labeled responses to literature based questions.	-Read aloud book for writing a summary  A paragraph that has been cut into sentence strips.	<ul style="list-style-type: none"> <li>- Read a short story or picture book to students. Have students write an independently written summary on it. Use their post assessment to discuss their summaries.</li> </ul>
Speaking Applications	2.3 Deliver oral summaries of articles and books that contain main ideas of the event or article and the most significant details	SWBAT choose appropriate methods of communicating to different audiences.  While Buzzing about books after Independent Reading, SWBAT summarize the major events in their reading.			<ul style="list-style-type: none"> <li>- Have students buzz about their summaries of important events that happened in their texts.</li> </ul>
Writing Applications	Organization and Focus- (Ideas) 1.1 Select a focus, an organizational structure, and a point of view based upon purpose, audience, length and format requirements.				<p>Organization Mini-Lesson to further their ability to write organized paragraphs, have students construct paragraphs out of disorganized sentence strips they put in order. (THIS LESSON CAN BE REFERENCED WHEN DOING ALL OTHER GENRE)</p> <p>In order to help students write for a specific audience, have them first write the same statement three different times, each time pretending to be speaking to a different person (another friend, a parent, a principal for example). Then</p>

<p>Writing Applications</p>	<p>2.2 Write responses to literature:  a. demonstrate an understanding of a literary work  b. support judgments through references to both the text and prior knowledge</p>	<p>SWBAT Define text evidence and give appropriate lines of text evidence to support their judgments about the text.</p>		<p>Sample responses to questions that include text evidence.</p>	<p>students write three different letters asking the same question to three different audiences (PURPOSE AND AUDIENCE SHOULD BE EXAMINED AT THE BEGINNING OF EACH QUESTION STUDY)</p> <p>When given a sample response to a question, students should identify the parts of the response which should include a full sentence at the beginning which states the main idea of the response, a paraphrase of the text evidence given, a cite for the text evidence, and the actual text evidence.</p> <p>Give students sets of response questions then sets of text evidence and have them match which response question goes with which text evidence.</p>
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AL LEARNING OPPORTUNITIES (e.g., Experiential Learning, Intervention Options, Spiraling...)

## State Standards

### Applications

#### Give responses to literature:

Demonstrate an understanding of a literary work.

Support judgments through references to both the text and prior knowledge.

### Strategies

#### Organization and Focus- (Ideas)

Select a focus, an organizational structure, and a point of view based upon purpose, audience, length and format requirements.

#### Write multiple-paragraph compositions:

Provide an introductory paragraph.

Establish and support a central idea with a topic sentence at or near the beginning of the first paragraph.

Include supporting paragraphs with simple facts, details and explanations.

Conclude with a paragraph that summarizes the points.

Use correct indentation.

### *practice*

#### Strategies

#### Editing and Revision

Edit and revise selected drafts to improve coherence and progression by adding, deleting, consolidating, and rearranging text.

#### Handwriting

Write fluidly and legibly in cursive.

Organizing Theme:

Responding to Literature

Question: What do I understand about the text? How can I use references/evidence from the text and prior knowledge to explain what I got it?

STRAND	STANDARD(S)	LEARNING OBJECTIVE Key concepts, skills, ideas that can be measured	EVIDENCE OF LEARNING Assessments linked to L.O. e.g. Labs, Projects, Essays, Reports, Exams, Edusoft, Benchmarks, SLS, Journals, POW/POM	MATERIALS Texts Visual Aids (posters), Manipulatives, Artifacts (the materials and activities used in classroom with students)	INSTRUCTION & MODELING See Instructional Guide (e.g. Guided Math or SLS or Guided Reading or Writers' Workshop)
Writing Applications	<p>2.2 Write responses to literature:</p> <p>a. demonstrate an understanding of a literary work</p> <p>b. support judgments through references to both the text and prior knowledge</p>	<p>SWBAT align opinions/assertions with text evidence.</p> <p>SWBAT look at reading like an author as well as a reader (looking at reading to steal ideas for their responses)</p>	<p>Answers to questions about a shared text.</p> <p>T Charts with assertions/Opinions and appropriate text evidence.</p>	<p>Sample responses to questions that include text evidence.</p> <p>Questions about a shared text that students can respond to.</p> <p>Sentence strips with text evidence written on it and sentence strips with answers to questions.</p> <p>Reading is thinking poster.</p> <p><u>Spaghetti</u> by Cynthia Rylent</p>	<p><i>Communicating ideas about text at a small scale/developing assertions by answering questions.</i></p> <p>When given a sample response to a question, students should be able to identify the parts of the answer. The answer should include a full sentence at the beginning which states the main idea of the response, a paraphrase of the text evidence given, a cite for the text evidence and the actual text evidence. Give students sets of response questions and sets of text evidence and then have them match which text evidence goes with which response.</p> <p>Have students answer inferential questions as a group from the text that follow the same format (I think... because... paraphrase, cite and text evidence).</p> <p>Have students begin to make their own opinions/assertions they have from the book and lines of text evidence that makes them think that. Refer back to the Reading is Thinking poster from the previous lesson to give students ideas of what "opinions" can be about (character, motivations, cause and effect, author's choices, etc.)</p>

					<p>"Reading like an author" Tell students that to write well about a text, they need to read for details. Read them <i>Somebody Loves Me</i> by Cynthia Rylant and point out details that are important, but easy to miss. Encourage them to start keeping track of details they want to hold onto.</p>
	<p>2.2 Write responses to literature:</p> <p>a. demonstrate an understanding of a literary work</p> <p>b. support judgments through references to both the text and prior knowledge</p>	<p>SWBAT describe what makes a response a three or four on the rubric.</p>	<p>Graded responses.</p>	<p>Rubric for response questions.</p> <p>Lists of transition words that extend thinking.</p>	<p><i>Communicating ideas about text on a larger scale by writing responses</i></p> <p>Have students read and ask questions about the rubric for responses to literature.</p> <p>Have students grade sample responses to literature and give them a reason for the grade.</p> <p>Ideas/Organization: Have students use the lists that they have kept of ideas, opinions/assertions and details from the book. From this, they will craft a thesis statement that makes an assertion about their text. They will list out the evidence necessary to provide support for their thesis (This is related to a lesson in Lucy Calkins, Units of Study for Teaching Writing, lesson VIII)</p> <p>Talk to students about the fact that everything in their response should support the thesis. For example, the ideas in the thesis should lend itself to proving the thesis.</p> <p>Introduce each concept of the thesis by talking about how the story in <i>Somebody Loves Me</i> supports my thesis and how does the assertion in my thesis and how does the assertion in my thesis support my thesis (This is related to a lesson in Lucy Calkins, Units of Study for Teaching Writing, Unit 5, lesson VI, X, Y)</p> <p>Have students choose a thesis statement</p>

					for their first letter.
	<p>2.2 Write responses to literature:</p> <p>a. demonstrate an understanding of a literary work</p> <p>b. support judgments through references to both the text and prior knowledge</p>	<p>SWBAT identify and use descriptive adjectives to make writing more specific.</p> <p>SWBAT identify and replace lifeless words.</p> <p>SWBAT Use transitions effectively when writing a response to literature.</p> <p>SWBAT identify and use descriptive adjectives to make writing more specific.</p> <p>Use appropriate text evidence and clearly communicate the meaning of this text evidence.</p>	<p>Student generated adjective pictures.</p> <p>Final draft of a reading response letter that includes and appropriately cites text evidence.</p>	<p>Thesauruses</p> <p>Sample responses with boring word choice.</p>	<p>Model and think aloud as you first reading response letter for Include a thesis statement, a connection and an analysis of author's craft that support the statement. (This is related to a Lucy Calkins, Units of Study for Writing, Unit 5, lesson VI, X, &gt;</p> <p>Have students write their first</p> <p>Introduce students to transition statements that will extend the (Furthermore, on the other hand example of this is...) Do this by them say many ideas about a that is important to them (foot wearing uniforms, etc.) and link idea with a transition that takes thinking further.</p> <p>Do a mini lesson on how to use quotation marks when citing.</p> <p>Word Choice: Have students use thesaurus to spice up boring words in sample responses (specific adjectives) Students will need when paraphrasing the text.</p> <p>Word Choice: Have students write a paragraph in which they describe something in the book. Base on paragraph, someone else need what they see. Students will say more specific their adjectives, picture it creates. Have them say adjectives until their partner correct picture.</p> <p>During the revision step, have specifically revise for organization everything on topic?), effective you use solid text evidence?)</p>

					choice (is your word choice p Have students write second d and publish work.
Writing Strategies	1.2 Create multiple-paragraph compositions  a. Establish and support a central idea with a topic sentence at or near the beginning of the first paragraph	-SWBAT correctly identify topic sentences in stand alone paragraphs and in the paragraphs of an essay.  -SWBAT write a topic sentence for a given paragraph.  SWBAT write topic sentences that capture the main idea of each of his or her paragraphs for the essay.	-lists of student ideas for essays  -Paragraphs with labeled topic sentences  -Paragraphs with student generated topic sentences.  -Topic sentences for each paragraph in student composition.	-Example paragraphs (teacher generated or from such workbooks as Sentences and Paragraphs by Evan Moor)	Have students list out questions they wonder about – these will be questions that they can write essays about. These can be ideas to research later for persuasive essays or to use for the beginning of expository writing. Have students share ideas with each other.  If applicable, teach students to identify if a statement is an argument, position, or trying to make, the stand you want to take on the subject. You can say out loud statements and if students agree or disagree have them stand up in their seats. If they get the idea that they are not sure they stand.  Put a paragraph on the overhead and have students do a think aloud about where the topic sentence is and how to identify it. Have students follow with guided practice. Have students doing the same thing with different paragraphs.

AL LEARNING OPPORTUNITIES (e.g., Experiential Learning, Intervention Options, Spiraling...)



State Standards

Strategies

Write multiple-paragraph compositions:

- Provide an introductory paragraph.

- Establish and support a central idea with a topic sentence at or near the beginning of the first paragraph.

- Include supporting paragraphs with simple facts, details and explanations.

- Conclude with a paragraph that summarizes the points.

- Use correct indentation.

Applications

Give responses to literature:

- demonstrate an understanding of a literary work.

- support judgments through references to both the text and prior knowledge.

Practice

Editing and Revision

and revise selected drafts to improve coherence and progression by adding, deleting, consolidating, and rearranging text.

Production

Write fluidly and legibly in cursive.

Organizing Theme: Responding to Literature - I understand the text! Now, I need to structure my response.

Question: How do I structure my response to create a multi-paragraph composition?

STRAND	STANDARD(S)	LEARNING OBJECTIVE Key concepts, skills, ideas that can be measured	EVIDENCE OF LEARNING Assessments linked to L.O. e.g. Labs, Projects, Essays, Reports, Exams, Edusoft Benchmarks, SLS, Journals, POW/POM	MATERIALS Texts, Visual Aids (posters), Manipulatives, Artifacts (the materials and activities used in classroom with students)	INSTRUCTION & MODELING See Instructional Guides (e.g. Guided Math or SLS or Guided Reading or Writers' Workshop)
Writing Strategies	1.2 Create multiple-paragraph compositions  b. Establish and support a central idea with a topic sentence at or near the beginning of the first paragraph	-SW write first paragraphs of their essays.  -SWBAT describe they types of and choose the appropriate form of a hook statement for his/her essay.	First paragraphs	-Sample Hook statements.	Have students decide the audience for their piece of writing and decide who will be their audience. Then have them draw a visualization of their audience and have them attach it to the beginning of their piece to keep the audience in mind.  Based on their audience, give students sample hooks, and have them choose which type of hook would be most suitable. If possible, have them choose the audience which type of hook works for them most.  If applicable, teach students that a hook statement is an argument, position, or trying to make, the stand you take on the subject. You can say certain statements and if students agree, have them stand up in their seats. If they get the idea that they are not standing.  Have students use sample hook statements to finish the first paragraph that they think would come next.  Have students write first paragraphs on their own.
Writing Strategies	1.2 Create multiple-paragraph compositions  c. include supporting	SW have body paragraphs of the essay written.	Body paragraphs written with an appropriate topic sentence.	Paragraphs with topic sentences missing.  Examples of	Give students paragraphs with topic sentences missing. Then have them either generate the topic sentence or write it in. You can also have

	paragraphs with simple facts, details and explanations	SW use two different types of elaboration to effectively make his/her point.		elaborated paragraphs from books such as <i>Elaborating the Writing Process with Detail</i>	<p>students cut out a list of topics and then paste them to the back of a paragraph that they think they will use.</p> <p>Based on their pre-write and initial paragraph, have students write topic sentences for the next paragraph piece of writing. Have students write topic sentences with another student to check to be sure they are on topic.</p> <p>Give students examples of each type of an elaborated paragraph (one with facts, statistics, descriptive language, anecdotes, sensory language) and have them match it with its category.</p> <p>Have students choose which type of elaboration they will choose to use to write the paragraphs. Have them write at least two different types.</p>
Writing Strategies	<p>1.10 Edit and revise selected drafts to improve coherence and progression by adding, deleting, consolidating, and rearranging text.</p> <p>1.2 d. Conclude with a paragraph that summarizes the points.</p>	<p>SWBAT follow a revision and editing protocol to effectively revise and each other's paragraphs.</p> <p>SWBAT identify the elements of a conclusion and write a conclusion with all elements.</p>	<p>Completed revision sheet and revision plan.</p> <p>Peer conference for revision.</p> <p>Teacher/Student during which students explain the suggestions they got and how they will use them.</p> <p>Concluding paragraph.</p>	<p>Self and Peer Revision Sheet</p> <p>Revision Plan</p> <p>Concluding Paragraphs</p>	<p>Have two students model as you do to students how and where to go in the classroom to revise and your peer conference for revision (example: author reads his/her work out loud while the student reads along silently. Then students talk about each step on the revision sheet and the reviser gives comments onto the revision sheet).</p> <p>While revising, have students focus on Organization and Ideas in the Revision.</p> <p>Then in the next revision (if done) have them focus on word choice, sentence fluency and voice.</p> <p>Have students fill out a revision sheet to identify the changes they will make in their piece of work and write a final draft that reflects these changes.</p> <p>Introduce the Tell em Again strategy.</p>

					<p>which is when you restate you different words and the papow statement, which is the senter end with that touches the rea and mind.</p> <p>Give students thesis statemen them convert them to tell em statements. Then have them "papow-o-meter" which papo statements really tugged at th mind.</p>
Writing Strategies	<p>1.10 Edit and revise selected drafts to improve coherence and progression by adding, deleting, consolidating, and rearranging text.</p> <p>1.2 Create multiple-paragraph compositions</p> <p>a. Provide an introductory paragraph</p> <p>b. Establish and support a central idea with a topic sentence at or near the beginning of the first paragraph</p> <p>c. Include supporting paragraphs with simple facts, details and explanations</p> <p>d. Conclude with a paragraph that summarizes the points</p> <p>e. Use correct indention.</p>	SWBAT follow an editing protocol to effectively revise and each other's paragraphs.	<p>Second draft with edit marks.</p> <p>Final Draft of Essay.</p>	-Edit mark example handout or poster	<p>Have students write second d writing.</p> <p>Then in the next revision (if d them focus on word choice, s fluency and voice.</p> <p>Have two students model as y to students how and where th classroom to edit and your pr editing. Emphasize that stud be sure to edit for indention</p> <p>After students have gotten dr do a mini lesson where studer which drafts you hold up look and give students the require published work (in blue or bla neatly written, no cross outs,</p>

4

State Standards

Strategies

*Text Fluency*

Use traditional structures for conveying information (e.g., chronological order, cause & effect, similarity and difference) and posing and answering a question).

Writing Applications

Write narratives:

- Relate ideas, observations or recollections of an event or experience.
- Provide a context to enable the reader to imagine the world of the event or experience.
- Use concrete sensory details.
- Provide insight into why the selected event or experience is memorable.

Oral English Language Conventions

*Sentence Structure*

Use simple and compound sentences in writing and speaking.

Combine short, related sentences with appositives, participial phrases, adjectives, adverbs and prepositional phrases.

*Language Practice*

Grammar

Identify and use regular and irregular verbs, adverbs, [repositions, and coordinating conjunctions in writing and speaking- (D.O.L. focus).

Editing and Revision

Edit and revise selected drafts to improve coherence and progression by adding, deleting, consolidating and rearranging text.

Organizing Theme:

Narratives

Question: How can we use traditional structures such as chronological order, cause & effect or posing a question and answer within

STRAND	STANDARD(S)	LEARNING OBJECTIVE Key concepts, skills, ideas that can be measured	EVIDENCE OF LEARNING Assessments linked to L.O. e.g. Labs, Projects, Essays, Reports, Exams, Edusoft Benchmarks, SLS, Journals, POW/POM	MATERIALS Texts, Visual Aids (posters), Manipulatives, Artifacts (the materials and activities used in classroom with students)	INSTRUCTION & MODELING See Instructional Guidelines (e.g. Guided Math or SLS or Guided Writers' Workshop)
Writing Applications	2.1 Write narratives: a. Relate ideas, observations or recollections of an event or experience	<p>SWBAT identify a seed vs. a melon topic</p> <p>-SWBAT identify a "small moment" for a writing piece</p> <p>-SWBAT give the definition for chronological, cause and effect and question and answer.</p>	<p>-1 Remember statement</p> <p>Completed Graphic organizers for all three organization styles</p> <p>Narrative pre-assessment (graded on Aspire narrative and/or 6 Traits Ideas and Organization rubrics)</p> <p>-1 first draft per student exemplifying "small moments"</p> <p>-Teacher observation and questioning during individual conferences.</p>	<p>Example personal narrative (11 by Sandra Cisneros, other stories from House on Mango Street sample essays from the Six Trait's Teacher guide, Seedfolks – not a personal narrative, but reads like one.)</p> <p>-Six Traits Rubric – ideas, Organization</p> <p>-Aspire Narrative Rubric</p> <p>-Daily modeled writing</p>	<p>Narrative Pre-Test</p> <p>Have students complete the following sentence starter: I remember: Then put all these lines on a poster. These will be the main ideas of each of the personal narrative pieces.</p> <p>Do a mini-lesson on the "seed topic"</p> <p>Read excerpts from Eleven by Sam Gribble (Chronological Order), Wendell (a chapter) of Seedfolks (Cause and effect). After each selection is read, have students write.</p> <p>Mini-Lesson on the definitions and examples of chronological, cause and effect and question and answer.</p> <p>Have students complete a graphic organizer for chronological, cause and effect and question and answer.</p> <p>Also, Lessons in Lucy Calkins Unit for Teaching Writing, Volume 4 include:                      -Reading with a Writer's Eye (Unit 1)                      -Starting with Strong Feelings (Unit 2) (reviews paragraphing)                      -Orienting Readers with Setting (Unit 3)                      -Yesterday's Revisions Become Today's (Unit 4) Standard Practice (Unit 2) (review paragraphing)</p>

<p>Writing Applications</p>	<p>b. Provide a context to enable the reader to imagine the world of the event or experience.</p> <p>c. Use concrete sensory details.</p>	<p>SWBAT develop detailed and cohesive setting, characters, and plot in their draft.</p> <p>SWBAT say the definition and purpose of a hook and know why they are using the type that they chose.</p> <p>SWBAT use multiple examples of show don't tell and five senses in their first draft.</p>	<p>Categorized leads/hooks statements.</p> <p>Pre-Write Story Map</p> <p>First Draft of I Remember Essay.</p> <p>Chart on sensory details.</p>	<p>-Example lead statements in all categories (teacher generated or from House on Mango Street, Charlotte's Web, Apt. 3 – Ezra Jack Keats)</p> <p>Story Map and/or other pre-write formats that work for your students.</p>	<p>Have students match the examples to the category heading. Have them choose which type of lead they will use for their narrative.</p> <p>Have students choose the prewritten lead to use and write first draft.</p> <p>Read Owl Moon to the class and have students show you with gestures when they see (point to eyes), hear (point to ears), taste and smell things in the book. Create a chart of these details. Use this as a conversation starter for showing and telling and using sensory details in writing.</p> <p>Have students act out emotions, and have other students have to guess what is happening. This is show don't tell.</p> <p>Have students convert tell statements to show statements.</p> <p>Also, Lessons in Lucy Calkins Unit for Teaching Writing, Volume 4 in</p> <ul style="list-style-type: none"> <li>-Developing Believable Characters</li> <li>-Plotting with a Story Mountain (Unit 4)</li> <li>-Show, Don't Tell: Planning and Drafting Scenes (Unit 4)</li> <li>-Feeling and Drafting the Heart of a Story</li> <li>-Writer's Ask, "What Am I Really Telling?"</li> <li>-Listening for Significance in Seed Moments (Unit 2)</li> <li>-Guide students through self- and peer revision (focus on small moments/seed moments)</li> </ul>
<p>Grammar</p>	<p>1.3 Identify and use regular and irregular verbs, adverbs, prepositions, and coordinating conjunctions in writing and speaking- (D.O.L. focus).</p>	<p>SWBAT know the definitions of verbs, adverbs, prepositions and coordinating conjunctions.</p> <p>SWBAT identify</p>	<p>Completed revision sheet and plan.</p>		<p>Have students revise with a focus on organization (small moments or seed moments)</p> <p>Have students write the second draft.</p> <p>Do Mini Lessons on verbs, adverbs, and prepositions. For example, have students</p>

	2.1 d. Provide insight into why the selected event or experience is memorable.	<p>more powerful verbs and transition words.</p> <p>SWBAT identify why their experience was memorable.</p> <p>SWBAT communicate the importance of his/her event creatively in a concluding paragraph</p>			<p>out adverbs and have others guess what they are doing and how they are doing.</p> <p>In addition, students can find pictures that represent what each part of speech does. Draw a picture of someone running, etc.</p> <p>Do a Mini lesson on interesting adverb verb choice.</p> <p>Do a Mini lesson on sentence fluency.</p> <p>Have each student come up with a sentence from his or her story. Then read Arnold's concluding paragraphs from his fables (the concluding paragraphs of the fables). Have them model their paragraphs off of his.</p> <p>Also, Lessons in Lucy Calkins Unit 4: Writing Powerful Endings (Unit 4)</p>
Punctuation	1.4 Use parentheses, commas in direct quotations, and apostrophes in the possessive case of nouns and in contractions- (D.O.L.-focus)	<p>SWBAT write dialogue that is correctly punctuated and correct dialogue that is incorrect.</p> <p>Students will add dialogue to their stories.</p> <p>Students will know the definition of a possessive noun and how it is different from a contraction.</p>	<p>Evidence of addition of dialogue to the draft of the I Remember Essay.</p> <p>Written Conversation</p> <p>Lists of possessive nouns.</p>	<p>Possessives practice sheets.</p>	<p>Tell students the correct rules for punctuation in dialogue. Then have them have a conversation in writing with a partner. Have students identify the most important words and appropriate places in their stories. Have them add the punctuation to their dialogue and have them add the punctuation to their dialogue.</p> <p>Have students list out all the possessive nouns they see in the room and put them on a list.</p>

ADDITIONAL LEARNING OPPORTUNITIES (e.g., Experiential Learning, Intervention Options, Spiraling...)



State Standards

*fluency*

traditional structures for conveying information (e.g., chronological order, cause & effect, similarity and difference, and asking and answering a question).

*applications*

in narratives:

- Relate ideas, observations or recollections of an event or experience.
- Provide a context to enable the reader to imagine the world of the event or experience.
- Use concrete sensory details.
- Provide insight into why the selected event or experience is memorable.

*Oral English Language Conventions*

Use parentheses, commas in direct quotations, and apostrophes in the possessive case of nouns and in contractions- (D.O. I. s).

*practice*

Identify and use regular and irregular verbs, adverbs, [repositions, and coordinating conjunctions in writing and speaking- (D.L. focus).

*and Revision*

and revise selected drafts to improve coherence and progression by adding, deleting, consolidating and rearranging text

Organizing Theme:

Narrative continued...

Question: How can we use traditional structures such as chronological order, cause & effect or posing a question and answering a question in a narrative?

STRAND	STANDARD(S)	LEARNING OBJECTIVE Key concepts, skills, ideas that can be measured	EVIDENCE OF LEARNING Assessments linked to LO (e.g. Labs, Projects, Essays, Reports, Exams, Edusoft, Benchmarks, SLS, Journals, POW/POM)	MATERIALS Texts, Visual Aids (posters), Manipulatives, Artifacts (the materials and activities used in classroom with students)	INSTRUCTION & MODELING See Instructional Guidelines (e.g. Guided Math or SLS or Guided Writing, Writers' Workshop)
	1.10 Edit and revise selected drafts to improve coherence and progression by adding, deleting, consolidating and rearranging text.	<p>SWBAT identify weak word choice and sentence fluency and revise it to be more powerful.</p> <p>SWBAT identify off topic ideas and revise the essay to be on topic.</p>	<p>Completed Revision Sheet and Plan</p> <p>Final Draft/Published Copy of I Remember essay</p>	<p>Revision sheet that focuses on ideas, sentence fluency and word choice.</p>	<p>During the second revision, have students focus on sentence fluency, word choice and voice. Have students choose four sentences from their first draft where they can add transitions to their paper.</p> <p>While revising have students choose four verbs that they can make more powerful.</p> <p>Have students write third drafts.</p> <p>Have students peer edit.</p> <p>Have students write the final published copy.</p>
Writing Strategies	1.3 Use traditional structures for conveying information (e.g., chronological order, cause & effect, similarity and difference, and posing and answering a question).	SWBAT understand the purpose of and how to fill out a Venn Diagram.	<p>Venn diagrams</p> <p>Similarity and difference paragraphs</p>	Venn Diagram	<p>Have students fill out venn diagrams comparing texts, characters in a story, character motivations, etc. Have students write this for similarity and difference paragraphs.</p> <p>Have them review and revise any feedback they have given to the most recent drafts and answer comprehension questions.</p>

State Standards

Applications

Write Informational Reports:

Frame a central question about an issue or situation.

Include facts and detail focus.

Draw from more than one source of information (e.g., speakers, books, newspapers or other media).

Oral English Language Conventions

on

Capitalize names of magazines, newspapers, and works of art, musical compositions, organizations, and the first word in quotations when appropriate.

Strategies

Selection and Focus

Select a focus, an organizational structure, and a point of view based on purpose, audience, length and format requirements.

Use of Technology

Use various reference materials (e.g., dictionary, thesaurus, card catalogue, encyclopedia, online information) as an aid to understand the organization of almanacs, newspapers, and periodicals and how to use those print materials.

*practice*

Editing and Revision

Edit and revise selected drafts to improve coherence and progression by adding, deleting, consolidating and rearranging text.

Oral English Language Convention

on

Use parentheses, commas in direct quotations, and apostrophes in the possessive case of nouns and in contractions.

Organizing Theme:

Writing Reports

Question: What is needed to write a proficient report? How can I apply research and technology to craft informational reports?

STRAND	STANDARD(S)	LEARNING OBJECTIVE <small>Key concepts, skills, ideas that can be measured</small>	EVIDENCE OF LEARNING <small>Assessments linked to L.O. e.g., Labs, Projects, Essays, Reports, Exams, Eduson, Benchmarks, SLS, Journals, POW/POM</small>	MATERIALS <small>Texts Visual Aids (posters), Manipulatives, Artifacts (the materials and activities used in classroom with students)</small>	INSTRUCTION & MODELING <small>See Instructional Guidelines (e.g., Guided Math or SLS or Guided Writers' Workshop)</small>
Research and Technology	1.7 Use various reference materials (e.g., dictionary, thesaurus, card catalogue, encyclopedia, online information) as an aid to writing.	<p>SWBAT identify purposes and uses for dictionary, thesaurus, encyclopedia and internet.</p> <p>Students will be able to do simple search for information using Google.</p> <p>Students will be able to decide on the best resource and find necessary facts and information from that resource.</p> <p>Students will be able to locate hard to find information using an index.</p>	<p>How to use the internet pamphlet.</p> <p>Printed search results from Google search.</p>	Thesauruses, dictionaries, computers.	<p>Have students write a pamphlet that help a younger child learn how to internet and do basic searches on internet.</p> <p>Give students facts, words, synonyms that they need to find. Put all of the informational materials on their desk and have them select the appropriate one and the necessary information.</p> <p>Model how to do a search on Google and of the necessary words such as dropdown menu, search engine, address bar, button, etc.</p> <p>Give students a subject they need to know about and then have them perform an appropriate search.</p> <p>Have students use the index to locate page numbers of specific topics and</p>
Research and Technology	<p>1.8 Understand the organization of almanacs, newspapers, and periodicals and how to use those print materials.</p> <p>1.6 Capitalize names of magazines, newspapers,</p>	<p>Students will be able to decide on the best resource and find necessary facts and information from that resource.</p> <p>Students will be able to describe what each</p>	<p>Summaries of information from non-fiction sources.</p> <p>Information that students find in the materials and reasons for using that source.</p>	Almanacs, newspapers and periodicals	<p>Give students facts, words, synonyms that they need to find. Put all of the informational materials on their desk and have them select the appropriate one and the necessary information and write selected that source.</p> <p>Have students use the index to locate page numbers of specific topics and</p>

	and works of art, musical compositions, organizations, and the first word in quotations when appropriate.	resource is most useful for.  Students will be able to summarize information found in each resource.			topics.  Do a mini-lesson on capitalization.  Have students write a summary of information found in a newspaper article, a section from an almanac and/or a periodical. Have students identify the rules that students need to capitalize with and give examples when appropriate.
Writing Applications	2.3 Write Informational Reports  a. Frame a central question about an issue or situation	SW choose topic that is meaningful to themselves and relevant to others.  SWBAT describe the elements of a "4" informational report.  SWBAT locate all the elements of a research paper correctly.  SW determine an appropriate audience for their work.	Labeled research reports  Graded research reports.  Hooks list.  Lists of questions they want answered while they research.	Sample research report (can use ROPES projects from other schools, college essay projects from Monarch, etc.)  Sets of sample hooks.	Have students read and label an example of a research report with thesis, transition words, topic sentence, supporting statements, bibliography, citation.  Have students read the rubric and grade a given sample research paper using the rubric and give a reason for each grade.  Review the hooks lesson and note which sets of hooks are more appropriate for research/non fiction writing. Have students write yes or no if a given set of hooks would be appropriate for the audience they are choosing for their paper.  Review thesis lesson. Emphasize that topic statements are full sentences that introduce the opinion introduce the readers to your argument. Also review topic sentences and emphasize that they are the main idea sentence of a paragraph.  Have students begin to compile a list of questions that they want answered in their research project.

<p>Writing Strategies</p>	<p>2.3 Write Informational Reports</p> <p>a. Frame a central question about an issue or situation</p> <p>b. Include facts and detail focus.</p> <p>Capitalization 1.6 Capitalize names of magazines, newspapers, and works of art, musical compositions, organizations, and the first word in quotations when appropriate.</p>	<p>SWBAT form a meaningful thesis based on their list of questions.</p> <p>SWBAT identify appropriate resources for information.</p> <p>SW gather information from three different sources.</p> <p>SW organize information effectively.</p> <p>Students will be able to write the names of sources using correct capitalization.</p>	<p>Thesis statement.</p> <p>Notecards with notes from research.</p> <p>List of possible resources (whole class) and individual lists from students.</p>	<p>Note cards</p> <p>Examples of statistics and facts.</p>	<p>Have students examine their list of sources and use their prior knowledge to form a starter thesis. This thesis may or may not change as they research.</p> <p>Generate a list of sources with students and categorize them in such categories as fiction subject books, technology, primary resource, etc. Have students give examples of what is in each category (Google search, teacher, encyclopedia, etc.) and then have them choose one or two items for a section that they will use to research their topic.</p> <p>Do a mini-lesson that expands upon the earlier "elaborating paragraphs with evidence" lesson. Add in that you need to elaborate with facts, statistics and other information in ways of supporting your thesis.</p> <p>Give students facts and then anecdotal information and have them vote on which one convinces them more and why.</p> <p>Do a mini-lesson on notetaking. Have students take notes on index cards. At the top, have them write the source name and topic that the note relates to. During the mini-lesson, model by doing a think-aloud about what kinds of things are important to note and what to actually write on the card.</p> <p>Have students organize the cards in order to see which topics they have the most information on. Have them write their thesis to be sure it is still adequate and that they have researched.</p>
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State Standards

Applications

Write Informational Reports:

Frame a central question about an issue or situation.

Include facts and detail focus.

Draw from more than one source of information (e.g., speakers, books, newspapers or other media).

Oral English Language Conventions

Spelling

Capitalize names of magazines, newspapers, and works of art, musical compositions, organizations, and the first word in quotations when appropriate.

Spell correctly roots, inflections, suffixes and prefixes, and syllable constructions.

Strategies

Organization and Focus

Select a focus, an organizational structure, and a point of view based on purpose, audience, length and format requirements.

Research and Technology

Quote or paraphrase informational sources, citing them appropriately.

Organize information in reference texts by using organizational features (e.g., prefaces, appendixes).

*Practice*

Use various reference materials (e.g., dictionary, thesaurus, card catalogue, encyclopedia, online information) as an aid to understand the organization of almanacs, newspapers, and periodicals and how to use those print materials.

Organizing Theme: Informational Report continued...

Question: What writing is needed to prepare for an oral presentation?

STRAND	STANDARD(S)	LEARNING OBJECTIVE Key concepts, skills, ideas that can be measured	EVIDENCE OF LEARNING Assessments linked to L.O. e.g. Labs, Projects, Essays, Reports, Exams, Edusoft Benchmarks, SLS, Journals, POW/POM	MATERIALS Texts, Visual Aids (posters), Manipulatives, Artifacts (the materials and activities used in classroom with students)	INSTRUCTION & MODELING See Instructional Guide (e.g. Guided Math or SLS or Guided Reading or Writers' Workshop)
Writing Applications Research and Technology	<p>2.3 Write Informational Reports</p> <p>a. Frame a central question about an issue or situation</p> <p>b. Include facts and detail focus.</p> <p>1.5 Quote or paraphrase informational sources, citing them appropriately.</p>	<p>SWBAT write a first paragraph of the essay that includes a coherent hook, transition sentence and a thesis.</p> <p>SWBAT give the meaning of plagiarism and identify it in other's writing.</p> <p>SWBAT give the meaning of paraphrasing and paraphrase given sentences effectively.</p>	<p>First draft of essay without a conclusion.</p> <p>Completed set of notecards organized into paragraphs.</p>	<p>Pieces of a non-fiction essay, some relevant, some not that can be put back together.</p> <p>Piece of research writing that has off topic ideas in it that you can revise.</p>	<p>After reviewing hook and thesis have students write the first paragraph of the essays. If necessary for some students provide a cloze into which students can fill information (sometimes you can have the students write their own hook, leave the introduction to the thesis statement they can choose a more appropriate hook)</p> <p>Review "Organization" Trait of non-fiction. Cut pieces of student work and have students piece them together, leaving out the extra information.</p> <p>Review "Organization" Trait of non-fiction work and do a mini-lesson to revise work that is on the organization. Have students vote whether or not detail is needed.</p> <p>Do a mini-lesson that gives student a definition of plagiarism and have them identify it in passages.</p> <p>Do a mini-lesson on paraphrasing and give them practice lines to paraphrase.</p>
Writing Applications	<p>2.3 Write Informational Reports</p> <p>a. Frame a central question about an issue</p>	<p>SWBAT write paragraphs with clear and meaningful topic sentences.</p>	<p>Topic sentences for paragraphs</p> <p>First draft of the essay</p>	<p>Reference sheet for students about how to cite sources.</p>	<p>Ideas/Organization: Have students arrange their note cards into paragraphs.</p> <p>Do a mini lesson to help students if they need more information.</p>



	<p>or situation</p> <p>b. Include facts and detail focus.</p>	<p>SWBAT write supported and elaborated paragraphs that relate to and prove the paper's thesis.</p>			<p>certain topic.</p> <p>Organization: After arranging notecards, have students determine the potential topic sentence for each paragraph.</p> <p>Do a mini-lesson on citing sources using parenthetical documentation and endnotes.</p> <p>Organization/Sentence Fluency: After writing the draft, have students identify the beginnings of sentences empty room to go back and include transition words. This will allow them to track the progress of their paragraph to use transition words more effectively.</p>
<p>Writing Applications</p>	<p>2.3 Write Informational Reports</p> <p>a. Frame a central question about an issue or situation</p> <p>b. Include facts and detail focus.</p> <p>Evaluation and Revision 1.10 Edit and revise selected drafts to improve coherence and progression by adding, deleting, consolidating and rearranging text.</p>	<p>SWBAT write a concluding paragraph that shows the reader what the writer has learned and includes a tell em again statement and papow statement.</p> <p>SWBAT give revision suggestions that assure that all of the author's writing will be on topic.</p> <p>SWBAT give suggestions that assure author will use a variety of resources and effective methods of elaboration in paragraphs.</p> <p>SWBAT fill in appropriate and varied transition words to link ideas.</p>	<p>Completed Revision Sheet</p> <p>Completed Revision Plan</p> <p>Second Draft of essay.</p>		<p>Have students fill in appropriate transition words to their body paragraphs.</p> <p>Review a concluding paragraph again statement, papow statement review concluding words that work with non-fiction (all in all, overall conclusion, etc.)</p> <p>Have students revise each other. Revisers should focus on: organization (everything on topic?), ideas (do paragraphs use elaboration, statistics, etc. effectively) and transition words.</p> <p>Have students fill out a revision plan that states the changes they will make.</p> <p>Have students write a second draft that reflects all of the changes made to in the revision plan.</p>

Evaluation and Revision  
1.10 Edit and revise selected drafts to improve coherence and progression by adding, deleting, consolidating and rearranging text.

SWBAT replace a certain number of words with other words of better word choice.

SWBAT describe similarities and differences in voice in fiction and non fiction.

Voice: Do mini-lessons on getting into non-fiction writing. (Six teacher books)

Voice: Generate ideas about voice that is appropriate for the audience students are writing to.

Word Choice: Generate a list of words that you have seen mentioned during your writing conference. Have students use a thesaurus to find you write down synonyms for those words.

In the second revision, have students specifically focus on word choice and voice.

Have students fill out a revision checklist.

Have students write a third draft and publish.

ADDITIONAL LEARNING OPPORTUNITIES (e.g., Experiential Learning, Intervention Options, Spiraling...)

### State Standards

#### Applications

Make informational presentations:

- a. Frame a key question.
- b. Include facts and details that help the listener focus.
- c. Incorporate more than one source of information (e.g., speakers, books, newspapers, and television or radio reports).

#### Applications

Write Informational Reports-review

- a. Frame a central question about an issue or situation.
- b. Include facts and detail focus.
- c. Draw from more than one source of information (e.g., speakers, books, newspapers or other media).

#### Strategies

Organization and Focus-review

Create multiple-paragraph compositions:

- a. Provide an introductory paragraph.
- b. Establish and support a central idea with a topic sentence at or near the beginning of the first paragraph.
- c. Include supporting paragraphs with simple facts, details and explanations.
- d. Conclude with a paragraph that summarizes the points.
- e. Use correct indentation.

#### Using Technology

Quote or paraphrase informational sources, citing them appropriately.

Locate information in reference texts by using organizational features (e.g., prefaces, appendixes).

*practice*  
and Technology

Use various reference materials (e.g., dictionary, thesaurus, card catalogue, encyclopedia, online information) as an aid in writing

Understand the organization of almanacs, newspapers, and periodicals and how to use those print materials.

and Oral Language Conventions

ion

Capitalize names of magazines, newspapers, works of art, musical compositions, organizations, and the first word in quotations when appropriate.

Spell correctly roots, inflections, suffixes and prefixes, and syllable constructions

Organizing Theme: Oral Presentations

Question: The report is written. Now what? What skills are needed to present all I learned?

STRAND	STANDARD(S)	LEARNING OBJECTIVE Key concepts, skills, ideas that can be measured.	EVIDENCE OF LEARNING Assessments linked to L.O. e.g., Labs, Projects, Essays, Reports, Exams, Edusoft Benchmarks, SLS, Journals, POW/POM	MATERIALS Texts, Visual Aids, (posters), Manipulatives, Artifacts (the materials and activities used in classroom with students)	INSTRUCTION & MODELING See Instructional Guidelines (e.g. Guided Math or SLS or Guided Writers' Workshop)
Speaking Applications	2.2 Make informational presentations	SWBAT speak extemporaneously with body language, voice tone and eye contact that will get them a 4 on the presentation rubric.	Presentations and presentation rubrics with comments.	Presentation rubrics.	<p>Have students read and ask questions using the presentation rubric.</p> <p>Have students get up and give one minute presentations on a different topic each time.</p> <p>Each time they speak, audience members grade them and give them feedback using the presentation rubric.</p>
Speaking Applications	2.3 Write informational reports a. Frame a key question b. Include facts and details that help the listener focus c. Incorporate more than one source of information (e.g., speakers, books, newspapers, television or radio reports)	<p>SWBAT deliver a timed oral presentation based on their research reports to a class well enough to get a 3 or 4 on the presentation rubric.</p> <p>SWBAT give meaningful feedback to presenters that substantiates their grades.</p>	Graded Rubrics Presentations		<p>Have students fill out a cloze sheet on their report as a pre-write for the speech.</p> <p>Do a mini lesson on how to convert a speech activity to notecards. Include that notecards should be numbered, each notecard should have their name, they should be written on separate pieces of paper.</p> <p>Have students deliver a presentation using their notecards to several students in the class. Have students.</p>
Spelling	1.7 Spell correctly roots, inflections, suffixes and prefixes, and syllable constructions	SWBAT spell all of the most commonly used prefixes, suffixes and roots correctly.	Word Sorts Completed spelling paragraphs	Lists of the most commonly used prefixes, suffixes and roots.	<p>Have students do word sorts with the most commonly used prefixes, major suffixes and major roots.</p> <p>Make the focus of the spelling paragraphs on prefixes, suffixes and roots.</p> <p>Introduce the "tricky" words/patterns.</p>

					<p>that need to have the ending vowel before the suffix is added.</p> <p>Do a mini lesson on changing word from noun to verb form (and back) and that the spelling will change with the</p>
Writing Applications	<p>Organization and Focus-review</p> <p>1.2 Create multiple-paragraph compositions</p> <p>a. Provide an introductory paragraph</p> <p>b. Establish and support a central idea with a topic sentence at or near the beginning of the first paragraph</p> <p>c. Include supporting paragraphs with simple facts, details and explanations</p> <p>d. Conclude with a paragraph that summarizes the points</p> <p>e. Use correct indentation.</p>	<p>SWBAT independently choose a topic that is manageable for a multi-paragraph essay.</p> <p>SW produce a multi-paragraph essay that is a 3 or 4 on the rubric.</p> <p>SWBAT use their skills in revision and editing to provide feedback in targeted areas.</p>	Evidence of each step of the writing process including a published copy.	Revision Sheet. Revision Plan.	<p>During this week (which may extend into the first week of April) have students go from pre-write to published draft of a multi-paragraph essay with a topic choice.</p> <p>During the revision steps, have students focus on that which they have struggled with. Use both writing samples, edusoft strategies tests and observational data to determine the areas of need. Also prioritize based on the most tested areas on the upcoming state tests.</p> <p>Also use this information to determine topics of your mini-lessons during the</p>

AL LEARNING OPPORTUNITIES (e.g., Experiential Learning, Intervention Options, Spiraling...)

## State Standards

### Applications

#### Make narrative presentations:

- Related ideas, observations or recollections about an event or experience.
- Provide context that enables the listener to imagine the circumstances of the event or experience.
- Provide insight into why the selected event or experience is memorable.

### and Speaking Strategies

#### Organization and Delivery of Communication

- Present effective introductions and conclusions that guide and inform the listener's understanding of important ideas and evidence.
- Use details, examples, anecdotes, or experiences to explain or clarify information.

### Applications-review

#### Write narratives:

- Relate ideas, observations or recollections of an event or experience.
- Provide a context to enable the reader to imagine the world of the event or experience.
- Use concrete sensory details.
- Provide insight into why the selected event or experience is memorable.

### Practice

#### and Technology

- Quote or paraphrase informational sources, citing them appropriately.
- Locate information in reference texts by using organizational features (e.g., prefaces, appendixes)
- Use various reference materials (e.g., dictionary, thesaurus, card catalogue, encyclopedia, online information) as an aid to writing.
- Understand the organization of almanacs, newspapers, and periodicals and how to use those print materials.
- Capitalize names of magazines, newspapers, works of art, musical compositions, organizations, and the first word in quotations when appropriate.

- Identify and use correctly roots, inflections, suffixes and prefixes, and syllable constructions.

Organizing Theme:

Narrative Presentations

Question: How do I provide the listener an insight into my experiences?

STRAND	STANDARD(S)	LEARNING OBJECTIVE Key concepts, skills, ideas that can be measured	EVIDENCE OF LEARNING Assessments linked to LEO e.g. Labs, Projects, Essays, Reports, Exams, Edusoft Benchmarks, SLS, Journals, POW/ROM	MATERIALS Texts, Visual Aids (posters), Manipulatives, Artifacts (the materials and activities used in classroom with students)	INSTRUCTION & MODELING See Instructional Guide (e.g. Guided Math or SLS or Guided Reading or Writers' Workshop)
Speaking Applications	Speaking Applications 2.1 Make narrative presentations	<p>-SWBAT recognize important components of narrative delivery by critiquing a performance with a rubric.</p> <p>SWBAT identify the similarities between the narratives that they are delivering and the narratives that they write.</p>	-Completed rubric of video	<p>-Aspire narrative rubric</p> <p>-6 Traits Voice and word Choice rubrics.</p> <p>-Videos of storytellers (videos of Individuals recounting folktales, Garrison Keillor, Anna Deavere Smith, etc.)</p> <p>-Presentation rubric that combines voice tone, body language and eye contact with the narrative writing rubric.</p>	<p>-Watch a video of a storyteller students watch, they should take notes on how the storyteller uses his voice tone, body language, diction, language, presentation style and eye contact. Scribe as students scribe important in presenting to an audience. Create a rubric for presentation.</p> <p>-Watch another storyteller video students grade the speaker with rubric.</p> <p>-Have students make a Venn diagram that represents the similarities and differences between the way we tell stories and the way we tell the stories should act as a beginning review of writing narratives.</p>
Speaking Applications  Writing Strategies	Speaking Applications 2.1 Make narrative presentations a. Relate ideas, observations or recollections about an event or experience b. Provide context that enables the listener to imagine the circumstances of	<p>-SWBAT will show improvement in two areas of the presentation rubric.</p> <p>-SWBAT participate actively in classmates presentations.</p>	-Practice oral presentations based on pictures.	-30-40 interesting pictures (laminated calendar pictures, notecards, etc.)	<p>-Give each student a picture (e.g. painting, a calendar picture, a photograph) to use for practicing presentation. The students make the story in the picture using the picture to guide them.</p> <p>-Have students offer 2 items to notice (compliments)(I notice you had five elements of setting, etc.) wish after each presentation to give presenter feedback.</p>



	<p>the event or experience</p> <p>c. Provide insight into why the selected event or experience is memorable</p>				
<p>Writing Applications-review</p>	<p>2.1 Write narratives:</p> <p>a. Relate ideas, observations or recollections of an event or experience.</p> <p>b. Provide a context to enable the reader to imagine the world of the event or experience</p> <p>c. Use concrete sensory details.</p> <p>d. Provide insight into why the selected event or experience is memorable.</p>	<p>SWBAT independently choose a topic that is manageable for a narrative.</p> <p>SW produce a narrative that is a 3 or 4 on the rubric.</p> <p>SWBAT use their skills in revision and editing to provide feedback in targeted areas.</p>	<p>Evidence of each step of the writing process including a published copy.</p>	<p>Revision Sheet.</p> <p>Revision Plan.</p>	<p>During this week (which may slightly into the first week of A students go from pre-write to draft of another narrative with their choice.</p> <p>During the revision steps, have focus on that which they have the most. Use both writing scaffolds and edusoft writing strategies tests and observational assessments to target the areas of need. Also, prior to the most tested standards address the upcoming state tests.</p> <p>Also use this information to determine the topics of your mini-lesson next week.</p>

AL LEARNING OPPORTUNITIES (e.g., Experiential Learning, Intervention Options, Spiraling...)

State Standards

Speaking Applications

Recite brief poems (i.e., two or three stanzas), soliloquies, or dramatic dialogues, using clear diction, tempo, volume and phrasing.

Writing Applications

Write responses to poetry

- a. Demonstrate an understanding of a piece of poetry
- b. Support judgments through references from the text

Listening and Speaking Strategies

Use volume, pitch, phrasing, pace, modulation and gestures appropriately to enhance meaning

Written and Oral English Language Conventions

Continued Practice

Spell correctly roots, inflections, suffixes and prefixes, and syllable constructions

Organizing Theme: Poetry

Question: \_\_\_\_\_

STRAND	STANDARD(S)	LEARNING OBJECTIVE Key concepts, skills, ideas that can be measured	EVIDENCE OF LEARNING Assessments linked to L.O. e.g. Labs, Projects, Essays, Reports, Exams, Edusoft Benchmarks, SLS, Journals, POW/POM	MATERIALS Texts, Visual Aids (posters), Manipulatives, Antracts (the materials and activities used in classroom with students)	INSTRUCTION & MODELING See Instructional Guidelines (e.g. Guided Math or SLS or Guided Writers' Workshop)
Writing Applications	2.2 Write responses to poetry  a. Demonstrate an understanding of a piece of poetry b. Support judgments through references from the text	SWBAT identify figurative language such as metaphor, simile, personification and symbol in poetry.	Underlined/marked poems.  Explanation of lines of text.  Pictures with lines from the text.	See next column.	Read poems with strong examples and think aloud as you first read them and invite students to begin to raise their hands to call out or use hand gestures when they understand it on their own.  Some suggestions for poems:  Red Gloves by Sid Cederling (metaphor, personification, simile)  Dream Deferred by Langston Hughes (metaphor, personification, simile, symbols) Ode to Pablo's Tennis Shoes by Gary Soto (metaphors, symbols)  Noise by Janet Wong (alliteration, onomatopoeia)  Have students identify and explain the meaning of the lines in which they find figurative language.  Have students draw a picture to visualize a golden line/line with figurative language.
Writing Applications	2.2 Write responses to poetry  a. Demonstrate an understanding of a piece of poetry b. Support judgments through references from the text	SWBAT identify the main idea of a poem and support their main idea with relevant lines of text.		Texts like Shel Silverstein compilations, Arnold Adoff books, Sharon Creech – Love that Dog.	Do a think aloud about how to find the main idea of a poem you choose.  Have students select poems of their own which they identify the main idea of and supporting text evidence.

Speaking Applications	2.4 Recite brief poems (i.e., two or three stanzas), soliloquies, or dramatic dialogues, using clear diction, tempo, volume and phrasing	SWBAT identify the traits of a strong recitation.	Graded rubrics.  Lists of observations from listening.	Poems that you would like to read out loud.  Examples of other poets reading out loud.	Have students listen to you, other students, and other poets on tape and write down everything they notice about how poets present their presentations.  Have students explore the poet a different way where poets will read to the students.  Have students grade you doing a good, average, medium and poor example of reading a poem.  Have students select and memorize a poem written by another author.
Speaking Applications	2.4 Recite brief poems (i.e., two or three stanzas), soliloquies, or dramatic dialogues, using clear diction, tempo, volume and phrasing	SWBAT recite a poem using appropriate pacing and expression.	Poem that they have written.  Rubric graded after their presentation.	Poems for students to choose from.	Have students recite the poems they have written to another student. Have the other student grade and give feedback. Then have them repeat with the same poem.  Have them repeat the above procedure with a different poem.  Have students write their own poem and recite it to another student. If necessary, give students a cloze poem to reduce the amount of time needed.

ADDITIONAL LEARNING OPPORTUNITIES (e.g., Experiential Learning, Intervention Options, Spiraling...)

# Appendix IId: High Frequency Writing List

## First Hundred

<i>Words 1-25</i>	<i>Words 26-50</i>	<i>Words 51-75</i>	<i>Words 76-100</i>
the	or	will	number
of	one	up	no
and	had	other	way
a	by	about	could
to	word	out	people
in	but	many	my
is	not	then	than
you	what	them	first
that	all	these	water
it	were	so	been
he	we	some	call
was	when	her	who
for	your	would	oil
on	can	make	now
are	said	like	find
as	there	him	long
with	use	into	down
his	an	time	day
they	each	has	did
I	which	look	get
at	she	two	come
be	do	more	made
this	how	write	may
have	their	go	part
from	if	see	over



## Appendix IIe: Grade 3 Language Arts Recommended Reading List

For STUDENTS

Title	Author	Publisher
<u>Bringing The Rain to Kapiti Plain</u>	Verna Aardema	Scholastic
<u>Sadako and the Thousand Paper Cranes</u>	Eleanor Coerr	Penguin Group
<u>My Father's Dragon</u>	Ruth Stiles Gannett	Random House
<u>Stone Fox</u>	John Reynolds Gardiner	Harper Trophy
<u>Sarah Plain and Tall</u>	Patricia MacLachlin	Scholastic
<u>Grandfather's Journey</u>	Allen Say	Houghton-Mifflin
<u>The New Kid on the Block</u>	Jack Prelusky	Greenwillow Books
<u>Falling Up</u>	Shel Silverstein	Harper Collins
<u>The Hundred Dresses</u>	Eleanor Estes	Harcourt Brace
<u>Weslandia</u>	Paul Fleischman	Candlewick Press
<u>Celebrating America: A Collection of Poems and Images</u>	Laura Whipple (compiler)	

of the American Spirit

Don't Read this Book, Whatever You Do!

Kali Dakos

Aladdin Books

Yeh Shen: A Cinderella Story from China

Al-Ling Louie

Philomel Books, a division of Putnam Grossett

I, Amber Brown (series)

Paula Danzinger

Scholastic

Boxcar Children (series)

Albert Whitman & Company

Julian, Doctor Dreams (series)

Ann Cameron

Random House

Encyclopedia Brown (series)

Donald J. Sobol & Rose Sobol

Bantam Doubleday Dell

The Magic School Bus (series)

Joanna Cole & Bruce Degen

Scholastic

Runaway Ralph

Beverly Cleary

Scholastic

Ramona The Brave

Beverly Cleary

Scholastic

Beezus & Ramona

Beverly Cleary

Scholastic

The Twits

Roald Dahl

Puffin Books

The Time Warp Trio

John Scieszca

The Penguin Group

Rent A Third Grader

B.B. Hiller

Scholastic

What's the Big Idea, Ben Franklin?

Jean Fritz

Scholastic

Atta boy Sam

Lois Lowry

Bantam Doubleday Dell

George Washington's Breakfast

Jean Fritz

Putnam Grossett

Flat Stanley

Jeff Brown

Harper Trophy

## For TEACHERS

Title	Author	Publisher
<i>An Ethic of Excellence</i>	Ron Berger	Stenhouse
<i>Guiding Readers &amp; Writers, Grades 3-6</i>	Irene Fountas & Gay Su Pinnell	Heinemann
<i>Teaching Comprehension, Genre and content Literacy</i>		
<i>The Art of Teaching Reading</i>	Lucy McCormick Calkins	Addison Wesley Longman
<i>The Art of Teaching Writing</i>	Lucy McCormick Calkins	Addison Wesley Longman
<i>Creating Writers</i>	Vicki Spandel	Addison Wesley Longman
<i>Strategies That Work</i>	Stephanie Harvey & Anne Goudvis	Stenhouse
<i>Mosaic Of Thought</i>	Ellin Keene	Stenhouse
<i>Methods That Matter,</i>	Harvey Daniels	Stenhouse
<i>Working with Second Language Learners</i>	Stephen Cary	Heinemann
<i>Bringing It All Together, Language and Literacy in the Multilingual Classroom</i>	Marcia Brechtel	Dominie Press
<i>Succeeding with Standards, Linking Curriculum, Assessment and Action Planning</i>	Judy F. Carr & Douglas E. Harris	ASCD Publications
<i>A Guide to Authentic Instruction and Assessments: vision, standards and Scoring</i>	Fred M. Newmann, Walter G. Secada & Gary G. Wehlage	Wisconsin Center for Education Research
<i>Understanding By Design</i>	Grant Wiggins & Jay McTighe	ASCD Publications
<i>How to differentiate Instruction In Mixed Ability Classrooms</i>	Carol Ann Tomlinson	ASCD Publications
<i>Working for Equity in Heterogeneous Classroom, Sociological Theory in Practice</i>	Elizabeth Cohen & Rachel Lotan	
<i>Built to Last</i>	James Collins & Jerry I. Porras	Harper Business
<i>Good to Great</i>	Jim Collins	Harper Business



Appendix IIf: Sample 2<sup>nd</sup> Grade Reading Lesson Plan

READING WORKSHOP WEEK 2  
Predicting Outcomes

ESSENTIAL QUESTION: *How do I establish routines and procedures for Reading Workshop?*

GUIDING QUESTION OF THE WEEK: *What are the routines and procedures for Independent Reading? How do we choose texts to read during that portion of the Reading Workshop?*

ASSESSMENT OF THE WEEK: *The assessment is a well running Reading Workshop.*

ELEMENT	LESSON PLAN
<p>I. Desired Outcome</p> <p>A. Identify the Standard</p> <p>B. Identify the Objective. See Key Verbs in Bloom’s Taxonomy at end of this document.</p>	<p>Standard:</p> <p>R3.2 Impact of alternative endings</p> <p>Objective:</p> <ul style="list-style-type: none"> <li>• 90% of students will make predictions based on what they know about story characters.</li> <li>• 90% of students will make predictions about story characters in similar situations.</li> </ul>
<p>II. Evidence of Learning</p> <p>Describe the types of informal and/or formal assessments you will use during class to determine students’ levels of understanding (range is from a thumbs up or down to short essays to exit questions, etcetera). Return to the Desired Outcomes to determine what you must measure.</p>	<p>1. Teacher observation/Anecdotal records</p> <p>2. Character sketch</p>
<p>III. Materials Needed</p>	<p>1. <u>Julius</u> by Angela Johnson</p> <p>2. <u>Mrs. Brown Went to Town</u> by Wong Herbert Yee</p>
<p>IV. Opening the Lesson</p> <p>A. Activity to open the lesson ideally:</p> <ol style="list-style-type: none"> <li>1. Motivates and engages students,</li> <li>2. Either assesses prior knowledge or explicitly builds on prior knowledge/life</li> </ol>	<p>Explain to children that authors often give us clues about characters by showing the way they act or the things they do. Explain, too, that these clues can often help us predict how the character might act or what the character might say in another situation.</p>

<p>experiences/interests, e.g., "Do Nows"</p> <p>3. States the objective of the lesson.</p> <p>B. How long will the opening take?</p> <p>C. Consider Blooms Taxonomy/Ask good questions (Knowledge, Understanding, Application, Analysis, Synthesis, Evaluation)</p>	
<p>V. Instruction and Modeling: What is the teacher doing?</p> <p>A. What are you going to teach and how?</p> <p>B. How will you differentiate instruction?</p> <p>C. What sorts of groupings will you use?</p> <p>D. How long will each activity take?</p>	<p>Have children think about the story <u>Mrs. Brown Went to Town</u>. Ask them how the animals behave once Mrs. Brown leaves home. Record the children's suggestions. Here are some examples:</p> <p><i>How the Animals Act</i>  <i>They get into mischief.</i>  <i>They slide down the stairs.</i>  <i>They wear her clothes.</i>  <i>They make a mess.</i></p> <p>Ask: <i>Based on what you know about how the animals behave, how do you think they might act if they were to come to school when no one was there?</i></p> <p>Help children to see that based on their behaviors when Mrs. Brown leaves, the animals would probably misbehave at school. Invite children to suggest things the animals might do.</p> <p style="text-align: right;">10 minutes</p>
<p>VI. Guided Practice: What are the students doing?</p> <p>A. What will students do to interact and practice the subject matter?</p> <p>B. How will you differentiate instruction?</p> <p>C. What sorts of groupings will you use?</p> <p>D. How long will each activity take?</p>	<p>Have children work in pairs and brainstorm ways in which the animals might behave in other places, such as the grocery store or a clothing store, if no one was around. Help them to see that the author of <u>Mrs. Brown Went to Town</u> helps the reader understand who the characters are and how they behave. Therefore, the readers can predict how the animals might act in another similar situation.</p> <p style="text-align: right;">5 minutes</p>
<p>VII. Closing the Lesson What will you do at the end of the lesson?</p> <p>A. How will you summarize/debrief and/or foreshadow next steps?</p> <p>B. Have you measured student understanding of the Desired Outcomes?</p> <p>C. How long will the closing take?</p>	<p>Have children work together to develop a character sketch of someone they have read about in a story, maybe even one of the animals from the story <u>Mrs. Brown Went to Town</u>. Ask children to use a word web to brainstorm traits that would describe the character. Once they have identified five or more words, have them use the character sketch to predict how their character might behave in different but similar situations. Have them write a paragraph to support their ideas.</p>

### VIII. Independent Practice or Review

A. What will students do independently as homework or during class?

B. In what ways can the work be differentiated for ELL and/or Special Needs students? (Different questions? Different text? Different amount of time in which to complete the work? Different amount of work? Additional resources to tap in completing the work?)

Have children think about the story Mrs. Brown Went to Town. Ask them how the animals behave once Mrs. Brown leaves home. Record the children's suggestions. Here are some examples:

*How the Animals Act*

*They get into mischief.*

*They slide down the stairs.*

*They wear her clothes.*

*They make a mess.*

Ask: *Based on what you know about how the animals behave, how do you think they might act if they were to come to school when no one was there?*

Help children to see that based on their behaviors when Mrs. Brown leaves, the animals would probably misbehave at school. Invite children to suggest things the animals might do.

10 minutes

Appendix IIg: Sample Lesson: 5<sup>th</sup> Grade Lilly's Purple Plastic Purse Lesson  
(developing character and problem)\*

UNIT THEME or ESSENTIAL/ORGANIZING QUESTION:

**Unit Name/Organizing Theme: Narratives**

**Essential Question:** How do I craft an interesting narrative that shows rather than tells the plot, point of view and setting?

STRAND: Writing Strategies

Note: (Before this lesson, teach the lesson "Problems to Explore in Fiction")

ELEMENT	LESSON PLAN
<p><b>I. Desired Outcome</b>  <b>A. Identify the Standard</b>   <b>B. Identify the Objective. See Key Verbs in Bloom's Taxonomy at end of this document.</b></p>	<p>Standard:  <b>Writing Applications</b>  <b>2.1 Write Narratives</b>  <b>a. Establish a plot, point of view, setting and conflict.</b></p> <p>Objective:            -SWBAT formulate a story plan which clearly illustrates the main character and problem of a narrative</p>
<p><b>II. Evidence of Learning</b>            Describe the types of informal and/or formal assessments you will use during class to determine students' levels of understanding (range is from a thumbs up or down to short essays to exit questions, etcetera). Return to the Desired Outcomes to determine what you must measure.</p>	<p>-Completed graphic organizer and a narrative first draft</p>
<p><b>III. Materials Needed</b></p>	<p>1. <u>Lilly's Purple Plastic Purse</u> (Henkes)            2. Writer's notebooks            3. Worksheet for drawing and describing a character</p>

\* The language in this lesson plan is based on the New Teacher Center's Lesson Plans. The purpose in following their language is both to build on the best practices identified by the New Teacher Center, and to streamline Aspire's Teacher Induction Program participants' work.

	<p>4. A selection from a well-liked picture book which shows descriptive detail.</p>
<p><b>IV. Opening the Lesson</b>  <b>A. Activity to open the lesson ideally:</b></p> <ol style="list-style-type: none"> <li>1. Motivates and engages students,</li> <li>2. Either assesses prior knowledge or explicitly builds on prior knowledge/life experiences/interests, e.g., "Do Nows"</li> <li>3. States the objective of the lesson.</li> </ol> <p><b>B. How long will the opening take?</b></p> <p><b>C. Consider Blooms Taxonomy/Ask good questions (Knowledge, Understanding, Application, Analysis, Synthesis, Evaluation)</b></p>	<ol style="list-style-type: none"> <li>1. Ask students to listen for descriptive details as you read a passage from a favorite picture or chapter book.</li> <li>2. Have volunteers share text evidence and the response it elicited in them.</li> </ol>
<p><b>V. Instruction and Modeling:</b>  <b>What is the teacher doing?</b></p> <ol style="list-style-type: none"> <li>A. What are you going to teach and how?</li> <li>B. How will you differentiate instruction?</li> <li>C. What sorts of groupings will you use?</li> <li>D. How long will each activity take?</li> </ol>	<ol style="list-style-type: none"> <li>1. Ask students to make a list of the most interesting people "characters" that they know. Categorize them: family, friends, school friends, other important adults, etc.</li> <li>2. Have each student choose one of these groups of people and do a quick write about what kinds of problems this group of people may have (dealing with sibling rivalry, standing up to bullies, knowing how to make new friends, etc.)</li> <li>3. Read Lilly's Purple Plastic Purse</li> <li>4. Discuss Lilly's problems and how she solves them. Have students compare how Lilly handles her problems to how their chosen group solves their problems. Ask, "Are there things Lilly could have done differently?", "Are there things Lily did to solve her problem that the group does to solve its problem?"</li> </ol>
<p><b>VI. Guided Practice:</b>  <b>What are the students doing?</b></p> <ol style="list-style-type: none"> <li>A. What will students do to interact and practice the subject matter?</li> <li>B. How will you differentiate instruction?</li> <li>C. What sorts of groupings will you use?</li> <li>D. How long will each activity take?</li> </ol>	<ol style="list-style-type: none"> <li>1. Have students think of a person, real or imagined. Ask them to draw a picture of that person and write out his or her problem, paying close attention to the details that will make this person more real and believable.</li> <li>2. Have students write a short story based on their illustrations, focusing on</li> </ol>

	<p>the character's problem and how he or she might solve it. Remind students to use good, detailed descriptions, as Kevin Henkes does.</p>
<p><b>VII. Closing the Lesson</b>  <b>What will you do at the end of the lesson?</b></p> <p>A. How will you summarize/debrief and/or foreshadow next steps?  B. Have you measured student understanding of the Desired Outcomes?  C. How long will the closing take?</p>	<p>Have students share stories with a partner. Partners can give two stars and a wish about the descriptive details they heard.</p>
<p><b>VIII. Independent Practice or Review</b></p> <p>A. What will students do independently as homework or during class?  B. In what ways can the work be differentiated for ELL and/or Special Needs students? (Different questions? Different text? Different amount of time in which to complete the work? Different amount of work? Additional resources to tap in completing the work?)</p>	<p>Send students to writers workshop and have them pay close attention to the descriptive character details they write. Have students underline or highlight the two most descriptive details that they write that day.</p>

## Bloom's Taxonomy Reminder

*Spend more time on the Evaluation end of the spectrum of cognitive activities.*

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**Knowledge:** arrange, define, duplicate, list, label, memorize, name, order, recognize, relate, recall, repeat, reproduce, identify, match, know

**Comprehension:** classify, describe, discuss, explain, express, identify, indicate, locate, recognize, report, restate, review, select, translate, comprehend, convert, distinguish,

**Application:** apply, choose, demonstrate, dramatize, employ, illustrate, interpret, operate, practice, schedule, sketch, solve, use, write

**Analysis:** analyze, calculate, categorize, compare, contrast, criticize, differentiate, discriminate, distinguish, examine, experiment, question, test, break down, diagram, deconstruct, outline, separate

**Synthesis:** arrange, assemble, collect, compose, construct, create, design, develop, formulate, manage, organize, plan, prepare, propose, set up, write, summarize, categorize, generate, modify, rearrange, relate, revise

**Evaluation:** appraise, argue, assess, attach, choose, compare, defend, estimate, judge, predict, rate, core, select, support, value, evaluate, critique, justify

## Newmann's Rigor and Authenticity Terms

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I ask students to **Organize Information** when I ask them to **organize, synthesize, interpret, explain or evaluate** complex information while addressing a concept, problem or issue.

I ask students to **Consider Alternatives** when I ask them to consider **alternative solutions, strategies, perspectives or points of view** in addressing a concept, problem or issue.

I ask students for **Connections to the Outside World** when they are asked to make connections between **substantive knowledge and public problems or personal experiences**.

I ask students to **Elaborate** on their understanding, explanations or conclusions when I ask them to communicate through **extended writing or speaking** rather than yes/no answers, short responses or fill in the blank/multiple choice questions.

I extend rigor and authenticity when I ask students to **communicate their knowledge, present a product or performance or take some action for an audience outside the teacher, classroom or school**.

# Appendix IIh: Sample Assessment Calendar



## 08-09 ELEMENTARY ASSESSMENT CALENDAR\*

ASSESSMENT	DUE DATE <sup>1</sup>
Math – Fall Benchmark <sup>2</sup>	Within 30 days of instruction
Reading Edusoft Assessment Grades 2-5	Within 30 days of instruction
Writing Edusoft Assessment Grades 2-5	Within 30 days of instruction
Writing – Pre-assessment	3 <sup>rd</sup> Month of Instruction
Reading – DRA or Observation Survey (pre-readers) <sup>3</sup>	October 15
Reading – Independent reading level	By Winter Break
Reading Edusoft Assessment Grades 2-5	By Winter Break
Writing Edusoft Assessment Grades 2-5	By Winter Break
Math- Winter Benchmark	By Winter Break
Writing – Post-assessment	7 <sup>th</sup> Month of Instruction
Math – Problem Solving	TBD
Math – CST Benchmark	4 weeks before CST
Reading Edusoft Assessment Grades 2-5	4 weeks before CST
Writing Edusoft Assessment Grades 2-5	4 weeks before CST
Reading – DRA	June 1
Math – Spring Benchmark (optional)	June 1

### OPTIONAL ASSESSMENTS:

3 Day Process Assessment – November & End of the Year

<sup>1</sup> All data e-mailed to: John Ericson, Regional VP, Principal & Coaches

<sup>2</sup> \* 5<sup>th</sup> through 8<sup>th</sup> grade should give grade level benchmark and Basic Skills Assessment.

<sup>3</sup> The reading levels from the previous school year can inform instruction at the beginning of the year.



**Appendix Iii:**  
**2006/2007 FALL SNAPSHOT ASSESSMENT**  
Grades 2-5

Our focus for the 2006/2007 school years is *Response to Literature*. Follow the directions below to administer the assessment.

**Writing Assessment Protocol:**

**Teachers say:** “Today you are going to take a writing test. Follow along as I read the directions. In this writing test you will show your understanding of the story in writing. You will have 60 minutes to do your planning, writing and proofreading. Your writing will be scored on how well you:

- *show your understanding*
- *support your ideas by referring to the story and to what you already know; and*
- *Use correct grammar, spelling, punctuation and capitalization.*

**Take 5 minutes to discuss “what show your understanding” means to the students.**

**Teachers say:** “Are there any questions? (Allow for wait time)

**Next say:** “Turn to the next page and read the prompt.” (4/5 teachers DO NOT READ the prompt!) (2/3 teacher may read the prompt aloud to the students.) Allow the student’s time to read the prompt silently).

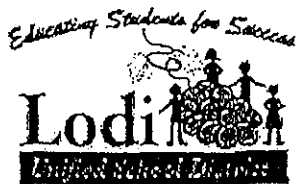
**Next say:** “Here is the rubric that will be used to score your writing.”

Appendix IIj: Map of English Language Development Standards to Aspire Instructional Guidelines

Listening & Speaking Substrand	Standard – Beginning ELD Level	Strategies
Comprehension	<p>Answer simple questions with one-to-two word responses.</p> <p>Respond to simple directions and questions by using physical actions and other means of nonverbal communication (e.g. matching objects, pointing to an answer, drawing pictures)</p> <p>Begin to speak with a few words or sentences by using a few standard English grammatical forms and sounds (e.g. single words or phrases)</p> <p>Use common social greetings and simple repetitive phrases independently (e.g. Thank you, You're welcome).</p> <p>Ask and answer questions by using phrases and simple sentences.</p> <p>Retell stories by using appropriate gestures, expressions and illustrative objects.</p>	<p>Shared Reading</p> <p>Discussions</p> <p>Guided Reading</p> <p>Discussions</p>
Organization and Delivery of Oral Communication	<p>Begin to be understood when speaking, but usage of standard English grammatical forms and sounds (e.g. plurals, simple past tense, pronouns [he or she]) may be inconsistent.</p> <p>Orally communicated basic persona; needs and desires (e.g. May I go to the bathroom?)</p>	<p>Guided Reading</p> <p>Shared Reading</p>
Listening & Speaking Substrand	Standard – Advanced ELD Level	Strategies
Comprehension	<p>Demonstrate understanding of most idiomatic expressions (e.g. Give me a hand) by responding to such expressions and using them appropriately.</p>	<p>Discussion</p> <p>Guided Reading</p> <p>Shared inquiry</p>
Organization and Delivery of Oral Communication	<p>Negotiate and initiate social conversations by questioning, restating, soliciting information, and paraphrasing the communication of others.</p>	<p>Discussion</p> <p>Guided Reading</p> <p>Literature Circles</p> <p>Read aloud / DRTA</p> <p>Shared inquiry</p>
Reading	Standard – Beginning ELD Level	Strategies
Phonemic Awareness and Decoding and Word Recognition	<p>Recognize and produce the English phonemes that are like the phonemes students hear and produce in their primary language.</p> <p>Recognize and produce English phonemes that are unlike the phonemes students hear and produce in their primary language.</p>	<p>Mini-lesson</p> <p>Word work</p>
Phonemic Awareness, Decoding and Word Recognition, Concepts About Print	<p>Produce most English phonemes while beginning to read aloud</p>	<p>Read aloud</p> <p>Shared Reading</p>
Vocabulary and Concept Development	<p>Produce simple vocabulary (e.g., single words or very short phrases) to communicate basic needs in social and academic settings (e.g., location, greetings, classroom objects).</p> <p>Demonstrate comprehension of simple vocabulary with an appropriate action.</p> <p>Retell stories by using simple words, phrases and sentences.</p> <p>Recognize simple affixes (e.g., educate, education), prefixes (e.g. dislike, preheat), synonyms (e.g., big, large), and antonyms (e.g., hot, cold).</p> <p>Begin to use knowledge of simple affixes, prefixes, synonyms, and antonyms to interpret the meaning of unknown words.</p> <p>Recognize the difference between the use of the first-and-third person points of view in phrases or simple sentences.</p>	<p>Mini-lessons</p> <p>Word work</p> <p>Literacy centers</p> <p>Shared reading</p> <p>Guided reading</p> <p>Word Work</p> <p>Literacy centers</p> <p>Read aloud</p> <p>Guided Reading</p>
Reading	Standard – Intermediate ELD Level	Strategies
Phonemic Awareness and Decoding and Word Recognition	<p>Produce English phonemes while reading aloud.</p> <p>Recognize sound/symbol relationships and basic word formation rules in written text (e.g., basic syllabication rules and phonics).</p> <p>Apply knowledge of English phonemes in oral and silent reading to derive meaning from literature and texts in content areas.</p>	<p>Mini-lesson</p> <p>Word Work</p> <p>Read aloud</p> <p>Guided reading</p> <p>Independent reading</p>

Vocabulary and Concept Development	Use more complex vocabulary and sentences to communicate needs and express ideas in a wider variety of social and academic settings. Recognize simple antonyms and synonyms (e.g. good, bad, blend, mix) in written text. Expand recognition of them and begin to use appropriately. Apply knowledge of vocabulary to discussions related to reading tasks. Read simple vocabulary, phrases, and sentences independently. Read narrative and expository texts aloud with the correct pacing, intonation and expression. Use expanded vocabulary and descriptive words in oral and written responses to written texts. Recognize and understand simple idioms, analogies, and figures of speech in written text. Recognize that some words have multiple meanings and apply this knowledge to written text. Recognize the function of connectors in written text (e.g., first, then, after that, finally).	Mini-lesson Read aloud Independent reading Word work Guided reading D.O.L. Literature circles
Reading	Standard – Advanced ELD Level	Strategies
Phonemic Awareness and Decoding and Word Recognition	Apply knowledge of sound/symbol relationships and basic word-formation rules to derive meaning from written text (e.g., basic syllabication rules, regular and irregular plurals, and basic phonics).	Word work Guided reading Mini-lesson centers Independent reading
Vocabulary and Concept Development	Apply knowledge of academic and social vocabulary while reading independently. Be able to use a standard dictionary to find the meanings of unfamiliar words. Interpret the meaning of unknown words by using knowledge gained from previously read text. Understand idioms, analogies, and metaphors in conversation and written text.	Word work Mini-lesson Independent reading
Reading Comprehension	Standard – Beginning ELD Level	Strategies
Comprehension and Analysis of Grade-Level Appropriate Text	Respond orally to stories read aloud and use physical actions and other means of nonverbal communication (e.g., matching objects, pointing to an answer, drawing pictures). Responds orally to stories read aloud, giving one-to-two word responses to factual comprehension questions (who, what, when, where and how). Understand and follow simple one-step directions for classroom-related activities.	Read aloud/DRTA Discussion Shared reading Guided reading
Structural Features of Informational Materials	Identify the basic sequence of events in stories read aloud, using important words or visual representations, such as pictures and story frames. Respond orally to stories read aloud, using phrases or simple sentences to answer factual comprehension questions.	Guided Reading Read aloud Minilessons Shared reading
Reading Comprehension	Standard – Intermediate ELD Level	Strategies
Comprehension and Analysis of Grade-Level Appropriate Text	Understand and follow simple written directions for classroom-related activities. Read text and orally identify the main ideas and draw inferences about the text by using detailed sentences. Read and identify basic text features, such as the title, table of contents, and chapter headings. Respond to comprehension questions about text by using detailed sentences (e.g., the brown bear lives with his family in the forest).	Shared reading Guided reading Mini-lesson
Structural Features of Information Features	Identify, using key words or phrases, the basic sequence of events in stories read.	Shared reading Guided reading Mini-lesson centers
Reading Comprehension	Standard – Advanced ELD Level	Strategies

Comprehension and Analysis of Grade-Level Appropriate Text	Read and orally respond to familiar stories and other texts by answering factual comprehension questions about cause-and-effect relationships. Read and orally respond to stories and texts from content areas by restating facts and details to clarify ideas. Explain how understanding of text is affected by patterns of organization, repetition of main ideas, syntax, and word choice. Write a brief summary (two or three paragraphs) of a story.	Guided reading Mini-lesson Literature centers
Writing	Standard – Beginning ELD Level	Strategies
Penmanship	Copy the alphabet legibly. Copy words posted and commonly used in the classroom (e.g., labels, number names, days of the week).	Independent writing Interactive writing centers Word work Spelling sentence
Organization and Focus	Write simple sentences by using key words commonly used in the classroom (e.g., labels, number names, days of the week, and months). Write phrases and simple sentences that follow English symmetrical order.	Independent writing Interactive writing centers
Writing	Standard – Intermediate ELD Level	Strategies
Organization and Focus	Follow a model given by the teacher to independently write a short paragraph of at least four sentences.	Spelling paragraphs Minilessons Independent writing Mini-lesson
Organization, Focus and Penmanship	Write legible, simple sentences that respond to topics in language arts and other content areas (e.g., math, science, history-social science).	Spelling paragraphs Independent writing Interactive writing
Organization and Focus	Create cohesive paragraphs that develop a central idea and consistently use standard English grammatical forms even though some rules may not be followed. Write simple sentences about an event or a character from a written text. Produce independent writing that is understood when read but may include inconsistent use of standard grammatical forms.	Spelling paragraphs D.O.L. Independent writing Mini-lesson
Writing	Standard – Advanced ELD Level	Strategies
Organization and Focus	Develop a clear thesis and support it by using analogies, quotations, and facts appropriately. Write a multiparagraph essay with consistent use of standard grammatical forms.	Spelling paragraph Independent writing Mini-lessons
Capitalization	Use capitalization when writing one's own name. Use capitalization at the beginning of a sentence and for proper nouns.	DOL Spelling paragraph Independent writing
Punctuation	Use period at the end of a sentence and a question mark at the end of a question.	DOL Spelling paragraph Independent writing
Capitalization, Punctuation and Spelling	Produce independent writing that includes partial consistency in the use of capitalization and periods and correct spelling. Produce independent writing with consistent use of capitalization, punctuation, and correct spelling.	Word work DOL Spelling paragraph Independent writing



## Student Services/SELPA

1305 E. Vine Street  
Lodi, California 95240  
(209) 331-7061/953-8061  
Fax (209) 331-7084

December 12, 2008

Dr. Don Shalvey  
Chief Executive Officer  
Aspire Public Schools  
1001 22<sup>nd</sup> Avenue, Ste. 100  
Oakland, CA 94606

Dear Dr. Shalvey:

I am writing this letter in response to a request for information on the status of Aspire: Monarch Academy Charter School (Monarch) with respect to special education.

Monarch is a member of the Lodi Area Special Education Region (LASER) as a local education agency (LEA) for the purpose of special education. Monarch has been, and continues to be, an LEA in good standing in this SELPA. It operates a compliant program in accordance with state and federal laws governing special education. The Aspire Board has adopted the required state policies and Monarch staff use our SELPA forms. Monarch adheres to local procedures established by the SELPA and Aspire as appropriate. LASER staff make regular monitoring visits to Monarch. The SELPA also provides training and consultation to Aspire and Monarch staff and engages in routine communication via phone and email.

Sincerely,

Catherine Conrado, Ed.D.  
Administrative Director of Student Services/SELPA

CC:dc

cc: Ms. Quannah Parker, Director of Special Education/Aspire Public Schools



## 504 Policy and Procedures

### Section 504 of the Rehabilitation Act

The School recognizes its legal responsibility to ensure that no qualified person with a disability shall, on the basis of disability, be excluded from participation, be denied the benefits of, or otherwise be subjected to discrimination under any its ram of the School. Any student, who has an objectively identified disability which substantially limits a major life activity including but not limited to learning, is eligible for accommodation by the School.

A 504 team will be assembled by the Principal and shall include the parent/guardian, the student (where appropriate) and other qualified persons knowledgeable about the student, the meaning of the evaluation data, placement options, and accommodations. The 504 team will review the student's existing records; including academic, social and behavioral records, and is responsible for making a determination as to whether an evaluation for 504 services is appropriate. If the student has already been evaluated under the IDEIA but found ineligible for special education instruction or related services under the IDEIA, those evaluations may be used to help determine eligibility under Section 504. The student evaluation shall be carried out by the 504 team who will evaluate the nature of the student's disability and the impact upon the student's education. This evaluation will include consideration of any behaviors that interfere with regular participation in the educational program and/or activities. The 504 team may also consider the following information in its evaluation:

Tests and other evaluation materials that have been validated for the specific purpose for which they are used and are administered by trained personnel.

Tests and other evaluation materials include those tailored to assess specific areas of educational need, and not merely those which are designed to provide a single general intelligent quotient.

Tests are selected and administered to ensure that when a test is administered to a student with impaired sensory, manual or speaking skills, the test results accurately reflect the student's aptitude or achievement level, or whatever factor

## Appendix II-I: 504 Policy and Procedures

the test purports to measure, rather than reflecting the student's impaired sensory, manual or speaking skills.

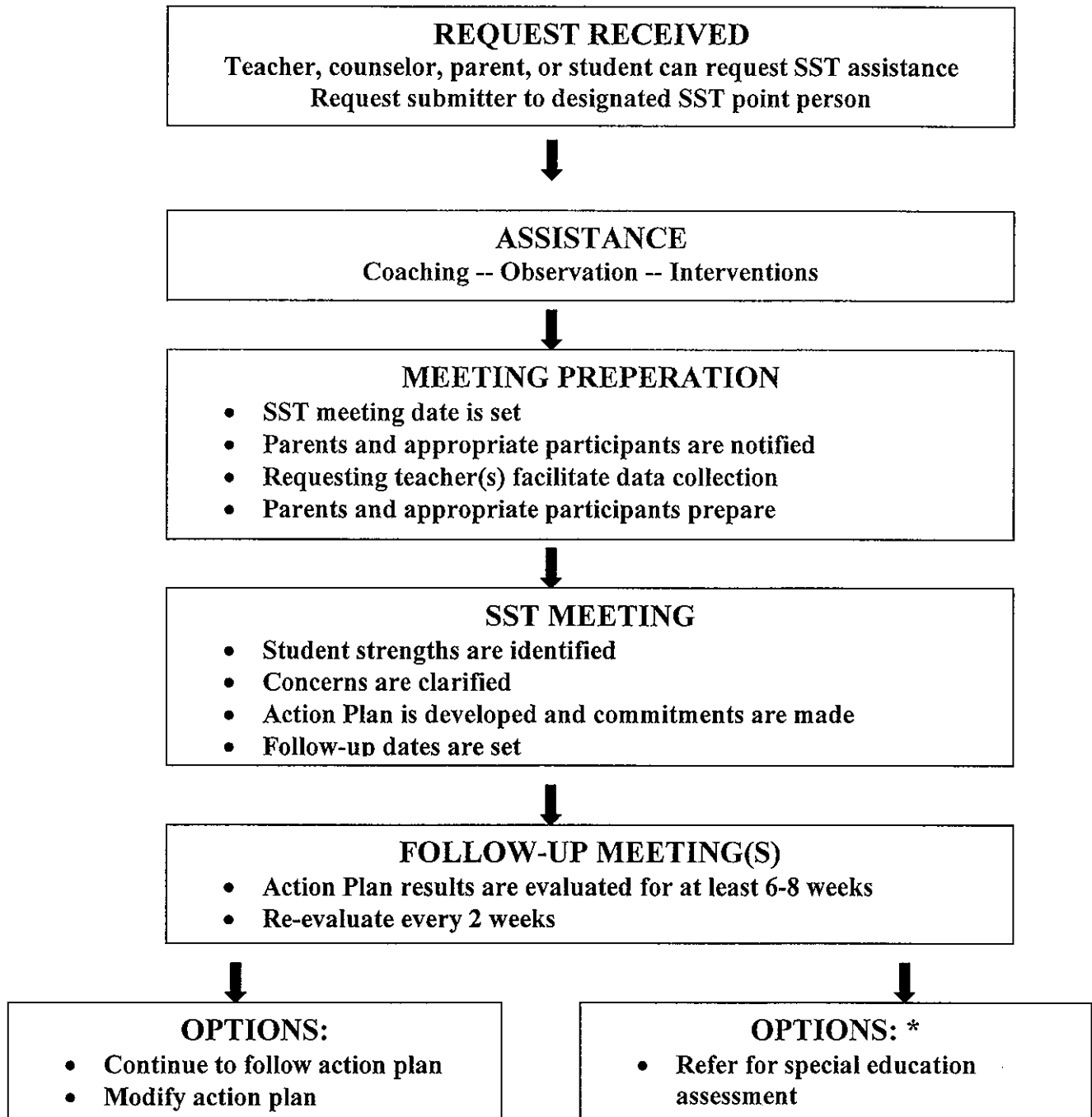
The final determination of whether the student will or will not be identified as a person with a disability is made by the 504 team in writing and notice is given in writing to the parent or guardian of the student in their primary language along with the procedural safeguards available to them. If during the evaluation, the 504 team obtains information indicating possible eligibility of the student for special education per the IDEIA, a referral for assessment under the IDEIA will be made by the 504 team.

If the student is found by the 504 team to have a disability under Section 504, the 504 team shall be responsible for determining what, if any, accommodations or services are needed to ensure that the student receives the free and appropriate public education ("FAPE"). In developing the 504 Plan, the 504 team shall consider all relevant information utilized during the evaluation of the student, drawing upon a variety of sources, including, but not limited to, assessments conducted by the School's professional staff.

The 504 Plan shall describe the Section 504 disability and any program accommodations, modifications or services that may be necessary.

All 504 team participants, parents, guardians, teachers and any other participants in the student's education must have a copy of each student's 504 Plan. A copy of the 504 Plan shall be maintained in the student's file. Each student's 504 Plan will be reviewed at least once per year to determine the appropriateness of the Plan, needed modifications to the plan, and continued eligibility.

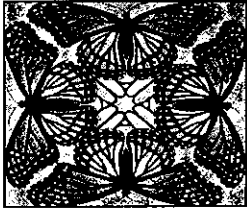
## SST PROCESS



**\*\* Ideally, follow Action Plan for 2-3 cycles of 6-8 weeks before referring to special education**



# Appendix IIIa: Sample Standards-Based Report Card



**Kindergarten  
2008 - 2009**



Student Name: \_\_\_\_\_

Teacher Name: \_\_\_\_\_

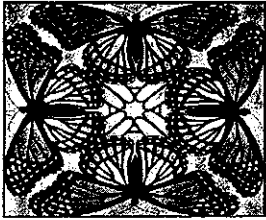
	Trimester		
	1	2	3
<b>Math: Number Sense</b>			
1.0 Understands relationship between numbers and quantities	/	/	/
2.0 Understands and describes simple addition and subtraction	/	/	/
3.0 Uses estimation strategies in computation and problem solving involving numbers in the ones and tens places	/	/	/
<b>Math: Algebra and Functions</b>			
1.0 Sorts and Classifies Objects	/	/	/
<b>Math: Measurement and Geometry</b>			
1.0 Understands the concept of time and units to measure it- Understands that objects have properties such as length, weight, and capacity and that comparisons may be made by referring to those properties	/	/	/
2.0 Identifies common objects in the environment and describes objects' geometric features	/	/	/
<b>Math: Statistics, Data Analysis, and Probability</b>			
1.0 Collects information about objects in the environment	/	/	/
<b>Math: Mathematical Reasoning</b>			
1.0 Makes decisions about how to set up a problem	/	/	/
2.0 Solves problems in reasonable ways and justifies reasoning	/	/	/

# Appendix IIIa: Sample Standards-Based Report Card

Student Name: \_\_\_\_\_

<b>Reading</b>			
	1	2	3
1.0 Concepts about Print	/	/	/
1.0 Phonemic Awareness	/	/	/
1.0 Decoding and Word Recognition	/	/	/
1.0 Vocabulary and Concept Development	/	/	/
2.0 Recognizes and understands structural features of informational materials	/	/	/
2.0 Comprehends and analyzes grade level appropriate text (fiction and non-fiction)	/	/	/
<b>Writing Strategies:</b>			
	1	2	3
1.0 Organization and Focus	/	/	/
1.0 Penmanship	/	/	/
<b>Written and Oral Language Conventions:</b>			
	1	2	3
1.0 Sentence Structure	/	/	/
1.0 Punctuation	/	/	/
1.0 Capitalization	/	/	/
1.0 Spelling	/	/	/
<b>Listening and Speaking:</b>			
	1	2	3
1.0 Comprehension	/	/	/
2.0 Speaking Applications (Genres and Their Characteristics)	/	/	/

# Appendix IIIa: Sample Standards-Based Report Card



**Kindergarten  
2008 - 2009**



Student Name: \_\_\_\_\_

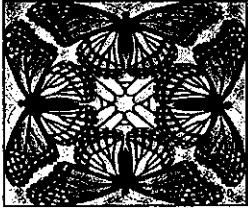
Trimester

Integrals:	1	2	3
Physical Education	/	/	/
Library	/	/	/
Music	/	/	/
Use of CARES:	1	2	3
Cooperation	/	/	/
Assertiveness	/	/	/
Responsibility	/	/	/
Empathy	/	/	/
Self Control	/	/	/

**Trimester 1**

**Trimester 2**

**Trimester 3**



**Grade 1**  
**2008 - 2009**



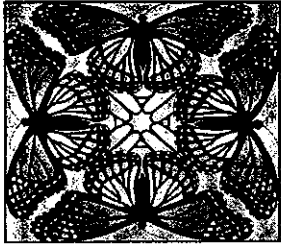
Student Name: \_\_\_\_\_

Teacher Name: \_\_\_\_\_

	Trimester		
	1	2	3
<b>Math- Number Sense:</b>			
1.0 Understands and uses numbers up to 100	/	/	/
2.0 Demonstrates the meaning of addition and subtraction and uses these operations to solve problems	/	/	/
3.0 Uses estimation strategies in computation and in problem solving involving numbers in the ones, tens and hundreds places	/	/	/
<b>Math- Algebra and Functions:</b>			
1.0 Uses number sentences with operational symbols and expressions to solve problems	/	/	/
<b>Math- Measurement and Geometry:</b>			
1.0 Uses direct comparison and nonstandard units to describe the measurements of objects	/	/	/
2.0 Identifies common geometric figures, classifies them by common attributes, and describes their relative position on their location in space	/	/	/
<b>Math- Statistics, Data Analysis, and Probability:</b>			
1.0 organizes, represents, and compares data by category on simple graphs and charts	/	/	/
2.0 Sorts objects and creates and describes patterns by numbers, shapes, sizes, rhythms, or colors	/	/	/
<b>Math- Mathematical Reasoning:</b>			
1.0 Makes decisions about how to set up problems	/	/	/
2.0 Solves problems and justifies reasoning	/	/	/
3.0 Notes connections between one problem and another	/	/	/

Student Name:

<b>Reading</b>			
	1	2	3
1.0 Word Analysis- Concepts about Print	/	/	/
1.0 Word Analysis- Phonemic Awareness	/	/	/
1.0 Word Analysis- Decoding and Word Recognition	/	/	/
1.0 Word Analysis- Vocabulary and Concept Development	/	/	/
2.0 Literary Response- Structural Features of Informational Materials	/	/	/
2.0 Literary Response- Comprehension and Analysis of Grade-Level-Appropriate Narrative Text	/	/	/
3.0 Literary Response and Analysis- Narrative Analysis of Grade-Level-Appropriate Text	/	/	/
<b>Writing Strategies:</b>			
	1	2	3
1.0 Organization and Focus	/	/	/
1.0 Penmanship	/	/	/
2.0 Writes Brief Narratives	/	/	/
2.0 Writes Brief Expository Descriptions	/	/	/
<b>Written and Oral Language Conventions:</b>			
	1	2	3
1.0 Sentence Structure	/	/	/
1.0 Grammar	/	/	/
1.0 Punctuation	/	/	/
1.0 Capitalization	/	/	/
1.0 Spelling	/	/	/
<b>Listening and Speaking:</b>			
	1	2	3
1.0 Comprehension	/	/	/
1.0 Organization and Delivery of Oral Communication	/	/	/
2.0 Speaking Applications Genres and Their Characteristics	/	/	/



**Grade 1  
2008 - 2009**



Student Name: \_\_\_\_\_

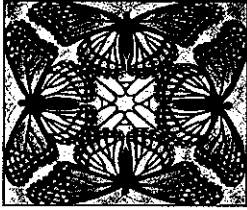
Trimester

Integrals			
	1	2	3
Physical Education	/	/	/
Library	/	/	/
Music	/	/	/
Use of CARES			
	1	2	3
Cooperation	/	/	/
Assertiveness	/	/	/
Responsibility	/	/	/
Empathy	/	/	/
Self Control	/	/	/

Trimester 1

Trimester 2

Trimester 3



**Grade 2  
2008 - 2009**



Student Name: \_\_\_\_\_

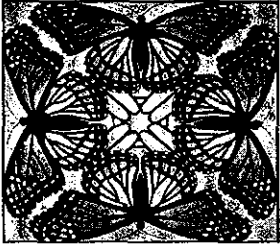
Teacher Name: \_\_\_\_\_

	Trimester		
	1	2	3
<b>Math- Number Sense</b>			
1.0 Understands place value of whole numbers:	/	/	/
2.0 Calculates and solves problems involving addition, subtraction, multiplication, and division	/	/	/
3.0 Understands the relationship between whole numbers, simple fractions, and decimals	/	/	/
<b>Math- Algebra and Functions</b>			
1.0 Selects appropriate symbols, operations, and properties to represent, describe, simply, and solve simple number relationships	/	/	/
2.0 Represent simple functional relationships	/	/	/
<b>Math- Measurement and Geometry</b>			
1.0 Chooses and uses appropriate units and measurement tools to quantify the properties of objects	/	/	/
2.0 Describes and compares the attributes of plane and solid geometric figures and uses his/her understanding to show relationships and solve problems	/	/	/
<b>Math- Statistics, Data Analysis, and Probability</b>			
1.0 Conducts simple probability experiments by determining the number of possible outcomes and makes simple predictions.	/	/	/
<b>Math- Mathematical Reasoning</b>			
1.0 Makes decisions about how to approach problems	/	/	/
2.0 Uses strategies, skills, and concepts in finding solutions	/	/	/
3.0 Moves beyond a particular problem by generalizing to other situations	/	/	/

Student Name: \_\_\_\_\_

<b>Reading</b>			
	1	2	3
1.0 Decoding and Word Recognition	/	/	/
1.0 Vocabulary and Concept Development	/	/	/
2.0 Reading Comprehension- Structural Features of informational material	/	/	/
2.0 Reading Comprehension and Analysis of Grade-Level-Appropriate Text	/	/	/
3.0 Literary Response- Narrative Analysis of Grade- Level-Appropriate Text	/	/	/
<b>Writing Strategies</b>			
	1	2	3
1.0 Organization and Focus	/	/	/
1.0 Penmanship	/	/	/
1.0 Research	/	/	/
1.0 Evaluation and Revision	/	/	/
2.0 Writing Applications - brief narratives and letters	/	/	/
<b>Written and Oral Language Conventions</b>			
	1	2	3
1.0 Sentence Structure	/	/	/
1.0 Grammar	/	/	/
1.0 Punctuation	/	/	/
1.0 Capitalization	/	/	/
1.0 Spelling	/	/	/
<b>Listening and Speaking</b>			
	1	2	3
1.0 Comprehension	/	/	/
1.0 Organization and Delivery of Oral Communication	/	/	/
2.0 Speaking Applications Genres and Their Characteristics	/	/	/





**Grade 2  
2008 - 2009**



Student Name: \_\_\_\_\_

Trimester

**Integrals:**

	1	2	3
Physical Education	/	/	/
Library	/	/	/
Music	/	/	/

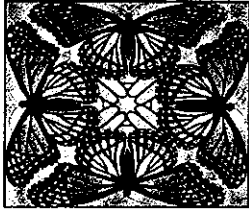
**Use of CARES**

	1	2	3
Cooperation	/	/	/
Assertiveness	/	/	/
Responsibility	/	/	/
Empathy	/	/	/
Self Control	/	/	/

**Trimester 1**

**Trimester 2**

**Trimester 3**



**Grade 3  
2008 - 2009**



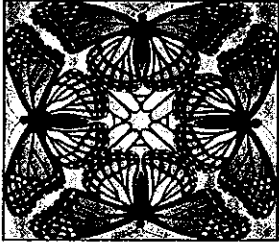
Student Name: \_\_\_\_\_

Teacher Name: \_\_\_\_\_

	Trimester		
	1	2	3
<b>Math- Number Sense</b>			
1.0 Understands place value of whole numbers:	/	/	/
2.0 Calculates and solves problems involving addition, subtraction, multiplication, and division	/	/	/
3.0 Understands the relationship between whole numbers, simple fractions, and decimals	/	/	/
<b>Math- Algebra and Functions</b>			
1.0 Selects appropriate symbols, operations, and properties to represent, describe, simply, and solve simple number relationships	/	/	/
2.0 Represent simple functional relationships	/	/	/
<b>Math- Measurement and Geometry</b>			
1.0 Chooses and uses appropriate units and measurement tools to quantify the properties of objects	/	/	/
2.0 Describes and compares the attributes of plane and solid geometric figures and uses his/her understanding to show relationships and solve problems	/	/	/
<b>Math- Statistics, Data Analysis, and Probability</b>			
1.0 Conducts simple probability experiments by determining the number of possible outcomes and makes simple predictions.	/	/	/
<b>Math- Mathematical Reasoning</b>			
1.0 Makes decisions about how to approach problems	/	/	/
2.0 Uses strategies, skills, and concepts in finding solutions	/	/	/
3.0 Moves beyond a particular problem by generalizing to other situations	/	/	/

Student Name:

<b>Reading</b>			
	1	2	3
1.0 Decoding and Word Recognition	/	/	/
1.0 Vocabulary and Concept Development	/	/	/
2.0 Reading Comprehension- Structural Features of informational material	/	/	/
2.0 Reading Comprehension and Analysis of Grade-Level-Appropriate Text	/	/	/
3.0 Literary Response- Structural Features of Literature	/	/	/
3.0 Literary Response- Narrative Analysis of Grade- Level-Appropriate Text	/	/	/
<b>Writing Strategies</b>			
	1	2	3
1.0 Organization and Focus	/	/	/
1.0 Penmanship	/	/	/
1.0 Research	/	/	/
1.0 Evaluation and Revision	/	/	/
2.0 Write narratives, descriptions, personal and formal letters and invitations	/	/	/
<b>Written and Oral Language Conventions:</b>			
	1	2	3
1.0 Sentence Structure	/	/	/
1.0 Grammar	/	/	/
1.0 Punctuation	/	/	/
1.0 Capitalization	/	/	/
1.0 Spelling	/	/	/
<b>Listening and Speaking</b>			
	1	2	3
1.0 Comprehension	/	/	/
1.0 Organization and Delivery of Oral Communication	/	/	/
1.0 Analysis and Evaluation of Oral and Media Communications	/	/	/
2.0 Speaking Applications Genres and Their Characteristics	/	/	/



**Grade 3  
2008 - 2009**



Student Name: \_\_\_\_\_

Trimester

**Integrals:** 1      2      3

Physical Education	/	/	/
Library	/	/	/
Music	/	/	/

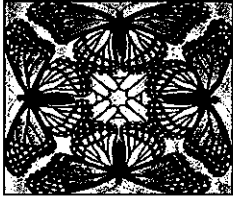
**Use of CARES:** 1      2      3

Cooperation	/	/	/
Assertiveness	/	/	/
Responsibility	/	/	/
Empathy	/	/	/
Self Control	/	/	/

Trimester 1

Trimester 2

Trimester 3



**Grade 4  
2008 - 2009**



Student Name: \_\_\_\_\_

Teacher Name: \_\_\_\_\_

Trimester

<b>Math- Number Sense:</b>	1	2	3
1.0 Understands place value of whole numbers and decimals to two places and how whole numbers and decimals relate to simple fractions	/	/	/
1.0 understands negative numbers	/	/	/
2.0 Extends use and understanding of whole numbers to the addition and subtraction of simple decimals	/	/	/
3.0 Solve problems involving addition, subtraction, multiplication, and division of whole numbers and understand the relationship among the operations	/	/	/
4.0 Knows how to factor small whole numbers	/	/	/
<b>Math- Algebra and Functions:</b>	1	2	3
1.0 Uses and interprets variables, mathematical symbols, and properties to write and simplify expressions and sentences	/	/	/
2.0 Knows how to manipulate equations	/	/	/
<b>Math- Measurement and Geometry:</b>	1	2	3
1.0 Understands perimeter and area	/	/	/
2.0 Uses two-dimensional coordinate grids to represent points and graph lines and simple figures	/	/	/
3.0 Demonstrates an understanding of plane and solid geometric objects and use this knowledge to show relationships and solve problems	/	/	/
<b>Math- Statistics, Data Analysis, and Probability:</b>	1	2	3
1.0 Organizes, represents, and interprets numerical and categorical data and clearly communicates their findings	/	/	/
2.0 Makes predictions for simple probability situations	/	/	/
<b>Math- Mathematical Reasoning:</b>	1	2	3
1.0 Makes decisions about how to approach problems	/	/	/
2.0 Uses strategies, skills, and concepts in finding solutions	/	/	/
3.0 Moves beyond a particular problem by generalizing to other situations	/	/	/

Reading	1	2	3
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1.0 Word Recognition	/	/	/
1.0 Vocabulary and Concept Development	/	/	/
2.0 Reading Comprehension- Structural Features of informational material	/	/	/
2.0 Reading Comprehension and Analysis of Grade-Level-Appropriate Text	/	/	/
3.0 Literary Response- Structural Features of Literature	/	/	/
3.0 Literary Response- Narrative Analysis of Grade- Level-Appropriate Text	/	/	/

Writing Applications	1	2	3
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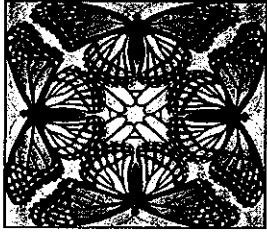
1.0 Writing Strategies- Organization and Focus	/	/	/
1.0 Writing Strategies- Penmanship	/	/	/
1.0 Writing Strategies- Research and Technology	/	/	/
1.0 Writing Strategies- Evaluation and Revision	/	/	/
2.0 Writing Applications- Writes Narratives	/	/	/
2.0 Writing Applications- Writes Responses to Literature	/	/	/
1.0 Writing Applications- Writes Information Reports	/	/	/
2.0 Writing Strategies- Writes Summaries	/	/	/

Written and Oral Language Conventions	1	2	3
---------------------------------------	---	---	---

1.0 Sentence Structure	/	/	/
1.0 Grammar	/	/	/
1.0 Punctuation	/	/	/
1.0 Capitalization	/	/	/
1.0 Spelling	/	/	/

Listening and Speaking	1	2	3
------------------------	---	---	---

1.0 Comprehension	/	/	/
1.0 Organization and Delivery of Oral Communication	/	/	/
1.0 Analysis and Evaluation of Oral and Media Communications	/	/	/
2.0 Speaking Applications Genres and Their Characteristics	/	/	/



**Grade 4  
2008 - 2009**



Student Name: \_\_\_\_\_

Trimester

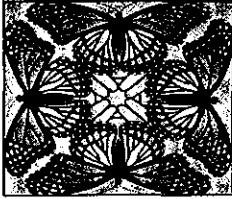
Integrals	1	2	3
Physical Education	/	/	/
Library	/	/	/
Music	/	/	/

Use of CARES	1	2	3
Cooperation	/	/	/
Assertiveness	/	/	/
Responsibility	/	/	/
Empathy	/	/	/
Self Control	/	/	/

Trimester 1

Trimester 2

Trimester 3



Grade 5  
2008 - 2009



Student Name: \_\_\_\_\_

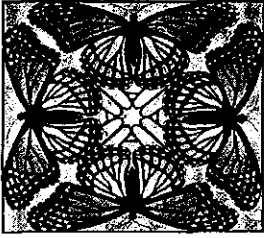
Teacher Name: \_\_\_\_\_

	Trimester		
	1	2	3
<b>Math- Number Sense:</b>			
1.0 Computes with very large and very small numbers, positive integers, decimals, and fractions and understands the relationship between decimals, fractions, and percents	/	/	/
2.0 Performs calculations and solves problems involving addition, subtractions, and simple multiplication and division of fractions and decimals	/	/	/
<b>Math- Algebra and Functions:</b>			
1.0 Uses variables in simple expressions, computes the value of the expression for specific values of the variable, and plots and interprets the results	/	/	/
<b>Math- Measurement and Geometry:</b>			
1.0 Understands and computes the volumes and areas of simple objects	/	/	/
2.0 Identifies describes and classifies the properties of, and the relationships between, plane and solid geometric features	/	/	/
<b>Math- Statistics, Data Analysis, and Probability:</b>			
1.0 Displays, analyzes, compares, and interprets different data sets, including data sets of different sizes	/	/	/
<b>Math- Mathematical Reasoning:</b>			
1.0 Makes decisions about how to approach problems	/	/	/
2.0 Uses strategies, skills, and concepts in finding solutions	/	/	/
3.0 Moves beyond a particular problem by generalizing to other situations	/	/	/



**Student Name:** \_\_\_\_\_

<b>Reading</b>	<b>1</b>	<b>2</b>	<b>3</b>
1.0 Word Analysis, Fluency, and Systematic Vocabulary Development- Word Recognition	/	/	/
1.0 Word Analysis, Fluency, and Systematic Vocabulary Development- Vocabulary and Concept Development	/	/	/
2.0 Reading Comprehension- Structural Features of Informational Materials	/	/	/
2.0 Reading Comprehension- Comprehension and Analysis of Grade-Level-Appropriate Text	/	/	/
3.0 Literary Response- Structural Features of Literature	/	/	/
3.0 Literary Response- Narrative Analysis of Grade- Level-Appropriate Text	/	/	/
3.0 Literary Response- Literary Criticism	/	/	/
<b>Writing Strategies</b>	<b>1</b>	<b>2</b>	<b>3</b>
1.0 Writing Strategies- Organization and Focus	/	/	/
1.0 Research and Technology	/	/	/
1.0 Evaluation and Revision	/	/	/
2.0 Writes Narratives, Response to Literature, Research Reports, Persuasive Letters / Compositions	/	/	/
<b>Written and Oral Language Conventions</b>	<b>1</b>	<b>2</b>	<b>3</b>
1.0 Sentence Structure	/	/	/
1.0 Grammar	/	/	/
1.0 Punctuation	/	/	/
1.0 Capitalization	/	/	/
1.0 Spelling	/	/	/
<b>Listening and Speaking</b>	<b>1</b>	<b>2</b>	<b>3</b>
1.0 Comprehension	/	/	/
1.0 Organization and Delivery of Oral Communication	/	/	/
1.0 Analysis and Evaluation of Oral and Media Communications	/	/	/
1.0 Speaking Applications Genres and Their Characteristics	/	/	/



**Grade 5  
2008 - 2009**



Student Name: \_\_\_\_\_

Trimester

Integrals			
	1	2	3
Physical Education	/	/	/
Library	/	/	/
Music	/	/	/
Use of CARES:			
	1	2	3
Cooperation	/	/	/
Assertiveness	/	/	/
Responsibility	/	/	/
Empathy	/	/	/
Self Control	/	/	/

Trimester 1

Trimester 2

Trimester 3

# Appendix IVa: Aspire Articles Of Incorporation

2158316

ENDORSED - FILED  
IN THE OFFICE OF THE  
SECRETARY OF STATE  
OF THE STATE OF CALIFORNIA

MAR 19 1999

BILL JONES, SECRETARY OF STATE

## ARTICLES OF INCORPORATION OF UNIVERSITY PUBLIC SCHOOLS

### A CALIFORNIA PUBLIC BENEFIT CORPORATION

ONE: The name of this corporation is University Public Schools.

TWO: This corporation is a nonprofit public benefit corporation and is not organized for the private gain of any person. It is organized under the Nonprofit Public Benefit Corporation Law for charitable purposes. The specific purpose for which this corporation is organized is to manage, guide, direct and promote University Public Schools, charter public schools that provide quality education to California youth in pre-K, primary, and secondary grades.

THREE: The name and address in the State of California of this corporation's initial agent for service of process is:

Don Shalvey  
1564 Laurel Street  
San Carlos, CA 94070

FOUR: (a) This corporation is organized and operated exclusively for educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code.

(b) Notwithstanding any other provision of these Articles, the corporation shall not carry on any other activities not permitted to be carried on (1) by a corporation exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code or (2) by a corporation contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code.

(c) No substantial part of the activities of this corporation shall consist of carrying on propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate or intervene in any political campaign (including the publishing or distribution of statements) on behalf of, or in opposition to, any candidate for public office.

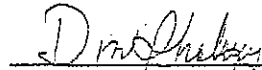
FIVE: The names and addresses of the persons appointed to act as the initial Directors of this corporation are:

Name	Address
Don Shalvey	131 Kelton Avenue, San Carlos, CA 94070
Reed Hastings	694 Lighthouse Avenue Santa Cruz, CA 95060
Bill Jackson	965 Mission Street, Suite 650 San Francisco, CA 94103

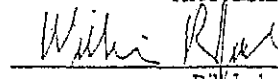
SIX: The property of this corporation is irrevocably dedicated to educational purposes meeting the requirements of Section 214 of the California Revenue and Taxation Code and no part of the net income or assets of the organization shall ever inure to the benefit of any director, officer or member thereof or to the benefit of any private person.

On the dissolution or winding up of the corporation, its assets remaining after payment of, or provision for payment of, all debts and liabilities of this corporation, shall be distributed to a nonprofit fund, foundation, or corporation which is organized and operated exclusively for educational purposes and which has established its tax-exempt status under Section 501(c)(3) of the Internal Revenue Code.

Date: 12/21/98

  
\_\_\_\_\_  
Don Shalvey, Director

  
\_\_\_\_\_  
Reed Hastings, Director

  
\_\_\_\_\_  
Bill Jackson, Director

We, the above-mentioned initial directors of this corporation, hereby declare that we are the persons who executed the foregoing Articles of Incorporation, which execution is our act and deed.

Date: 12/21/98

Don Shalvey  
Don Shalvey, Director

Reed Hastings  
Reed Hastings, Director

Bill Jackson  
Bill Jackson, Director



AMENDMENT  
TO THE  
BYLAWS  
OF  
ASPIRE PUBLIC SCHOOLS

The following sets forth an amendment to the Bylaws (the "Bylaws") of Aspire Public Schools, a California public benefit corporation, which amendment shall be effective as of October 11, 2002:

1. Section 8 of Article 4 of the Bylaws is amended to read in its entirety as follows:

"Section 8. ANNUAL AND REGULAR MEETINGS. The Board shall hold an annual meeting for the purpose of electing the directors up for election and all other business as may properly come before the Board. Annual meetings shall take place in the fourth quarter of the corporation's fiscal year at such time and place as determined by resolution of the Board. Regular meetings of the Board shall be held at such time and place as may be fixed by the Board.

If this Corporation makes no provision for members, then, at the annual meeting of Directors, directors shall be elected by the Board of Directors in accordance with this Section. Cumulative voting by Directors for the election of Directors shall not be permitted. The candidates receiving the highest number of votes up to the number of directors to be elected shall be elected. Each director shall cast one vote, with voting being by ballot only."

*[Signature Page Follows]*

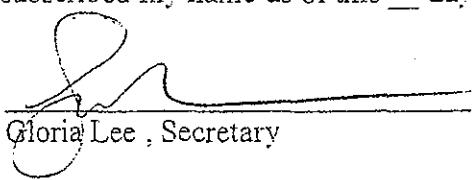
CERTIFICATE OF SECRETARY

I, the undersigned, do hereby certify:

(a) That I am duly elected and acting Secretary of Aspire Public Schools, a California public benefit corporation; and

(b) That the foregoing amendment to the bylaws constitutes the amendment of the bylaws of said corporation as duly adopted by the vote of the majority of the directors of the corporation as of October 11, 2002.

IN WITNESS WHEREOF, I have hereunto subscribed my name as of this \_\_ day of October, 2002.

  
\_\_\_\_\_  
Gloria Lee , Secretary

**BYLAWS  
OF  
UNIVERSITY PUBLIC SCHOOLS  
A CALIFORNIA PUBLIC BENEFIT CORPORATION**

**ARTICLE 1  
OFFICES**

**SECTION 1. PRINCIPAL OFFICE**

The principal office of the corporation for the transaction of its business is located in San Mateo County, California.

**SECTION 2. CHANGE OF ADDRESS**

The county of the corporation's principal office can be changed only by amendment of these Bylaws and not otherwise. The Board of Directors may, however, change the principal office from one location to another within the named county by noting the changed address and effective date below, and such changes of address shall not be deemed an amendment of these Bylaws:

_____	Dated: _____, 19__
_____	Dated: _____, 19__
_____	Dated: _____, 19__

**SECTION 3. OTHER OFFICES**

The corporation may also have offices at such other places, within or without the State of California, where it is qualified to do business, as its business may require and as the board of directors may, from time to time, designate.

**ARTICLE 2  
PURPOSES**

**SECTION 1. OBJECTIVES AND PURPOSES**



The primary objectives and purposes of this corporation shall be to manage, guide, direct and promote University Public Schools, charter public schools that provide quality education to California youth in pre-K, primary, and secondary grades.

### **ARTICLE 3 MEMBERS**

#### **SECTION 1. NO MEMBERS**

The corporation shall have no members. Any action which would otherwise by law require approval by a majority of all members or approval by the members shall require only approval of the Board of Directors. All rights which would otherwise by law vest in the members shall vest in the Board.

#### **SECTION 2. ASSOCIATES**

Nothing in this Article 3 shall be construed to limit the corporation's right to refer to persons associated with it as "members" even though such persons are not members, and no such reference by the corporation shall render anyone a member within the meaning of Section 5056 of the California Nonprofit Corporation Law. Such individuals may originate and take part in the discussion of any subject that may properly come before any meeting of the Board, but may not vote. The corporation may confer, by amendment of its Articles of Incorporation or of these Bylaws, some or all of a member's rights, set forth in the California Nonprofit Corporation Law, upon any person who does not have the right to vote for the election of Directors, on a disposition of substantially all of the assets of the corporation, on a merger, on a dissolution, or on changes to the corporation's Articles of Incorporation or Bylaws, but no such person shall be a member within the meaning of said Section 5056. The Board may also, but without establishing memberships, create an advisory council or honorary board or such other auxiliary groups as it deems appropriate to advise and support the corporation.

### **ARTICLE 4 DIRECTORS**

#### **SECTION 1. NUMBER**

Except for additional directors appointed pursuant to the second sentence hereof, the Corporation shall have not less than three (3) nor more than eleven (11)

Directors. In addition, every school district under whose charter the Corporation operates a school may appoint a Director to the Board of Directors ("Chartering District Director"), in which event the total number of Directors authorized pursuant to this Section will increase by the number of chartering District Directors. The exact number of Directors is to be fixed within these limits by approval of the Board of Directors in the manner provided in these Bylaws. The number may be changed by amendment of this Bylaw, or by repeal of this bylaw and adoption of a new Bylaw, as provided in these Bylaws.

## **SECTION 2. POWERS**

Subject to the provisions of the California Nonprofit Public Benefit Corporation law and any limitations in the Articles of Incorporation and Bylaws relating to action required or permitted to be taken or approved by the members, if any, of this corporation, the activities and affairs of this corporation shall be conducted and all corporate powers shall be exercised by or under the direction of the Board of Directors.

## **SECTION 3. DUTIES**

It shall be the duty of the directors to:

- (a) Perform any and all duties imposed on them collectively or individually by law, by the Articles of Incorporation of this corporation, or by these Bylaws;
- (b) Appoint and remove, employ and discharge, and, except as otherwise provided in these Bylaws, prescribe the duties and fix the compensation, if any, of all officers, agents and employees of the corporation;
- (c) Supervise all officers, agents and employees of the corporation to assure that their duties are performed properly;
- (d) Meet at such times and places as required by these Bylaws;
- (e) Register their addresses with the Secretary of the corporation and notices of meetings mailed or telegraphed to them at such addresses shall be valid notices thereof.

## **SECTION 4. TERMS OF OFFICE**

Each director shall hold office until the next annual meeting for election of the Board of Directors as specified in these Bylaws, and until his or her successor is elected and qualifies.

#### **SECTION 5. COMPENSATION**

Directors shall serve without compensation except that they shall be allowed reasonable advancement or reimbursement of expenses incurred in the performance of their regular duties as specified in Section 3 of this Article. Directors may not be compensated for rendering services to the corporation in any capacity other than director unless such other compensation is reasonable and is allowable under the provisions of Section 6 of this Article.

#### **SECTION 6. RESTRICTION REGARDING INTERESTED DIRECTORS**

Notwithstanding any other provision of these Bylaws, not more than forty-nine percent (49%) of the persons serving on the board may be interested persons. For purposes of this Section, "interested persons" means either:

- (a) Any person currently being compensated by the corporation for services rendered it within the previous twelve (12) months, whether as a full- or part-time officer or other employee, independent contractor, or otherwise, excluding any reasonable compensation paid to a director as director; or
- (b) Any brother, sister, ancestor, descendant, spouse, brother-in-law, sister-in-law, son-in-law, daughter-in-law, mother-in-law, or father-in-law of any such person.

#### **SECTION 7. PLACE OF MEETINGS**

Meetings shall be held at the principal office of the corporation unless otherwise provided by the board or at such place within or without the State of California which has been designated from time to time by resolution of the Board of Directors. In the absence of such designation, any meeting not held at the principal office of the corporation shall be valid only if held on the written consent of all directors given either before or after the meeting and filed with the Secretary of the corporation or after all board members have been given written notice of the meeting as hereinafter provided for special meetings of the board. Any meeting, regular or special, may be held by conference telephone or similar communications equipment, so as long as all directors participating in such meeting can hear one another.

## **SECTION 8. REGULAR AND ANNUAL MEETINGS**

Regular meetings of Directors shall be held on June 1 at 9:00 AM, unless such day falls on a legal holiday, in which event the regular meeting shall be held at the same hour and place on the next business day.

If this corporation makes no provision for members, then, at the annual meeting of directors held on June 1, directors shall be elected by the Board of Directors in accordance with this section. Cumulative voting by directors for the election of directors shall not be permitted. The candidates receiving the highest number of votes up to the number of directors to be elected shall be elected. Each director shall cast one vote, with voting being by ballot only.

## **SECTION 9. SPECIAL MEETINGS**

Special meetings of the Board of Directors may be called by the Chairperson of the board, the President, the Vice President, the Secretary, or by any two directors, and such meetings shall be held at the place, within or without the State of California, designated by the person or persons calling the meeting, and in the absence of such designation, at the principal office of the corporation.

## **SECTION 10. NOTICE OF MEETINGS**

Regular meetings of the board may be held without notice. Special meetings of the board shall be held upon four (4) days' notice by first-class mail or forty-eight (48) hours' notice delivered personally or by telephone or telegraph. If sent by mail or telegraph, the notice shall be deemed to be delivered on its deposit in the mails or on its delivery to the telegraph company. Such notices shall be addressed to each director at his or her address as shown on the books of the corporation. Notice of the time and place of holding an adjourned meeting need not be given to absent directors if the time and place of the adjourned meeting are fixed at the meeting adjourned and if such adjourned meeting is held no more than twenty-four (24) hours from the time of the original meeting. Notice shall be given of any adjourned regular or special meeting to directors absent from the original meeting if the adjourned meeting is held more than twenty-four (24) hours from the time of the original meeting.

## **SECTION 11. CONTENTS OF NOTICE**

Notice of meetings not herein dispensed with shall specify the place, day and hour of the meeting. The purpose of any board meeting need not be specified in the notice.

#### **SECTION 12. WAIVER OF NOTICE AND CONSENT TO HOLDING MEETINGS**

The transactions of any meeting of the board, however called and noticed or wherever held, are as valid as though the meeting had been duly held after proper call and notice, provided a quorum, as hereinafter defined, is present and provided that either before or after the meeting each director not present signs a waiver of notice, a consent to holding the meeting, or an approval of the minutes thereof. All such waivers, consents, or approvals shall be filed with the corporate records or made a part of the minutes of the meeting.

#### **SECTION 13. QUORUM FOR MEETINGS**

A quorum shall consist of a majority of the directors holding office at any point in time.

Except as otherwise provided in these Bylaws or in the Articles of Incorporation of this corporation, or by law, no business shall be considered by the board at any meeting at which a quorum, as hereinafter defined, is not present, and the only motion which the Chair shall entertain at such meeting is a motion to adjourn. However, a majority of the directors present at such meeting may adjourn from time to time until the time fixed for the next regular meeting of the board.

When a meeting is adjourned for lack of a quorum, it shall not be necessary to give any notice of the time and place of the adjourned meeting or of the business to be transacted at such meeting, other than by announcement at the meeting at which the adjournment is taken, except as provided in Section 10 of this Article.

The directors present at a duly called and held meeting at which a quorum is initially present may continue to do business notwithstanding the loss of a quorum at the meeting due to a withdrawal of directors from the meeting, provided that any action thereafter taken must be approved by at least a majority of the required quorum for such meeting or such greater percentage as may be required by law, or the Articles of Incorporation or Bylaws of this corporation.

#### **SECTION 14. MAJORITY ACTION AS BOARD ACTION**

Every act or decision done or made by a majority of the directors present at a meeting duly held at which a quorum is present is the act of the Board of Directors, unless the Articles of Incorporation or Bylaws of this corporation, or provisions of the California Nonprofit Public Benefit Corporation Law, particularly those provisions relating to appointment of committees (Section 5212), approval of contracts or transactions in which a director has a material financial interest (Section 5233) and indemnification of directors (Section 5238e), require a greater percentage or different voting rules for approval of a matter by the board.

#### **SECTION 15. CONDUCT OF MEETINGS**

Meetings of the Board of Directors shall be presided over by the Chairperson of the Board, or, if no such person has been so designated or, in his or her absence, the President of the corporation or, in his or her absence, by the Vice President of the corporation or, in the absence of each of these persons, by a Chairperson chosen by a majority of the directors present at the meeting. The Secretary of the corporation shall act as secretary of all meetings of the board, provided that, in his or her absence, the presiding officer shall appoint another person to act as Secretary of the Meeting.

Meetings shall be governed by Robert's Rules of Order, as such rules may be revised from time to time, insofar as such rules are not inconsistent with or in conflict with these Bylaws, with the Articles of Incorporation of this corporation, or with provisions of law.

#### **SECTION 16. ACTION BY UNANIMOUS WRITTEN CONSENT WITHOUT MEETING**

Any action required or permitted to be taken by the Board of Directors under any provision of law may be taken without a meeting, if all members of the board shall individually or collectively consent in writing to such action. For the purposes of this Section only, "all members of the board" shall not include any "interested director" as defined in Section 5233 of the California Nonprofit Public Benefit Corporation Law. Such written consent or consents shall be filed with the minutes of the proceedings of the board. Such action by written consent shall have the same force and effect as the unanimous vote of the directors. Any certificate or other document filed under any provision of law which relates to action so taken shall state that the action was taken by unanimous written consent of the Board of Directors without a meeting and that the Bylaws of this

corporation authorize the directors to so act, and such statement shall be prima facie evidence of such authority.

## **SECTION 17. VACANCIES**

Vacancies on the Board of Directors shall exist (1) on the death, resignation or removal of any director, and (2) whenever the number of authorized directors is increased.

The Board of Directors may declare vacant the office of a director who has been declared of unsound mind by a final order of court, or convicted of a felony, or been found by a final order or judgment of any court to have breached any duty under Section 5230 and following of the California Nonprofit Public Benefit Corporation Law.

Directors may be removed without cause by a majority of the directors then in office.

Any director may resign effective upon giving written notice to the Chairperson of the Board, the President, the Secretary, or the Board of Directors, unless the notice specifies a later time for the effectiveness of such resignation. No director may resign if the corporation would then be left without a duly elected director or directors in charge of its affairs, except upon notice to the Attorney General.

Vacancies on the board may be filled by approval of the board or, if the number of directors then in office is less than a quorum, by (1) the unanimous written consent of the directors then in office, (2) the affirmative vote of a majority of the directors then in office at a meeting held pursuant to notice or waivers of notice complying with this Article of these Bylaws, or (3) a sole remaining director. If this corporation has members, however, vacancies created by the removal of a director may be filled only by the approval of the members. The members, if any, of this corporation may elect a director at any time to fill any vacancy not filled by the directors.

A person elected to fill a vacancy as provided by this Section shall hold office until the next annual election of the Board of Directors or until his or her death, resignation or removal from office.

## **SECTION 18. NON-LIABILITY OF DIRECTORS**

The directors shall not be personally liable for the debts, liabilities, or other obligations of the corporation.

## **SECTION 19. INDEMNIFICATION BY CORPORATION OF DIRECTORS, OFFICERS, EMPLOYEES AND OTHER AGENTS**

To the extent that a person who is, or was, a director, officer, employee or other agent of this corporation has been successful on the merits in defense of any civil, criminal, administrative or investigative proceeding brought to procure a judgment against such person by reason of the fact that he or she is, or was, an agent of the corporation, or has been successful in defense of any claim, issue or matter, therein, such person shall be indemnified against expenses actually and reasonably incurred by the person in connection with such proceeding.

If such person either settles any such claim or sustains a judgment against him or her, then indemnification against expenses, judgments, fines, settlements and other amounts reasonably incurred in connection with such proceedings shall be provided by this corporation but only to the extent allowed by, and in accordance with the requirements of, Section 5238 of the California Nonprofit Public Benefit Corporation Law.

## **SECTION 20. INSURANCE FOR CORPORATE AGENTS**

The Board of Directors may adopt a resolution authorizing the purchase and maintenance of insurance on behalf of any agent of the corporation (including a director, officer, employee or other agent of the corporation) against any liability other than for violating provisions of law relating to self-dealing (Section 5233 of the California Nonprofit Public Benefit Corporation Law) asserted against or incurred by the agent in such capacity or arising out of the agent's status as such, whether or not the corporation would have the power to indemnify the agent against such liability under the provisions of Section 5238 of the California Nonprofit Public Benefit Corporation Law.

## **ARTICLE 5 OFFICERS**

### **SECTION 1. NUMBER OF OFFICERS**

The officers of the corporation shall be a President, a Secretary, and a Chief Financial Officer who shall be designated the Treasurer. The corporation may also have, as determined by the Board of Directors, a Chairperson of the Board, one or more Vice Presidents, Assistant Secretaries, Assistant Treasurers, or other officers. Any number of offices may be held by the same person except that



neither the Secretary nor the Treasurer may serve as the President or Chairperson of the Board.

## **SECTION 2. QUALIFICATION, ELECTION, AND TERM OF OFFICE**

Any person may serve as officer of this corporation. Officers shall be elected by the Board of Directors, at any time, and each officer shall hold office until he or she resigns or is removed or is otherwise disqualified to serve, or until his or her successor shall be elected and qualified, whichever occurs first.

## **SECTION 3. SUBORDINATE OFFICERS**

The Board of Directors may appoint such other officers or agents as it may deem desirable, and such officers shall serve such terms, have such authority, and perform such duties as may be prescribed from time to time by the Board of Directors.

## **SECTION 4. REMOVAL AND RESIGNATION**

Any officer may be removed, either with or without cause, by the Board of Directors, at any time. Any officer may resign at any time by giving written notice to the Board of Directors or to the President or Secretary of the corporation. Any such resignation shall take effect at the date of receipt of such notice or at any later date specified therein, and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective. The above provisions of this Section shall be superseded by any conflicting terms of a contract which has been approved or ratified by the Board of Directors relating to the employment of any officer of the corporation.

## **SECTION 5. VACANCIES**

Any vacancy caused by the death, resignation, removal, disqualification, or otherwise, of any officer shall be filled by the Board of Directors. In the event of a vacancy in any office other than that of President, such vacancy may be filled temporarily by appointment by the President until such time as the Board shall fill the vacancy. Vacancies occurring in offices of officers appointed at the discretion of the board may or may not be filled as the board shall determine.

## **SECTION 6. DUTIES OF PRESIDENT**

The President shall be the chief executive officer of the corporation and shall, subject to the control of the Board of Directors, supervise and control the affairs of the corporation and the activities of the officers. He or she shall perform all duties incident to his or her office and such other duties as may be required by law, by the Articles of Incorporation of this corporation, or by these Bylaws, or which may be prescribed from time to time by the Board of Directors. Unless another person is specifically appointed as Chairperson of the Board of Directors, he or she shall preside at all meetings of the Board of Directors. If applicable, the President shall preside at all meetings of the members. Except as otherwise expressly provided by law, by the Articles of Incorporation, or by these Bylaws, he or she shall, in the name of the corporation, execute such deeds, mortgages, bonds, contracts, checks, or other instruments which may from time to time be authorized by the Board of Directors.

#### **SECTION 7. DUTIES OF VICE PRESIDENT**

In the absence of the President, or in the event of his or her inability or refusal to act, the Vice President shall perform all the duties of the President, and when so acting shall have all the powers of, and be subject to all the restrictions on, the President. The Vice President shall have other powers and perform such other duties as may be prescribed by law, by the Articles of Incorporation, or by these Bylaws, or as may be prescribed by the Board of Directors.

#### **SECTION 8. DUTIES OF SECRETARY**

The Secretary shall:

Certify and keep at the principal office of the corporation the original, or a copy of these Bylaws as amended or otherwise altered to date.

Keep at the principal office of the corporation or at such other place as the board may determine, a book of minutes of all meetings of the directors, and, if applicable, meetings of committees of directors and of members, recording therein the time and place of holding, whether regular or special, how called, how notice thereof was given, the names of those present or represented at the meeting, and the proceedings thereof.

See that all notices are duly given in accordance with the provisions of these Bylaws or as required by law.

Be custodian of the records and of the seal of the corporation and see that the seal is affixed to all duly executed documents, the execution of which on behalf of the corporation under its seal is authorized by law or these Bylaws.

Keep at the principal office of the corporation a membership book containing the name and address of each and any members, and, in the case where any membership has been terminated, he or she shall record such fact in the membership book together with the date on which such membership ceased.

Exhibit at all reasonable times to any director of the corporation, or to his or her agent or attorney, on request therefor, the Bylaws, the membership book, and the minutes of the proceedings of the directors of the corporation.

In general, perform all duties incident to the office of Secretary and such other duties as may be required by law, by the Articles of Incorporation of this corporation, or by these Bylaws, or which may be assigned to him or her from time to time by the Board of Directors.

#### **SECTION 9. DUTIES OF TREASURER**

Subject to the provisions of these Bylaws relating to the "Execution of Instruments, Deposits and Funds," the Treasurer shall:

Have charge and custody of, and be responsible for, all funds and securities of the corporation, and deposit all such funds in the name of the corporation in such banks, trust companies, or other depositories as shall be selected by the Board of Directors.

Receive, and give receipt for, monies due and payable to the corporation from any source whatsoever.

Disburse, or cause to be disbursed, the funds of the corporation as may be directed by the Board of Directors, taking proper vouchers for such disbursements.

Keep and maintain adequate and correct accounts of the corporation's properties and business transactions, including accounts of its assets, liabilities, receipts, disbursements, gains and losses.

Exhibit at all reasonable times the books of account and financial records to any director of the corporation, or to his or her agent or attorney, on request therefor.

Render to the President and directors, whenever requested, an account of any or all of his or her transactions as Treasurer and of the financial condition of the corporation.

Prepare, or cause to be prepared, and certify, or cause to be certified, the financial statements to be included in any required reports.

In general, perform all duties incident to the office of Treasurer and such other duties as may be required by law, by the Articles of Incorporation of the corporation, or by these Bylaws, or which may be assigned to him or her from time to time by the Board of Directors.

## **SECTION 10. COMPENSATION**

The salaries of the officers, if any, shall be fixed from time to time by resolution of the Board of Directors, and no officer shall be prevented from receiving such salary by reason of the fact that he or she is also a director of the corporation, provided, however, that such compensation paid a director for serving as an officer of this corporation shall only be allowed if permitted under the provisions of Article 4, Section 6 of these Bylaws. In all cases, any salaries received by officers of this corporation shall be reasonable and given in return for services actually rendered for the corporation which relate to the performance of the charitable or public purposes of this corporation.

## **ARTICLE 6 COMMITTEES**

### **SECTION 1. EXECUTIVE COMMITTEE**

The Board of Directors may, by a majority vote of directors, designate two (2) or more of its members (who may also be serving as officers of this corporation) to constitute an Executive Committee and delegate to such Committee any of the powers and authority of the board in the management of the business and affairs of the corporation, except with respect to:

- (a) The approval of any action which, under law or the provisions of these Bylaws, requires the approval of the members or of a majority of all of the members.
- (b) The filling of vacancies on the board or on any committee which has the authority of the board.

- (c) The fixing of compensation of the directors for serving on the board or on any committee.
- (d) The amendment or repeal of Bylaws or the adoption of new Bylaws.
- (e) The amendment or repeal or any resolution of the board which by its express terms is not so amendable or repealable.
- (f) The appointment of committees of the board or the members thereof.
- (g) The expenditure of corporate funds to support a nominee for director after there are more people nominated for director than can be elected.
- (h) The approval of any transaction to which this corporation is a party and in which one or more of the directors has a material financial interest, except as expressly provided in Section 5233(d)(3) of the California Nonprofit Public Benefit Corporation Law.

By a majority vote of its members then in office, the board may at any time revoke or modify any or all of the authority so delegated, increase or decrease but not below two (2) the number of its members, and fill vacancies therein from the members of the board. The Committee shall keep regular minutes of its proceedings, cause them to be filed with the corporate records, and report the same to the board from time to time as the board may require.

## **SECTION 2. OTHER COMMITTEES**

The corporation shall have such other committees as may from time to time be designated by resolution of the Board of Directors. Such other committees may consist of persons who are not also members of the board. These additional committees shall act in an advisory capacity only to the board and shall be clearly titled as "advisory" committees.

## **SECTION 3. MEETINGS AND ACTION OF COMMITTEES**

Meetings and action of committees shall be governed by, noticed, held and taken in accordance with the provisions of these Bylaws concerning meetings of the Board of Directors, with such changes in the context of such Bylaw provisions as are necessary to substitute the committee and its members for the Board of Directors and its members, except that the time for regular meetings of committees may be fixed by resolution of the Board of Directors or by the committee. The time for special meetings of committees may also be fixed by the

Board of Directors. The Board of Directors may also adopt rules and regulations pertaining to the conduct of meetings of committees to the extent that such rules and regulations are not inconsistent with the provisions of these Bylaws.

## **ARTICLE 7 EXECUTION OF INSTRUMENTS, DEPOSITS AND FUNDS**

### **SECTION 1. EXECUTION OF INSTRUMENTS**

The Board of Directors, except as otherwise provided in these Bylaws, may by resolution authorize any officer or agent of the corporation to enter into any contract or execute and deliver any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to specific instances. Unless so authorized, no officer, agent, or employee shall have any power or authority to bind the corporation by any contract or engagement or to pledge its credit or to render it liable monetarily for any purpose or in any amount.

### **SECTION 2. CHECKS AND NOTES**

Except as otherwise specifically determined by resolution of the Board of Directors, or as otherwise required by law, checks, drafts, promissory notes, orders for the payment of money, and other evidence of indebtedness of the corporation shall be signed by the Treasurer and countersigned by the President of the corporation.

### **SECTION 3. DEPOSITS**

All funds of the corporation shall be deposited from time to time to the credit of the corporation in such banks, trust companies, or other depositories as the Board of Directors may select.

### **SECTION 4. GIFTS**

The Board of Directors may accept on behalf of the corporation any contribution, gift, bequest, or devise for the charitable or public purposes of this corporation.

## **ARTICLE 8 CORPORATE RECORDS, REPORTS AND SEAL**

## **SECTION 1. MAINTENANCE OF CORPORATE RECORDS**

The corporation shall keep at its principal office in the State of California:

- (a) Minutes of all meetings of directors, committees of the board and, if this corporation has members, of all meetings of members, indicating the time and place of holding such meetings, whether regular or special, how called, the notice given, and the names of those present and the proceedings thereof;
- (b) Adequate and correct books and records of account, including accounts of its properties and business transactions and accounts of its assets, liabilities, receipts, disbursements, gains and losses;
- (c) A record of its members, if any, indicating their names and addresses and, if applicable, the class of membership held by each member and the termination date of any membership;
- (d) A copy of the corporation's Articles of Incorporation and Bylaws as amended to date, which shall be open to inspection by the members, if any, of the corporation at all reasonable times during office hours.

## **SECTION 2. CORPORATE SEAL**

The Board of Directors may adopt, use, and at will alter, a corporate seal. Such seal shall be kept at the principal office of the corporation. Failure to affix the seal to corporate instruments, however, shall not affect the validity of any such instrument.

## **SECTION 3. DIRECTORS' INSPECTION RIGHTS**

Every director shall have the absolute right at any reasonable time to inspect and copy all books, records and documents of every kind and to inspect the physical properties of the corporation.

## **SECTION 4. MEMBERS' INSPECTION RIGHTS**

If this corporation has any members, then each and every member shall have the following inspection rights, for a purpose reasonably related to such person's interest as a member:

- (a) To inspect and copy the record of all members' names, addresses and voting rights, at reasonable times, upon five (5) business days' prior written demand on

the corporation, which demand shall state the purpose for which the inspection rights are requested.

(b) To obtain from the Secretary of the corporation, upon written demand and payment of a reasonable charge, an alphabetized list of the names, addresses and voting rights of those members entitled to vote for the election of directors as of the most recent record date for which the list has been compiled or as of the date specified by the member subsequent to the date of demand. The demand shall state the purpose for which the list is requested. The membership list shall be made available on or before the later of ten (10) business days after the demand is received or after the date specified therein as of which the list is to be compiled.

(c) To inspect at any reasonable time the books, records, or minutes of proceedings of the members or of the board or committees of the board, upon written demand on the corporation by the member, for a purpose reasonably related to such person's interests as a member.

#### **SECTION 5. RIGHT TO COPY AND MAKE EXTRACTS**

Any inspection under the provisions of this Article may be made in person or by agent or attorney and the right to inspection includes the right to copy and make extracts.

#### **SECTION 6. ANNUAL REPORT**

The board shall cause an annual report to be furnished not later than one hundred and twenty (120) days after the close of the corporation's fiscal year to all directors of the corporation and, if this corporation has members, to any member who requests it in writing, which report shall contain the following information in appropriate detail:

(a) The assets and liabilities, including the trust funds, of the corporation as of the end of the fiscal year;

(b) The principal changes in assets and liabilities, including trust funds, during the fiscal year;

(c) The revenue or receipts of the corporation, both unrestricted and restricted to particular purposes, for the fiscal year;



(d) The expenses or disbursements of the corporation, for both general and restricted purposes, during the fiscal year;

(e) Any information required by Section 7 of this Article.

The annual report shall be accompanied by any report thereon of independent accountants, or, if there is no such report, the certificate of an authorized officer of the corporation that such statements were prepared without audit from the books and records of the corporation.

If this corporation has members, then, if this corporation receives TWENTY-FIVE THOUSAND DOLLARS (\$25,000), or more, in gross revenues or receipts during the fiscal year, this corporation shall automatically send the above annual report to all members, in such manner, at such time, and with such contents, including an accompanying report from independent accountants or certification of a corporate officer, as specified by the above provisions of this Section relating to the annual report.

#### **SECTION 7. ANNUAL STATEMENT OF SPECIFIC TRANSACTIONS TO MEMBERS**

This corporation shall mail or deliver to all directors and any and all members a statement within one hundred and twenty (120) days after the close of its fiscal year which briefly describes the amount and circumstances of any indemnification or transaction of the following kind:

(a) Any transaction in which the corporation, or its parent or its subsidiary, was a party, and in which either of the following had a direct or indirect material financial interest:

(1) Any director or officer of the corporation, or its parent or subsidiary (a mere common directorship shall not be considered a material financial interest); or

(2) Any holder of more than ten percent (10%) of the voting power of the corporation, its parent or its subsidiary.

The above statement need only be provided with respect to a transaction during the previous fiscal year involving more than FIFTY THOUSAND DOLLARS (\$50,000) or which was one of a number of transactions with the same persons involving, in the aggregate, more than FIFTY THOUSAND DOLLARS (\$50,000).

Similarly, the statement need only be provided with respect to indemnifications or advances aggregating more than TEN THOUSAND DOLLARS (\$10,000) paid during the previous fiscal year to any director or officer, except that no such statement need be made if such indemnification was approved by the members pursuant to Section 5238(e)(2) of the California Nonprofit Public Benefit Corporation Law.

Any statement required by this Section shall briefly describe the names of the interested persons involved in such transactions, stating each person's relationship to the corporation, the nature of such person's interest in the transaction and, where practical, the amount of such interest, provided that in the case of a transaction with a partnership of which such person is a partner, only the interest of the partnership need be stated.

If this corporation has any members and provides all members with an annual report according to the provisions of Section 6 of this Article, then such annual report shall include the information required by this Section.

## **ARTICLE 9 FISCAL YEAR**

### **SECTION 1. FISCAL YEAR OF THE CORPORATION**

The fiscal year of the corporation shall begin on July 1 and end on June 30 in each year.

## **ARTICLE 10 AMENDMENT OF BYLAWS**

### **SECTION 1. AMENDMENT**

Subject to any provision of law applicable to the amendment of Bylaws of public benefit nonprofit corporations, these Bylaws, or any of them, may be altered, amended, or repealed and new Bylaws adopted as follows:

(a) Subject to the power of members, if any, to change or repeal these Bylaws under Section 5150 of the Corporations Code, by approval of the Board of Directors unless the Bylaw amendment would materially and adversely affect the rights of members, if any, as to voting or transfer, provided, however, if this corporation has admitted any members, then a Bylaw specifying or changing the fixed number of directors of the corporation, the maximum or minimum number

of directors, or changing from a fixed to variable board or vice versa, may not be adopted, amended, or repealed except as provided in subparagraph (b) of this Section; or

(b) By approval of the members, if any, of this corporation.

## **ARTICLE 11 AMENDMENT OF ARTICLES**

### **SECTION 1. AMENDMENT OF ARTICLES BEFORE ADMISSION OF MEMBERS**

Before any members have been admitted to the corporation, any amendment of the Articles of Incorporation may be adopted by approval of the Board of Directors.

### **SECTION 2. AMENDMENT OF ARTICLES AFTER ADMISSION OF MEMBERS**

After members, if any, have been admitted to the corporation, amendment of the Articles of Incorporation may be adopted by the approval of the Board of Directors and by the approval of the members of this corporation.

### **SECTION 3. CERTAIN AMENDMENTS**

Notwithstanding the above sections of this Article, this corporation shall not amend its Articles of Incorporation to alter any statement which appears in the original Articles of Incorporation of the names and addresses of the first directors of this corporation, nor the name and address of its initial agent, except to correct an error in such statement or to delete such statement after the corporation has filed a "Statement by a Domestic Non-Profit Corporation" pursuant to Section 6210 of the California Nonprofit Corporation Law.

## **ARTICLE 12 OTHER PROVISIONS**

### **SECTION 1. PROHIBITION AGAINST SHARING CORPORATE PROFITS AND ASSETS**

No member, director, officer, employee, or other person connected with this corporation, or any private individual, shall receive at any time any of the net

earnings or pecuniary profit from the operations of the corporation, provided, however, that this provision shall not prevent payment to any such person of reasonable compensation for services performed for the corporation in effecting any of its public or charitable purposes, provided that such compensation is otherwise permitted by these Bylaws and is fixed by resolution of the Board of Directors; and no such person or persons shall be entitled to share in the distribution of, and shall not receive, any of the corporate assets on dissolution of the corporation. All members, if any, of the corporation shall be deemed to have expressly consented and agreed that on such dissolution or winding up of the affairs of the corporation, whether voluntarily or involuntarily, the assets of the corporation, after all debts have been satisfied, shall be distributed as required by the Articles of Incorporation of this corporation and not otherwise.

## SECTION 2. CONFLICT OF INTEREST

Any Director, officer, key employee, or committee member having an interest in a contract, other transaction, or program presented to or discussed by the Board or Board Committee for authorization, approval, or ratification shall make a prompt full and frank disclosure of his or her interest to the Board or committee prior to its acting on such contract or transaction. Such disclosure shall include all relevant and material facts known to such person about the contract or transaction which might reasonably be construed to be adverse to the corporation's interest. The body to which such disclosure is made shall thereupon determine, by majority vote, whether the disclosure shows that a conflict of interest exists or can reasonably be construed to exist. If a conflict is deemed to exist, such person shall not vote on, nor use his or her personal influence on, nor be present during in the discussion or deliberations with respect to, such contract or transaction (other than to present factual information or to respond to questions prior to the discussion). The minutes of the meeting shall reflect the disclosure made, the vote thereon and, where applicable, the abstention from voting and participation. The Board may adopt conflict of interest policies requiring:

1. Regular annual statements from Directors, officers, key employees to disclose existing and potential conflict in interest; and,
2. Corrective and disciplinary actions with respect to transgressions of such policies.

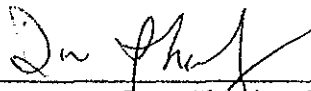
For the purpose of this section, a person shall be deemed to have an "interest" in a contract or other transaction if he or she is the party (or one of the parties) contracting or dealing with the corporation, or is a director, trustee or officer of,

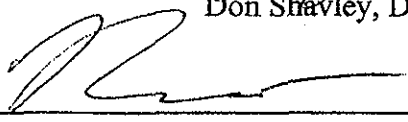
or has a significant financial or influential interest in the entity contracting or dealing with the corporation.

**WRITTEN CONSENT OF DIRECTORS ADOPTING BYLAWS**

We, the undersigned, are all of the persons named as the initial directors in the Articles of Incorporation of **UNIVERSITY PUBLIC SCHOOLS**, a California nonprofit corporation, and, pursuant to the authority granted to the directors by these Bylaws to take action by unanimous written consent without a meeting, consent to, and hereby do, adopt the foregoing Bylaws, consisting of **TWENTY (20)** pages, as the Bylaws of this corporation.

Dated: 1/7/99

  
\_\_\_\_\_  
Don Shavley, Director


  
\_\_\_\_\_  
Reed Hastings, Director

  
\_\_\_\_\_  
Bill Jackson, Director

**CERTIFICATE**

This is to certify that the foregoing is a true and correct copy of the Bylaws of the corporation named in the title thereto and that such Bylaws were duly adopted by the Board of Directors of said corporation on the date set forth below.

Dated: \_\_\_\_\_

  
\_\_\_\_\_  
Gloria Lee, Secretary

# Appendix IVc: Conflict of Interest Policy

## ASPIRE PUBLIC SCHOOLS

### CONFLICT OF INTEREST CODE

#### I. ADOPTION

In compliance with the Political Reform Act of 1974, California Government Code Section 87100, *et seq.*, Aspire Public Schools hereby adopts this Conflict of Interest Code (“Code”), which shall apply to all governing board members, candidates for member of the governing board, and all other designated employees of Aspire Public Schools, as specifically required by California Government Code Section 87300.

#### II. DEFINITION OF TERMS

As applicable to a California public charter school, the definitions contained in the Political Reform Act of 1974, the regulations of the Fair Political Practices Commission, specifically California Code of Regulations Section 18730, and any amendments or modifications to the Act and regulations are incorporated by reference to this Code.

#### III. DESIGNATED EMPLOYEES

Employees of Aspire Public Schools, including governing board members and candidates for election and/or appointment to the governing board, who hold positions that involve the making or participation in the making, of decisions that may foreseeably have a material effect on any financial interest, shall be “designated employees.” The designated positions are listed in “Exhibit A” attached to this policy and incorporated by reference herein.

#### IV. STATEMENT OF ECONOMIC INTERESTS: FILING

Each designated employee, including governing board members and candidates for election and/or appointment to the governing board, shall file a Statement of Economic Interest (“Statement”) at the time and manner prescribed below, disclosing reportable investments, interests in real property, business positions, and income required to be reported under the category or categories to which the employee’s position is assigned in “Exhibit A.”

An investment, interest in real property or income shall be reportable, if the business entity in which the investment is held, the interest in real property, the business position, or source of income may foreseeably be affected materially by a decision made or participated in by the designated employee by virtue of his or her position. The specific disclosure responsibilities assigned to each position are set forth in “Exhibit B.”

Statements Filed With Aspire Public Schools. All Statements shall be supplied by Aspire Public Schools. All Statements shall be filed with the Aspire Public Schools. Aspire Public School’s filing officer shall make and retain a copy of the Statement and forward the original to the Fair Political Practices Commission.



# Appendix IVc: Conflict of Interest Policy

## V. DISQUALIFICATION

No designated employee shall make, participate in making, or try to use his/her official position to influence any Aspire Public Schools decision which he/she knows or has reason to know will have a reasonably foreseeable material financial effect, distinguishable from its effect on the public generally, on the official or a member of his or her immediate family.

## VI. MANNER OF DISQUALIFICATION

### A. Non-Governing Board Member Designated Employees

When a non-Governing Board member designated employee determines that he/she should not make a decision because of a disqualifying interest, he/she should submit a written disclosure of the disqualifying interest to his/her immediate supervisor. The supervisor shall immediately reassign the matter to another employee and shall forward the disclosure notice to the Charter School Principal [Insert title of individual who shall receive the disclosure notice], who shall record the employee's disqualification. In the case of a designated employee who is head of an agency, this determination and disclosure shall be made in writing to his/her appointing authority.

### B. Governing Board Member Designated Employees

Governing Board members shall disclose a disqualifying interest at the meeting during which consideration of the decision takes place. This disclosure shall be made part of the Board's official record. The Board member shall refrain from participating in the decision in any way (i.e., the Board member with the disqualifying interest shall refrain from voting on the matter and shall leave the room during Board discussion and when the final vote is taken) and comply with any applicable provisions of the Aspire Public Schools bylaws.

# Appendix IVc: Conflict of Interest Policy

## EXHIBIT A

### Designated Positions

- I. Persons occupying the following positions are designated employees and must disclose financial interests in all categories defined in “Exhibit B” (i.e., categories 1, 2, and 3).
  - A. Members of the Governing Board and their alternates (if applicable)
  - B. Candidates for Member of the Governing Board
  - C. Corporate Officers (e.g., CEO/President, CFO/Treasurer, Secretary, etc.)
  - D. Executive Director of Charter School
  - E. Principal of Charter School
  - F. Assistant Principals
  - G. Chief Business Officer
  - H. Director Personnel Services
  - I. Assistant Director of Personnel Services
  - J. Consultants<sup>1</sup>
  
- II. Persons occupying the following positions are designated employees and must disclose financial interests defined in Category 1 of “Exhibit B.”
  - A. Purchasing Manager
  - B. Assistant Business Officer
  
- III. Persons occupying the following positions are designated employees and must disclose financial interests defined in Categories 2 and 3 of “Exhibit B.”
  - A. Information Systems Technician
  - B. Contractor

## EXHIBIT B

<sup>1</sup> The Charter School Principal [Insert title of individual who can may this determination] may determine, in writing, that a particular consultant, although a “designated position,” is hired to perform a range of duties that is limited in scope and thus not required to fully comply with the disclosure requirements in this section. Such written determination shall include a description of the consultant’s duties and, based upon that description, a statement of the extent of disclosure requirements. The Charter School Principal’s [Insert title of individual who can may this determination] determination is a public record and shall be retained for public inspection in the same manner and location of interest code.

# Appendix IVc: Conflict of Interest Policy

## Disclosure Categories

### Category 1 Reporting:

- A. Interest in real property which is located in whole or in part either (1) within the boundaries of any county in which Aspire Public Schools is operating, or (2) within two miles of the boundaries of any county in which Aspire Public Schools is operating, including any leasehold, beneficial or ownership interests or option to acquire such interest in real property.

(Interests in real property of an individual include a business entity's share of interest in real property of any business entity or trust in which the designated employee or his or her spouse owns, directly, indirectly, or beneficially, a 10% interest or greater.)

- B. Investments in or income from persons or business entities which are contractors or sub-contractors which are or have been within the previous two-year period engaged in the performance of building construction or design within the counties in which Aspire Public Schools is operating.

- C. Investments in or income from persons or business entities engaged in the acquisition or disposal of real property within the jurisdiction.

(Investment includes any financial interest in or security issued by a business entity, including but not limited to common stock, preferred stock, rights, warrants, options, debt instruments and any partnership interest or other ownership interests.)

(Investments of any individual include a pro rata share of investments of any business entity or trust in which the designated employee or his or her spouse owns, directly, indirectly or beneficially, a ten percent interest or greater.)

(Investment does not include a time or demand deposit in a financial institution, shares in a credit union, any insurance policy, or any bond or other debt instrument issued by any government or government agency.)

### Category 2 Reporting:

- A. Investments in or income from business entities which manufacture or sell supplies, books, machinery or equipment of the type utilized by the department for which the designated employee is Manager or Charter School Principal. Investments include interests described in Category 1.

### Category 3 Reporting:

- A. Investments in or income from business entities which are contractors or sub-contractors engaged in the performance of work or services of the type utilized by the department for which the designated employee is Manager or Charter School Principal. Investments include the interests described in Category 1.

## Appendix IVd: Aspire's Board of Directors

### *Dean A. Cortopassi, President & CEO, San Tomo Group*

From an early age Dino Cortopassi knew what he wanted to do in life. He started Cortopassi Farms in 1960 at the age of 23, and grew that fledgling enterprise from the initial 60 acres into a 10,000-acre diversified farming operation. In 1978 he founded San Tomo Group, an owner/operator of California food processing and marketing companies, which he presently heads. Dino is no longer directly involved in farming, however he and his family own 3500 acres in San Joaquin County, leased to tenants farming cherries; apples; walnuts; wine grapes; olive oil; tomatoes; rice; wheat; corn. He graduated from UC-Davis in 1958; was one of the founders of the California Agribusiness Seminar; served as an Entrepreneur in Residence at University of Pacific; and a member of Young Presidents Organization/World President's Organization. Over the past three decades, Cortopassi has served on the Boards of a variety of industry, corporate, and community organizations. He currently serves on the Boards of Il Fornaio, Inc. (Restaurants/Bakeries) and Katalysis, Inc. (charitable organization providing micro-credit in Central America). In 2005, Dino received the Horatio Alger award, an award that honors the achievements and community service of 10 outstanding Americans who have succeeded in spite of adversity.

### *Linda Darling-Hammond, Professor, Stanford University School of Education*

Linda Darling-Hammond is the Charles E. Ducommun Professor of Teaching and Teacher Education at Stanford University, where she works closely with the Stanford Teacher Education Program (STEP) and teaches courses on teaching and teacher education as well as education policy. Previously, she was William F. Russell Professor in the Foundations of Education at Teachers College, Columbia University, co-director of the National Center for Restructuring Education, Schools and Teaching, and executive director of the National Commission on Teaching and America's Future. She began her career as a public school teacher and was co-founder of a preschool and day care center. She has also worked as senior social scientist and director of the RAND Corporation's Education and Human Resources Program. Linda earned her undergraduate degree from Yale in 1973 and her doctorate in urban education from Temple University in 1978. Linda's research focuses on issues of school restructuring, teacher education reform and the enhancement of educational equity. She is the author of seven books, including *The Right to Learn: A Blueprint for School Reform*; *Professional Development Schools: Schools for Developing a Profession*; *A License to Teach: Building a Profession for 21st Century Schools*; and *Authentic Assessment in Action*.

### *Walt L. Hanline, Ed.D., Superintendent, Ceres Unified School District*

Dr. Walt Hanline attended Ventura Community College, received his B.A. from Pepperdine University, and his Masters from California Lutheran College. A doctorate was earned in 1991 from the University of Southern California, with an emphasis in Curriculum and Instruction and a specialization in Collective Bargaining. Dr. Hanline's educational experience began with teaching positions in the Ventura Unified School District. He has also had the unique experience of beginning a private school and, as Superintendent, watched it grow to over 400 students. A term as Assistant Principal of the Middle School in Soledad School District was followed by twelve years as Superintendent of the Kings River-Hardwick

Union School District. From 1998 - 2001, Dr. Hanline was Superintendent of Del Norte County Unified School District and held the elected post of Superintendent for the Del Norte County Office of Education. Dr. Hanline, in July 1, 2001, was appointed Superintendent of Ceres Unified School District. Dr. Hanline's accomplishments have included a term as President of the Association of California School Administrators of Region XI, a term of service as the Association of California School Administrators State Legislative Action Committee's Vice Chair, President Elect of the Hanford Chamber of Commerce, President of the Ceres Chamber of Commerce, Director of Officials for the Hanford Youth Soccer League, and active involvement in many other community organizations.

*Bill Hughson, Vice-President, DaVita*

Bill graduated from Williams College in 1986 with a degree in English literature and from the Stanford Graduate School of Business in 1990. Bill's professional affiliations include CEO of Noah's Bagels, President of AG Ferrari Foods, President of ePlast.com and his current position as President of DaVita Rx. He is also a Director of two medical technology firms, Sensurtec and Fulfillium, and is Managing Member of Silicon Valley Investment Partners. Bill is married and is the proud father of a young daughter.

*Beth Hunkapiller, President, San Carlos School District Board of Trustees*

Beth Hunkapiller has been an educator all her life. Currently, she is president of the San Carlos Board of Education. She has worked as a middle school teacher and administrator in the Mountain View School District in El Monte, CA, and in a parent cooperative nursery school. She has also worked at the Los Angeles Times. Beth graduated from Oklahoma Baptist University where she majored in political science and English. She received her masters from USC in 1977.

*Melvin J. Kaplan, Chief Executive Officer, Wellington Financial Group*

Mel Kaplan has been a real estate investor since 1960. He is CEO of Wellington Financial Group, an entity that invests in commercial real estate nationally. In 1988 Mel and his family founded the Harry Singer Foundation, a nonprofit educational operating foundation dedicated to youth development. He serves on Harry Singer's Board and advises various other 501 c (3) corporations. Mel is an alumnus of MIT and UC Berkeley where, in the 70s, he lectured at the School of Business Administration. His specialty continues to be problem solving and entrepreneurship. His biography has appeared in Marquis Who's Who In Finance and Industry and Who's Who In The World.

*Steven L. Merrill, Venture Capitalist*

Steve Merrill has been active in venture capital investing since 1968, and most recently was a Partner with Benchmark Capital. He was president of BankAmerica Capital Corporation in 1976 and managed this very successful venture activity until 1980 when he formed Merrill, Pickard, Anderson & Eyre (MPAE), a privately held venture capital partnership. MPAE managed funds of approximately \$285 million provided by a group of 50 limited partners, including major corporations, pension funds, insurance companies, university endowments, and prominent families. Some of the companies funded by MPAE include America Online, Aspect Telecommunications, Cypress Semiconductor, Documentum, and Palm Computing. MPAE stopped making new investments in 1996 and the partners founded Benchmark Capital and Foundation Capital. Steven is a limited partner in both of these firms but is no

longer involved in the day-to-day management. Currently, Steven is devoting more time to civic and non-profit activities as well as his private investments. He was chairman of the Board of Trustees of Town School for Boys, a member of the Committee to Restore the San Francisco Opera House, and he is a past director of the Children's Health Council. Steven is also a past president of the Western Association of Venture Capitalists and a past director of the National Venture Capital Association, and has been a director of numerous privately held companies. He holds an MBA from the Wharton School of Finance and a BA in Sociology from Stanford University.

*Louise Muhlfeld Patterson, Independent Consultant*

Louise Muhlfeld Patterson has had an extensive career as an HR executive and trustee of college-preparatory schools. She was Vice President of Human Resources for American Express company for 14 years, where she was a generalist for the Western Region, supporting over 1500 employees in 40 different locations. She specialized in organizational effectiveness, executive leadership and team development. She has consulted to beverage company Odwalla as Acting VP of Human Resources and to Addis Corporation, a marketing and branding organization. She implemented a Quality of Work life Survey for startup companies in Silicon Valley for Klein Associates. As a volunteer, she has served as a Trustee for many independent schools, including St. Mark's School in Massachusetts, Drew College Preparatory High School in San Francisco, and Marin Country Day School. As Trustee, she has led the governance committees, chaired a number of executive director searches, led strategic planning efforts, and participated in several capital campaigns. She also currently serves as a Trustee for the San Francisco Zoological Society. Ms. Patterson received a BA in Psychology and Education from Vassar College and also studied the British school system at Oxford University.

*Don Shalvey, Chief Executive Officer and Co-Founder, Aspire Public Schools*

Don Shalvey has over 35 years of experience in public education, having served as superintendent, assistant superintendent, principal, classroom teacher, and counselor in all levels-primary, elementary, middle, and high schools, college and adult education. Prior to joining Aspire, Dr. Shalvey was Superintendent of the San Carlos School District in Northern California, a district of approximately 2,600 students and six elementary schools. Don has also worked in the Merced School District, a rural district of approximately 11,000 students and in the Lodi Unified School District, a district of approximately 28,000 students that includes a portion of urban Stockton. Under Don's leadership, the San Carlos District sponsored the first charter school in California and began participation in the Bay Area School Reform Collaborative, the Hewlett-Annenberg Project and a federal Technology Challenge Grant. Don also co-founded Californians for Public School Excellence, the organization that sponsored the California Charter School Initiative that raised the cap on the number of charter schools. Don has been a member of State Superintendent Delaine Eastin's Charter School Committee as well as an advisor to the California Network of Educational Charters. Don earned a Doctorate of Education in Educational Leadership/Administration from the University of Southern California, a Masters of Education in Counseling and Guidance from Gonzaga University and a B.A. from LaSalle College.

*Richard C. Spalding, Founder, Thomas Weisel Healthcare Venture Partners*

In March of 2003, Dick co-founded Thomas Weisel Healthcare Venture Partners, where he focuses on life science investing. The fund has been initially capitalized at \$120 million, and will invest in both the medical technology and life science sectors. Dick also co-founded the ABS Ventures Healthcare investment group in January 2000, again leading the firm's investments in life sciences. Prior to joining ABS Ventures, Dick was a Chief Financial Officer of public and private companies, an investment banker with Alex Brown, and a co-founder of the Palo Alto office of Brobeck, Phleger & Harrison. For his entire career he has worked with growth companies, primarily in the health care area, on corporate partnerships, financings and operations. He is currently a director of 3D Systems, a public company, and CBCA, Inc. He received a BA degree with honors from Harvard College and a J.D. with honors from Columbia Law School.

*Joanne Weiss, Partner and COO at NewSchools Venture Fund*

At NewSchools, Joanne focuses on investment strategy and management assistance to a variety of the firm's portfolio ventures, and oversees the organization's operations. As part of this work, she serves on the boards of Aspire Public Schools, Education for Change, Green Dot Public Schools, Leadership Public Schools, New Leaders for New Schools, Revolution Foods, Rocketship Education and Teachscape. Prior to joining NewSchools Venture Fund, Joanne was CEO of Claria Corporation, an e-services recruiting firm that helped emerging-growth companies build their teams quickly and well. Before her tenure at Claria, Joanne spent twenty years in the design, development, and marketing of technology-based products and services for education. She was Senior Vice President of Product Development at Pensare, an e-learning company that created business innovation programs for the Fortune 500 market. Prior to Pensare, Joanne was co-founder, interim CEO, and Vice President of Products and Technologies at Academic Systems, a company that helps hundreds of thousands of college students prepare for college-level work in mathematics and English. In the early 1990s, Joanne was Executive Vice President of Business Operations at Wasatch Education Systems, where she led the product development, customer service, and operations organizations for this K-12 educational technology company. She began her career as Vice President of Education R&D at Wicat Systems, where she was responsible for the development of nearly 100 multimedia curriculum products for K-12 schools.



## Community Complaint Form

Name: \_\_\_\_\_ Address: \_\_\_\_\_

Telephone #: (day) \_\_\_\_\_ (evening) \_\_\_\_\_

1. Who is your complaint against?

School/Department: \_\_\_\_\_ Position: \_\_\_\_\_

2. Has this been discussed with him/her? Y \_\_\_ N \_\_\_ Date: \_\_\_\_\_

3. Has the complaint been discussed with the principal or supervisor? Y \_\_\_ N \_\_\_ Date: \_\_\_\_\_

**Description of Complaint:** Please include all important information such as location, names, dates, who was present, and to whom it was reported. Please use additional paper if more space is needed.

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What remedy or action do you suggest?

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Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Date received by Aspire Home Office: \_\_\_\_\_





## FORMA DE QUEJAS DE COMUNIDAD

Community Complaint Form

Nombre: \_\_\_\_\_ Dirección: \_\_\_\_\_

Teléfono #: (día) \_\_\_\_\_ noche) \_\_\_\_\_

1. Contra quien es su queja?

Escuela/Departamento: \_\_\_\_\_ Posición: \_\_\_\_\_

1. ¿Se ha conversado con él/ella? Si \_\_\_ No \_\_\_ Fecha: \_\_\_\_\_

2. ¿Se ha conversado con el director o el supervisor? Si \_\_\_ No \_\_\_ Fecha: \_\_\_\_\_

**Descripción de la Queja:** Incluya por favor toda información importante tal como ubicación, los nombres, las fechas, quien estaba presente, y a quien se informó. Use por favor papel adicional si más espacio es necesario.

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¿Qué remedio o la acción sugiere usted?

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Firma: \_\_\_\_\_ Fecha: \_\_\_\_\_

Fecha recibida por oficina matriz de Aspire: \_\_\_\_\_

**Appendix Va:  
Biography for Tatiana Epanchin-Troyan, Principal, Monarch Academy**

Tatiana Epanchin-Troyan has been an educator and instructional leader for 15 years. As principal of Monarch Academy for the past 3 years, Ms. Epanchin led the school to increase proficiency levels from 51% to 73% in math and 29% to 45% in language arts. In 2008, Monarch Academy was awarded the National Title I Distinguished School Award for closing the achievement gap, an honor bestowed upon only 2 schools out of over 9600 schools in the state.

Prior to becoming principal, Ms. Epanchin served as a Lead Teacher for the grades 6-8 humanities team at Aspire's Lionel Wilson College Preparatory Academy. She started her career as a teacher at Monarch Academy. She started her career as a social worker in Contra Costa County where she worked on intensive family preservation cases. She is a New Leaders for New Schools national fellowship recipient and was awarded the CARE award for Excellence from Families First. Tatiana received her BA in Sociology from UC Santa Barbara and her Master of Social Work from CSU Sacramento.

## Appendix Vb: Aspire Principal Performance Criteria: Instructional Leadership

	Unsatisfactory	Basic	Proficient	Distinguished
Establishes school-wide high standards for student achievement	Spends excessive time and energy on issues unrelated to student achievement; fails to focus self or others on student learning	Consistently speaks of high standards of student achievement as the focus of the school	Establishes and continually reinforces high standards of student learning as the central mission of the school through both words and actions	Is consistent and unremittingly reinforcing the highest standards of student learning as the central mission of the school, modeling that focus in all activities
Is knowledgeable of effective teaching, curriculum, and learning	Does not understand effective teaching; does not use this information in coaching teachers	Is aware of effective teaching and occasionally attempts to incorporate it in conversations with staff	Understands effective teaching; uses this information in guiding classroom instruction	Possesses a deep knowledge of effective instruction; is able to help others make the link between effective instruction and their day-to-day practice
Understands Aspire instructional guidelines	Does not understand Aspire instructional guidelines; does not use them in coaching teachers	Is aware of Aspire instructional guidelines and occasionally attempts to use them in coaching teachers	Understands Aspire instructional guidelines and regularly reinforces them in coaching teachers	Thoroughly understands the nuances of Aspire instructional guidelines; models and reinforces their consistent implementation
Uses data to increase student achievement	Does not use data in making decisions or coaching teachers; does not make data available to staff	Periodically reviews data provided by the state or Home Office; reviews and discusses school-wide data with staff; understands and can explain the function of the Balanced Scorecard	Sets goals; analyzes a wide range of student and teacher data; aggregates and disaggregates data; trains staff to collect and use data on a regular basis to improve teaching in the school; uses Balanced Scorecard as a framework for communicating data; uses Edusoft regularly as a tool to manage Cycle of Inquiry	Incorporates the use of data into the daily life of the school; consistently tracking and analyzing a variety of metrics against goals to continually improve teaching in the school; analyzes data in aggregate by subgroups; uses Balanced Scorecard to reinforce school goals and guide daily activities; uses Edusoft in a sophisticated way to manage Cycle of Inquiry

## Principal Performance Criteria: Instructional Leadership

	Unsatisfactory	Basic	Proficient	Distinguished
strong culture that caters "college n"	Does not discuss or refer to the vision of the school. Student behavior is not reflective of a "college for certain" culture and a school student discipline policy is handled inconsistently or not at all. School environment does not feel safe and respectful. No artifacts reflect the vision.	Little time is spent sharing the vision. School's student discipline policy is implemented with consistency but student behavior is orderly most of the time. School environment feels safe and respectful but not academically rigorous. Few artifacts reflect the "college for certain" culture.	Periodic discussion focuses the community on the vision. Student behavior is generally reflective of a "college for certain" culture. School environment feels safe and respectful, and is academically oriented. Artifacts consistently reflect the college culture	Vision is shared by all constituents and frequently referenced. Student behavior is consistently reflective of an effective learning community. School environment is safe and respectful, but does not reflect a rigorous academic focus. Creative artifacts communicate with all constituents about going to college.
teacher observations and to increase achievement	Spends very little time in classrooms observing teachers teaching; spends majority of time in the office; or observes teachers but does not follow-up with discussions with teachers.	Spends enough time in classrooms to observe and provide informal feedback for most teachers at least monthly. Provides all teachers with written feedback about observations during formal evaluations.	Maintains a regular schedule of classroom observations, spending at least one hour per day in classroom, so that each teacher is informally but substantively observed at least weekly during the school year. Provides teachers with timely written feedback about observations in a way that is aligned with Aspire educator performance rubric.	Maintains a regular schedule of classroom observations so that all teachers are substantively observed at weekly during school year. Observations and topics are geared toward educators' personal development goals. Uses a variety of formal and informal methods to provide teachers with timely feedback (written and verbal) about observations. Explicitly links observations to educators' personalized learning plans, Aspire educator performance rubric, school goals, and student achievement data in a continuous way.

## Principal Performance Criteria: People Management

	Unsatisfactory	Basic	Proficient	Distinguished
and selects top performers	Identifies or selects candidates based on inappropriate criteria; does not use a sound and consistent process for hiring	Relies on Aspire-wide advertising to attract candidates; uses Aspire criteria and process to select staff	Uses multiple channels to identify and recruit strong candidates; consistently uses Aspire criteria and process to select staff	Proactively uses multiple channels to identify and recruit top performers; Aspire beyond own school site; selects staff that represent a balanced strengths and styles
and provides appropriate professional development opportunities	Does not work with staff on their professional growth needs; discourages staff members who seek out professional development opportunities; does not understand adult learning theory	Identifies professional development needs for each staff member; transfers own knowledge and skills; informs staff of other known development opportunities; applies little adult learning theory	Works with each individual staff member to create a personalized professional development plan that fits with adult learning theory; provides timely feedback; transfers own knowledge and skills; seeks out additional learning options when one is not readily available	Creates a culture of continuous learning for all staff members; using personalized professional development plans, ongoing feedback, own knowledge and skills effectively; actively seeks learning opportunities for staff; understands and applies adult learning theory
collaborative, well-functioning team	Does not promote collaborative behavior among staff members; allows strong individuals to derail productive group work	Encourages staff to collaborate; deals with internal conflict adequately	Enables frequent collaboration among staff members; uses individuals' strengths effectively; addresses conflict skillfully	Creates a culture of collaboration and mutual support; uses individuals' strengths effectively; builds employee skills in team building
communicates well with staff	Does not convey information to staff in a timely manner; is a poor listener; does not express ideas clearly	Disseminates clear, concise information in a timely manner using appropriate media; demonstrates attention to others' comments	Disseminates clear, concise information in a timely manner using appropriate media; targets communication to suit the audience; actively listens	Models effective two-way communication; is able to inspire as well as convey information
input, collaborates, provides leadership opportunities as appropriate	Is completely authoritarian or provides no leadership at all; does not make leadership decisions based on the situation	Attempts to use different leadership approaches depending on the situation; understands the strengths and drawbacks of different approaches; provides some leadership opportunities	Uses a number of leadership strategies skillfully; consistently exercises good judgment about the appropriate management strategy to use; allows most staff an opportunity to lead	Uses a variety of leadership strategies wisely; consistently exercises good judgment about management strategies; delegates and collaborates as a way to lead and motivate new leaders

## Principal Performance Criteria: People Management

	Unsatisfactory	Basic	Proficient	Distinguished
Employees accountable	Resists discussing results and metrics with staff members; reviews employee performance haphazardly or subjectively; rarely uses observations to improve instruction	Reviews school-wide results with staff and creates action plans accordingly; reviews employees objectively; conducts formal evaluations for most employees according to schedule (goal setting at beginning of year, mid-year conference, end-of-year evaluation)	Reviews student results with individual employees thoroughly and objectively on a regular basis; creates and follows up on individual action plans; conducts formal evaluations for all employees according to schedule (goal setting at beginning of year, mid-year conference, end-of-year evaluation) in way that is aligned with Aspire education performance rubric	Creates a culture of accountability; engages in analyzing results and creating action plans; personnel decisions appropriately; conducts formal evaluations for employees according to schedule (goal setting at beginning of year, mid-year conference, end-of-year evaluation); provides informal feedback to employees in a way that is linked to educators' personalized learning Aspire educator performance rubric, school goals, and student achievement in a continuous way.
Recognizes and rewards individual and group behavior	Overlooks opportunities for reward and celebration; focuses on the negative	Recognizes good work with occasional celebrations	Uses a variety of approaches to recognize and reward desired actions at the individual and group level	Systematically reinforces Aspire and school values thoughtfully using a variety of approaches to reward individual and group behaviors

## Principal Performance Criteria: Resource Management

	Unsatisfactory	Basic	Proficient	Distinguished
s a budget	Does not understand the basics of budget management; does not make an effort to learn	Understands basic principles of budget management; makes good budget decisions with the support of Home Office	Understands finance and accounting principles; finds ways to increase revenues and decrease costs as much as possible	Understands finance and accounting at an advanced level; finds creative ways to maximize revenue or minimize costs; works with staff and community to align priorities with spending
time & y	Is completely reactive; acts mostly in response to crisis; fails to spend time on the school's core mission	Makes a deliberate effort to spend time on the most mission-critical activities	Organizes time around the school's goals; is efficient taking care of lower priority items	Organizes the way time is spent throughout the school to ensure focus on the school and organization's goals; ensures time is well-spent by all staff
es systems systems l as	Fails to establish any systems for school operations (e.g. attendance, discipline); activities that should be routine are cumbersome & frustrating for site staff; lack of systems causes frequent interruptions to education program	Establishes functioning systems for school operations; routine activities usually get done with minimal hassle and disruption; school staff understand and consistently execute their appropriate roles	Establishes effective and efficient systems for school operations; routine activities are always completed quickly and easily	Establishes effective and efficient systems for school operations; routine activities are always completed quickly and easily; consistently finds ways to make activities more efficient and
to Aspire and	Fails to follow Aspire policies and protocols in financial management (including attendance tracking, purchasing, payables/receivables, expense reimbursement, use of credit cards) and info mgmt	Follows Aspire policy and protocol diligently	Follows Aspire policy and protocol diligently and trains staff to do the same	Follows Aspire policy and protocol diligently; trains staff to understand and follow protocol; supports Home Office in refining and communicating policies
es long ds and ead	Is reactive or focused on short-term; creates crises or shortages because of poor planning	Recognizes 1-2 obvious needs beyond the immediate school year and works with Home Office to address those needs; anticipates budgetary problems before they occur	Identifies long-term needs based on school priorities and makes spending decisions accordingly (including, if necessary, short-term sacrifices); anticipates budget problems long before they occur	Works with school community to identify long-term priorities; makes spending decisions accordingly; anticipates problems and develops alternatives; understands organization-wide needs beyond school and supports Aspire in achieving long-term objectives
s safe that tudent	Does little to maintain or improve the facility or the use of space	Does a minimum of maintenance; Responds to unsafe conditions	Looks for ways to improve the facility; seeks input from staff to improve safety and use of space	Creatively upgrades and maintains the facility to reflect a learning community; solves potential problems early

## Principal Performance Criteria: Community Leadership

	Unsatisfactory	Basic	Proficient	Distinguished
parents in their school experience	Fails to communicate with parents about school events and opportunities for engagement; is adversarial or negative in dealing with parents; does not convene an Advisory School Council	Regularly communicates with parents about school events and encourages volunteerism through a school-wide newsletter; is professional in interactions with parents; encourages teachers to engage parents; convenes the ASC periodically	Uses a variety of media to communicate with parents about events and opportunities for involvement; is consistently positive and supportive with parents; gives teachers suggestions for parent engagement; regularly convenes ASC on routine action items	Uses a variety of media to communicate with parents about events and opportunities for involvement; creates school system to ensure the engagement of parents; uses the ASC to solve issues within the community
collaboratively with sponsoring district and neighborhood schools	Fails to communicate with sponsoring district staff; is adversarial in dealing with sponsoring district or neighborhood schools	Diligently responds to requests for information from sponsoring district staff and neighborhood schools	Proactively reaches out to district and neighborhood schools to establish harmonious relationships	Proactively reaches out to district and neighborhood schools to establish harmonious relationships; takes a leadership role in local education community
positive relationships with community and leaders	Fails to communicate with local community groups; is adversarial in dealing with requests from the community; isolates the school	Diligently responds to requests from community groups; solicits support from key community groups and leaders	Proactively reaches out to local community groups and leaders and engages them in the work of the school	Proactively reaches out to local community groups and leaders and inspires their development of the community
advocate for Aspire in community	Is negative about the organization	Is positive about Aspire when provided an opportunity to speak; clearly articulates Aspire's core vision, mission and values	Finds opportunities to speak positively about Aspire; clearly articulates Aspire's core vision, mission, values, and strategies	Inspires support for Aspire through own enthusiasm; evangelical about Aspire's work; clearly articulates Aspire's core vision, mission, values, and strategies



## Principal Performance Criteria: Problem-Solving

	Unsatisfactory	Basic	Proficient	Distinguished
principle-centered	Makes decisions in an unethical way with little thought to broader consequences; displays a lack of personal integrity	Refers to Aspire or personal values in making decisions; is thoughtful about setting a good example	Consistently behaves in a way consistent with Aspire values; displays a high degree of personal integrity	Unerringly models Aspire values and personal integrity
good decisions	Makes irrational decisions in an uninformed, careless way	Consistently collects and analyzes data, considers alternatives, predicts and evaluates consequences, and takes appropriate action	Consistently makes sound decisions; uses a rational decision-making process; informs and engages others effectively and appropriately	Makes excellent decisions using a good process under unusual pressures
initiates initiative and through utilizing data	Is completely reactive; is unwilling to do more than the bare minimum; fails to follow-through with commitments; fails to anticipate obvious obstacles and denies obvious early signs of problems	Takes initiative to respond to problems or obstacles; follows through diligently with plans and promises; recognizes early signs of problems through the use of data and creates short term plans to address problems	Creates and implements short plans, long-term plans and systems to avoid problems and achieve school goals; is persistent in solving a problem or fulfilling a commitment; consistently uses data to measure success	Engages staff in creating short plans, long term plans and systems to achieve school and organizational objectives; uses data to inform the plan and measure success; exerts exceptional effort; is motivated and persistent to achieve the result
ambiguity well	Is completely uncomfortable with ambiguous situations; makes unrealistic demands on others to resolve ambiguity	Has come to terms with the ambiguity of an entrepreneurial environment; creates structure for self and others as needed	Is comfortable with ambiguity; creates structure for self and others as needed; is flexible in responding to changing circumstances	Is comfortable with ambiguity; helps others develop strategies for dealing with ambiguity; is able to move course rapidly and fluidly
outside support when late	Either relies completely on the rescue of others or insists on acting completely independently	Seeks support from Home Office in times of distress or uncertainty	Seeks support from Home Office when appropriate; identifies other sources of support as needed	Proactively anticipates need for outside support
reflective	Resists reflecting on own work; closed to learning about self and own development needs	Reflects on own work when prompted; is aware of own strengths and weaknesses; reflects with the intent to improve	Creates time to reflect independently; is aware of own strengths and weaknesses; reflects with the intent to improve	Uses a variety of strategies to embed reflection and continuous improvement into own daily work; uses own reflection as a model to encourage others to learn and grow

## Principal Performance Criteria: Aspire Values

	Unsatisfactory	Basic	Proficient	Distinguished
Collaborative	Does not work well with own staff, other principals, and/or Home Office staff	Is team-oriented; works well with own staff; is collegial; coordinates with other principals and Home Office staff as needed	Consistently goes beyond mere coordination to work own staff, other principals, and Home Office in ways that add value	Consistently finds new ways to encourage collaboration within school and across the organization
Accountable	Does not hold self or others accountable for behavior or results; makes excuses; resists looking at or discussing goals and metrics.	Consistently holds self accountable for own results. Responds appropriately to results as measured by Home Office.	Consistently holds self and others accountable for school results. Creates and follows-up with timely action plans in response to results measured by Home Office.	Consistently holds self and others accountable for school results. Creates and follows-up with timely, robust and flexible action plans in response to results measured by Home Office. Creates additional interim measures to ensure action plans are effective and modifies activities accordingly.
Ambitious	Has low expectations and standards for self and others' work. Does not seem to understand Aspire performance standards.	Understands and embraces Aspire standards and expectations for own and team performance.	Understands and embraces Aspire standards and expectations for own and team performance. Work is consistently high quality.	Understands and embraces Aspire standards and expectations for own and team performance. Continuously improves. Work consistently exceeds expectations.
Customer-service	Does not respond to parent and student requests in a timely manner.	Consistently responds to parents and student requests in a timely and appropriate manner.	Consistently responds to parents, student and staff requests in a timely manner and in a way that reflects an understanding of the needs of customers.	Consistently responds to parents, student and staff requests in a timely and appropriate manner. Deeply understands needs of customers. Finds ways to increase customer satisfaction at the school.
Effective	Does not understand Aspire or school vision and mission; works at cross-purposes or lacks direction.	Understands and embraces Aspire vision and mission; focuses on operating school well.	Understands, embraces, and consistently acts in ways that are aligned with Aspire vision and mission, not just school needs.	Deeply understands, embraces, and consistently acts in ways that are aligned with Aspire vision and mission. Seeks out and finds ways to further Aspire vision and mission.

## Appendix Vc: Aspire Educator Performance Criteria: Learning Environment

	Unsatisfactory	Basic	Proficient	Distinguished
a culture of respect and equity	Interactions in teacher's classroom, both between the teacher and students and among students, are negative or inappropriate and characterized by sarcasm, insults, or conflict	Interactions in teacher's classroom are generally appropriate and free from conflict but may be characterized by occasional displays of insensitivity to students	Interactions in teacher's classroom reflect general warmth and caring, and are respectful of the cultural and developmental differences among groups of students	Interactions in teacher's classroom are highly respectful, reflecting genuine warmth and caring toward individuals. Students themselves engage in the maintenance of high levels of civility among members of the class
a culture of high expectations for learning	The classroom does not represent a culture for learning and is characterized by low teacher commitment to the content, low expectations for student achievement, and little student persistence and satisfaction in their work	The classroom environment reflects only a minimal culture for learning, with only modest or inconsistent expectations for student achievement, little teacher commitment to the content, and inconsistent student persistence and satisfaction in work; Both teacher and student are performing at the minimal level to "get by"	The classroom environment represents a positive culture for learning, with commitment to the content evident by teacher and students, high expectations for student achievement, and student persistence and pride in work	Classroom environment represents a genuine culture for learning. Students assume much responsibility for the culture, persisting and taking pride in their work, holding themselves to the highest standards. Teacher demonstrates a high degree of commitment to individual students' achievement
manages student behavior effectively	Student behavior in the classroom is consistently poor; teacher has established no clear expectations; no monitoring of student behavior is evident, and responses to student misbehavior are inappropriate, inconsistent, or not respectful of the students' dignity.	Student behavior in the classroom is inconsistent; Teacher makes an effort to establish standards of conduct for students, monitor student behavior, and respond appropriately to student misbehavior.	Student behavior in the classroom is consistently correct; Teacher is aware of student behavior, has established clear standards of conduct, and responds to student misbehavior in ways that are appropriate, successful, and respectful of the student	Student behavior is consistently appropriate, and students actively participate in ensuring appropriate behavior; Standards of conduct are established for all students and appropriate behavior have been developed with student participation. Teacher's monitoring of student behavior is subtle and preventive; teacher's response to student misbehavior is highly effective and sensitive to individual student needs

## Educator Performance Criteria: Classroom Management

	Unsatisfactory	Basic	Proficient	Distinguished
ent: Keeps paying and staying	Primarily use desisting techniques for management. 75% of the students are consistently engaged.	Uses 2-3 different attention strategies, but relies heavily on one or two. 75%-90% of the students are consistently engaged.	Uses all 5 techniques on the whole class. 90% of the students are engaged.	Able to use a repertoire of attention moves differentiated by student and situation: desisting, alerting, enlisting, humoring, acknowledging, winning. Over 90% of students are consistently engaged.
um: Keeps the vents moving n, rapid s	Able to keep momentum going in few cases.	Able to keep momentum in some cases.	Able to consistently keep momentum going with only a few interruptions.	Able to select from a repertoire of momentum strategies to match the students and situations: provisioning, overlapping, fillers, intrusions, lesson flexibility, "with- and subdividing. Momentum continuous.
Arranges n in a way that d with student ent goals.	Space does not reflect planning around instruction.	Space arranged by teacher according to a conventional design with no variation	Space arrangement rearranged periodically but without clear purpose. The arrangement is effective in meeting curricular goals.	Space used flexibly for instructional purposes at different times, matching curricular goals
: Creates and routines	75% of the students know the routines. More routines needed.	Sufficient routines exist, but only 75%- 90% of the students follow them.	90% of the students follow the routines.	Consistent, clear and effective routines are followed by 90% of the students.
ized Student ment: y handles with special ment needs	Responds inappropriately: yells, uses name calling, is sarcastic, or ignores behavior	Responds appropriately but is usually ineffective. Infrequently personalizes discipline to students' needs.	Regularly uses systems such as behavior contracts, going to advisor, parent conferences, etc.	Effectively fosters relationships between teachers, students, and families that build a customized, personalized solution

## Educator Performance Criteria: Curriculum & Instruction

	Unsatisfactory	Basic	Proficient	Distinguished
ow subject is d and linked	Teacher demonstrates little understanding of the subject or structure of the discipline. Material is inaccurate or out-of-date.	Teacher displays a limited understanding of content; Knowledge does not extend to its concepts, prerequisite relationships, connections with other disciplines, or to possible student misconceptions	Teacher demonstrates solid understanding of the content concepts, prerequisite relationships and connection to other disciplines, but does not extend to possible student misconceptions	Teacher demonstrates extensive knowledge of content; Teacher active on concepts, knowledge prerequisites and misconceptions when s causes for student misunderstanding
nd uses a and Aspire standards	Teacher displays little understanding of California and Aspire content standards; teacher makes no effort to learn or use content standards	Teacher displays a simple understanding of California and Aspire content standards, uses them occasionally in designing and delivering lessons, and makes some effort to deepen knowledge of standards	Teacher displays an in-depth knowledge of California and Aspire content standards; standards are woven into lessons and teacher-designed assessments regularly; teacher makes an explicit link between daily instruction and standards	Teacher show evidence continued search for im practice; Teacher active builds on concepts, kno of prerequisites and misconceptions when p instruction
and es students in	Students are not at all intellectually engaged or challenged in significant learning, as a result of inappropriate activities or materials, poor representations of content, or lack of lesson structure or pacing	Students are intellectually engaged and challenged only partially, resulting from activities or materials of uneven quality, inconsistent representations of content, or uneven structure or pacing	Students are intellectually engaged and challenged throughout the lesson, with appropriate activities and materials, instructive representations of content, and suitable structure and pacing of the lesson	Students are highly eng and challenged through lesson and make mean contributions to the representation of conte activities, and the mate The structure and pacin lesson allow for studen reflection and closure.
differentiated n	The teacher uses strategies that hamper learning for specific student populations and/or fails to differentiate instruction adequately.	The teacher's instructional practices frequently fail to meet diverse student needs.	The teacher differentiates instruction to meet diverse student needs.	The teacher consistently effectively provides inst that is differentiated an engaging for students v varied ability lveles and interests.

## Educator Performance Criteria: Curriculum & Instruction, continued

	Unsatisfactory	Basic	Proficient	Distinguished
breadth of instructional techniques, as per instructional guidelines	Teacher uses only one or two instructional strategies regardless of subject, situation or student need; teacher resists incorporating different approaches or Aspire instructional guidelines into the classroom	Teacher attempts to use a variety of instructional techniques in accordance with Aspire instructional guidelines; comfort and proficiency with different techniques varies	Teacher effectively and proficiently uses a variety of instructional techniques according to Aspire instructional guidelines and as appropriate for the subject, situation and student need	Teacher effectively and proficiently uses a variety of instructional techniques according to Aspire instructional guidelines and as appropriate for the subject, situation and student need, and is comfortable in a role model for demonstration of some instructional techniques
coherent instructional plan (including instructional materials, and resources)	Learning activities, materials, resources, and instructional groupings do not support the stated instructional goals or engage students in meaningful learning; Teacher's instructional plan has no defined structure.	Some of the learning activities, materials, and resources support the stated instructional goals and engage some students in meaningful learning; Instructional groups are inconsistent in suitability to the goals; Teacher's instructional plan has a recognizable structure.	Most of the learning activities, materials, and resources support the stated instructional goals and engage students in meaningful learning; Instructional groups are varied, as appropriate to the different instructional goals; Teacher's instructional plan has a clearly defined structure and sequence.	All of the learning activities, materials, and resources support the stated instructional goals and engage students in meaningful learning; Instructional groups are varied, as appropriate to the different instructional goals; Teacher's instructional plan is highly coherent, has a clear structure and sequence, and allows for different pathways according to student needs.
Teacher demonstrates flexibility and responsiveness in monitoring and adjusting instruction	Teacher fails to notice students' level of understanding or interest, or adheres to the instructional plan in spite of poor student understanding or of students' lack of interest; teacher assumes no responsibility for students' failure to understand	Teacher occasionally monitors students' understanding and interest level, and consistently attempts to respond to students' needs and interests during a lesson; teacher assumes responsibility for student success	Teacher consistently monitors students' level understanding and interest, and demonstrates perception regarding how to increase understanding or interest level; teacher makes rapid and appropriate adjustments to instructional plans	Teacher actively and consistently monitors individual students' level of understanding and interest, is highly perceptive, adjusting lessons to respond to students' interests and questions; and is very perceptive in ensuring the success of individual student

## Educator Performance Criteria: Assessment

	Unsatisfactory	Basic	Proficient	Distinguished
Student growth timely and in conformance with California and Aspire standards	Teacher's approach to assessing student learning lacks congruence with the instructional goals, contains no clear criteria or standards, or uses standards that are significantly misaligned with California and Aspire standards; Teacher does not use assessment results in designing future instruction	Teacher's plan for student assessment is partially aligned with the instructional goals; criteria and standards for assessment are not entirely understood by students or differ somewhat from California or Aspire standards; Teacher uses the assessment to plan for future instruction for the class as a whole	Teacher's plan for student assessment is aligned with the instructional goals; assessment criteria and California and Aspire standards are consistently used and have been communicated to students; Teacher uses the assessment to plan for groups of students or individuals	Teacher's plan for student assessment is fully aligned with the instructional goals; assessment criteria and California and Aspire standards are always used and are understood by students; Students monitor their progress in achieving targets; Assessment results are used to design future work for individuals
Teacher effectively to use data in instruction	The teacher does not use performance data in making instructional decisions.	The teacher makes limited use of assessment results in instructional decisions.	The teacher uses student performance data in instructional planning and decision making.	The teacher consistently demonstrates the use of assessment results as a foundation for instructional decisions and communicates these decisions appropriately to student and others.
Teacher provides constructive, and substantive feedback	Teacher's feedback to students is of poor quality and is not given in a timely manner; Feedback does not foster student persistence	Teacher provides feedback to students but it is either uneven in quality, not timely, or too infrequent; Feedback that fosters student persistence is inconsistent	Teacher's feedback to students is frequent and timely, and is consistently high quality; Feedback is meaningful and fosters student learning	Teacher's feedback to students is frequent, timely and consistently high quality; Feedback fosters student learning; Students are encouraged to seek feedback from their peers and other adults

## Educator Performance Criteria: Aspire Values

	Unsatisfactory	Basic	Proficient	Distinguished
Collaborative	Teacher's relationships with colleagues are negative or self-serving; teacher avoids being involved in school and/or Aspire projects or attempts to undermine others' efforts to improve the school	Teacher's relationship with colleagues are cordial; teacher participates in school and/or Aspire events and projects when specifically asked	Teacher's relationships with colleagues are collaborative; teacher actively initiates participation in school and/or Aspire projects that contribute to a positive culture for learning	Teacher demonstrates leadership that makes a substantial contribution to school and/or Aspire; Teacher uses influence with others to promote collegiality and a positive culture for learning
A sense of accountability	Does not hold self or others accountable for behavior or results; makes excuses; resists looking at or discussing goals and metrics.	Consistently holds self accountable for own results. Responds appropriately to results as measured by principal.	Consistently holds self and others accountable for school results. Creates and follows-up with timely action plans in response to results measured by principal.	Consistently holds self and others accountable for school results. Creates and follows-up with timely, robust and effective action plans in response to results measured by principal and own interim measurements
High standards	Has low expectations and standards for self and others' work. Does not seem to understand Aspire performance standards	Understands and embraces Aspire standards and expectations for own and team performance	Understands and embraces Aspire standards and expectations for own and team performance. Work is consistently high quality	Understands and embraces Aspire standards and expectations for own and team performance. Continuously improves. Work consistently exceeds expectations.
Customer-service	Provides little or no information to families and makes no attempt to engage them; does not respond to parent and student requests in a timely or appropriate manner	Consistently responds to parents and student requests in a timely and appropriate manner. Makes an effort to engage families in the instructional program; responses to parent concerns about students are generally appropriate	Consistently responds to parents, student and staff requests in a timely, professional manner and in a way that reflects an understanding of the needs of customers. Successfully engages families in the instructional program.	Communicates frequently with families about students' individual needs and fully engages them in the instructional program. Deeply understands needs of customers. Finds ways to increase customer satisfaction
Professional	Does not understand Aspire or school vision and mission; works at cross-purposes or lacks direction. Does not make an effort to grow and develop professionally.	Understands and embraces Aspire vision and mission; focuses on operating school well. Makes some effort to grow professionally when participation is convenient or required.	Understands, embraces, and consistently acts in ways that are aligned with Aspire vision and mission, not just school needs. Actively seeks opportunities to enhance professional knowledge and skills.	Deeply understands, embraces, and consistently acts in ways that are aligned with Aspire vision and mission. Finds ways to fulfill Aspire's mission and vision. Actively seeks opportunities to enhance professional knowledge and skills.



# 1: Office Manager Performance Rubric

## OFFICE OPERATIONS

	<b>Unsatisfactory</b>	<b>Basic</b>	<b>Proficient</b>	<b>Distinguished</b>
on	<ul style="list-style-type: none"> <li>• Phone calls consistently go unanswered or are not responded to in a timely manner; messages are inaccurate, lost or not passed along; phone is used excessively or personal calls</li> <li>• Emails consistently go unanswered or are not responded to in a timely manner; emails that need to be forwarded are not</li> <li>• Mail piles up and is lost</li> </ul>	<ul style="list-style-type: none"> <li>• Answers phone promptly; provides appropriate assistance to the caller; and deals appropriately with all calls including urgent ones. Reliably takes accurate messages</li> <li>• Responds professionally and in a timely manner to e-mails</li> <li>• Mail is sorted and distributed regularly</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently answers phone promptly and cheerfully, presenting a professional voice for the school; provides appropriate assistance to the caller; and deals appropriately with all calls. Reliably takes accurate messages</li> <li>• Responds professionally and in a timely manner to e-mails</li> <li>• Mail is sorted and distributed regularly</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently displays a professional phone manner, dealing with callers in an appropriate manner; instills confidence in the caller. Reliably takes accurate messages</li> <li>• Responds professionally and in a timely manner to all e-mails</li> <li>• Mail is sorted and distributed regularly</li> </ul>
	<ul style="list-style-type: none"> <li>• Fails to notice, acknowledge, or greet visitors; deals with visitor requests inappropriately</li> <li>• Fails to have visitors sign in; allows visitors to proceed without visitor badges</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently notices and greets visitors promptly; provides appropriate assistance to visitors.</li> <li>• Maintains accurate visitor logs and ensures that visitors have visitor badges when appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently greets all visitors promptly and cheerfully, presenting a professional image for the school; provides appropriate assistance to all visitors</li> <li>• Maintains accurate visitor logs and ensures that visitors have visitor badges when appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Instills confidence in the visitor through professionalis through professionalis at the front desk in greeting visitors of all kinds.</li> <li>• Maintains accurate visitor logs and ensures that visitors have visitor badges when appropriate</li> </ul>
on	<ul style="list-style-type: none"> <li>• Regularly makes factual and grammatical errors in writing</li> </ul>	<ul style="list-style-type: none"> <li>• Edits written communication from the school or principal to staff, parents, and students is accurate and grammatically correct when requested</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures that written communication from the school or principal to staff, parents, and students is accurate, error-free and timely regardless of mode of communication</li> </ul>	<ul style="list-style-type: none"> <li>• Proactively works with staff to assist in creating written communication from the school or principal to staff, parents, and students is accurate, error-free and timely and strengthens staff and satisfaction</li> </ul>
	<ul style="list-style-type: none"> <li>• Uses only the most basic functions of some MS Office and Aspire-supported software</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively uses most MS Office software and Aspire-supported software, and is actively seeking additional training to improve productivity on the remaining software</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively uses Microsoft Office software (Word, Excel, PowerPoint, Outlook) and Aspire-supported software (PowerSchool, iRecruiter, Intranet, HelpDesk, SchoolDude) for all school needs</li> <li>• Assists other site teammates in using software and getting support from Aspire IT when needed</li> </ul>	<ul style="list-style-type: none"> <li>• Is considered an expert in Microsoft Office software and Aspire-supported software; trains others to become users</li> <li>• Can resolve simple IT questions or make basic guidance from Aspire IT</li> </ul>

Office Manager Performance Rubric

	<b>Unsatisfactory</b>	<b>Basic</b>	<b>Proficient</b>	<b>Distinguished</b>
7	<ul style="list-style-type: none"> <li>•Fails to prepare following year school calendar and bell schedule in a timely manner or in accordance with guidelines</li> <li>•Is reactive; needs prompting to communicate school events or is inaccurate</li> </ul>	<ul style="list-style-type: none"> <li>•Prepares next year's school calendar and daily schedule accurately, in accordance with Aspire guidelines with assistance</li> <li>•Manages communication to school community about upcoming events with assistance; avoids inaccuracies and omissions</li> </ul>	<ul style="list-style-type: none"> <li>•Prepares next year's school calendar and daily schedule accurately, in accordance with Aspire guidelines within one week of the end of the school year</li> <li>•Manages communication to school community about upcoming events without guidance; avoids inaccuracies and omissions</li> </ul>	<ul style="list-style-type: none"> <li>•Prepares next year's school calendar and daily schedule accurately, in accordance with Aspire guidelines well</li> <li>•Manages communication to school community about upcoming events proactively and without assistance; avoids inaccuracies and omissions</li> </ul>
	<ul style="list-style-type: none"> <li>•Office space is chaotic and disorganized</li> <li>•Files are not in order; documents are often misplaced</li> </ul>	<ul style="list-style-type: none"> <li>•Office space is organized</li> <li>•Files are in order and documents are usually in logical places</li> </ul>	<ul style="list-style-type: none"> <li>•Maintains an efficient, tidy, intuitive workspace</li> <li>•Filing system is efficiently organized</li> </ul>	<ul style="list-style-type: none"> <li>•Workspace is always in order</li> <li>•Filing system is extremely organized and comprehensive; everything is categorized and quickly placed in its place</li> </ul>
	<ul style="list-style-type: none"> <li>•Provides little or inconsistent supervision to other teammates in the Front Office</li> <li>•Takes corrective action inappropriately or using improper procedures</li> </ul>	<ul style="list-style-type: none"> <li>•Usually provides direction, support and feedback to other teammates in the Front Office</li> <li>•Takes corrective action using proper procedures as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>•Provides clear direction, regular support and frequent feedback to guide other teammates and volunteers in the Front Office</li> <li>•Takes corrective action using proper procedures as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>•Highly effective in providing training, support and guidance to help others reach their potential</li> </ul>

1: Office Manager Performance Rubric

INFORMATION MANAGEMENT

	<b>Unsatisfactory</b>	<b>Basic</b>	<b>Proficient</b>	<b>Distinguished</b>
	<ul style="list-style-type: none"> <li>• Attendance records are inaccurate and/or are not maintained in accordance with Aspire guidelines and audit requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Maintains accurate attendance records, both in PowerSchool and paper backup, in accordance with Aspire guidelines and audit requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Maintains accurate attendance records, both in PowerSchool and paper backup, in accordance with Aspire guidelines and audit requirements</li> <li>• Promptly calls parents regarding absences and tardies</li> <li>• Maintains accurate Independent Study records</li> </ul>	<ul style="list-style-type: none"> <li>• Maintains accurate attendance records, both in PowerSchool and paper backup, in accordance with Aspire guidelines and audit requirements</li> <li>• Is proactive in working with teachers to ensure accurate attendance</li> <li>• Enables school to maximize revenues through effective best practices and relationships with parents to minimize absences and tardies, and Independent Study record-keeping</li> </ul>
nd	<ul style="list-style-type: none"> <li>• Lotteries are poorly managed</li> <li>• Student enrollment and registration documents are not processed in a timely manner</li> <li>• Enrollment and waitlist numbers are reported to Aspire HO late or in incorrect format</li> </ul>	<ul style="list-style-type: none"> <li>• Lotteries are appropriately conducted</li> <li>• Student enrollment and registration documents are processed accurately in a timely manner</li> <li>• Enrollment and waitlist numbers are reported to Aspire HO in a timely manner</li> </ul>	<ul style="list-style-type: none"> <li>• Lotteries are appropriately conducted</li> <li>• Student enrollment and registration documents are processed accurately and in a timely manner</li> <li>• Enrollment and waitlist numbers are reported to Aspire HO in a timely manner</li> <li>• Student openings are quickly filled with wait list students</li> </ul>	<ul style="list-style-type: none"> <li>• Complex lotteries are effectively conducted</li> <li>• High volumes of student enrollment and registration documents are processed in a timely manner even in a tight time frame</li> <li>• Enrollment and waitlist numbers are reported to Aspire HO in a timely manner</li> <li>• Enrollment and waitlist numbers are managed in a way that maximizes revenues</li> </ul>
	<ul style="list-style-type: none"> <li>• Student records are inaccurate, incomplete, or contradictory, or are maintained using software other than PowerSchool</li> <li>• Student files are disorganized or incomplete</li> <li>• Confidentiality is not maintained</li> </ul>	<ul style="list-style-type: none"> <li>• Student records, both in PowerSchool and on paper, are complete, accurate, and maintained during the year</li> <li>• Student confidentiality is maintained with appropriate controls</li> </ul>	<ul style="list-style-type: none"> <li>• Student records, both in PowerSchool and on paper, are complete, accurate, and consistently and proactively maintained throughout the year</li> <li>• Student confidentiality is maintained with appropriate controls</li> </ul>	<ul style="list-style-type: none"> <li>• Student records, both in PowerSchool and on paper, are complete and accurate</li> <li>• PowerSchool and paper backup systems ensure that records are maintained consistently and proactively throughout the year</li> <li>• Student confidentiality is maintained with appropriate controls</li> </ul>

## 1: Office Manager Performance Rubric

<ul style="list-style-type: none"> <li>• Student academic records are inaccurate, incomplete, or contradictory, or are maintained using software other than PowerSchool</li> <li>• Cumulative files are disorganized or incomplete; fails to request cumulative files from students' prior schools</li> <li>• Confidentiality is not maintained</li> <li>• Does not take responsibility for producing report cards and honor rolls</li> </ul>	<ul style="list-style-type: none"> <li>• Student academic records, both in PowerSchool and on paper, are complete and accurate</li> <li>• Cumulative files are requested from students' prior schools</li> <li>• Student confidentiality is maintained with appropriate controls</li> <li>• Report cards are produced and distributed in a timely manner</li> <li>• Honor roll is calculated in a timely manner</li> </ul>	<ul style="list-style-type: none"> <li>• Student academic records, both in PowerSchool and on paper, are complete and accurate</li> <li>• Cumulative files are persistently requested from students' prior schools in a timely manner</li> <li>• Student confidentiality is maintained with appropriate controls</li> <li>• Report cards are produced and distributed in a timely manner</li> <li>• Honor roll is calculated in a timely manner</li> </ul>	<ul style="list-style-type: none"> <li>• Student records, both in PowerSchool and on paper, are complete and accurate</li> <li>• Is tenacious and diligent in requesting cumulative folders from prior schools</li> <li>• Student confidentiality is maintained with appropriate controls</li> <li>• Works proactively with principal and Registrar to ensure that report cards and honor rolls are produced and distributed in a timely manner</li> <li>• Honor roll is calculated in a timely manner</li> </ul>
<ul style="list-style-type: none"> <li>• Disregards need for Physician's statement and medical logs are incomplete or unused</li> <li>• Makes poor decisions when attending to injured or sick students</li> </ul>	<ul style="list-style-type: none"> <li>• All students have a current Physician's Statement on file if medication is administered</li> <li>• Is conscientious and keeps accurate records using daily medication logs</li> <li>• Has been CPR/First Aid certified</li> <li>• Makes appropriate decisions when attending to injured or sick students</li> </ul>	<ul style="list-style-type: none"> <li>• All students have a current Physician's Statement on file if medication is administered</li> <li>• Is conscientious and keeps accurate records using daily medication logs</li> <li>• Keeps certification for CPR/First Aid current</li> <li>• Uses Best Practices and common sense when attending to injured or sick students</li> </ul>	<ul style="list-style-type: none"> <li>• Student medical records, Physician Statements and logs, are diligently maintained</li> <li>• Best Practices systems are in place to ensure consistent appropriate care</li> <li>• Keeps certification for CPR/First Aid current</li> <li>• Uses Best Practices and common sense when attending to injured or sick students</li> </ul>
<ul style="list-style-type: none"> <li>• Reports are often missing, late, inaccurate and/or in the incorrect format</li> </ul>	<ul style="list-style-type: none"> <li>• Reports are consistently complete, accurate, in the correct format, and submitted before the deadline</li> </ul>	<ul style="list-style-type: none"> <li>• Reports are consistently complete, accurate, in the correct format, and submitted before the deadline without prompting</li> </ul>	<ul style="list-style-type: none"> <li>• Reports are consistently complete, accurate, in the correct format, and submitted before the deadline without prompting</li> <li>• Proactively creates systems and innovations to ensure accurate report submission</li> </ul>

1: Office Manager Performance Rubric

Unsatisfactory	Basic	Proficient	Distinguished
<ul style="list-style-type: none"> <li>• New hire paperwork is incomplete, inaccurate and/or submitted after the individual has already started</li> <li>• Time sheets for site teammates are incomplete and/or submitted to payroll late or only after reminders</li> <li>• Personnel forms (e.g. change of status, stipend, time off) are submitted to HO consistently and in advance of the relevant events</li> </ul>	<ul style="list-style-type: none"> <li>• New hire paperwork submitted to HO is complete, accurate and usually submitted in a timely manner</li> <li>• Time sheets for site teammates are complete and always submitted to payroll by deadline</li> <li>• Personnel forms (e.g. change of status, stipend, time off) are submitted to HO</li> </ul>	<ul style="list-style-type: none"> <li>• New hire paperwork submitted to HO is complete, accurate and submitted quickly after hire (and prior to the new hire's start date)</li> <li>• Time sheets for site teammates are complete and always submitted to payroll by deadline without prompting</li> <li>• Personnel forms (e.g. change of status, stipend, time off) are submitted to HO consistently and in advance of the relevant events</li> </ul>	<ul style="list-style-type: none"> <li>• New hire paperwork submitted to HO is complete, accurate and submitted quickly after hire (and prior to the new hire's start date)</li> <li>• Time sheets for site teammates are complete and always submitted to payroll by deadline without prompting</li> <li>• Personnel forms (e.g. change of status, stipend, time off) are submitted to HO consistently and in advance of the relevant events</li> <li>• Proactively creates systems and innovations to ensure accurate submittal of</li> </ul>
<ul style="list-style-type: none"> <li>• Bank ledgers and petty cash ledgers are incomplete, inaccurate, and/or late</li> <li>• Deposits build up at the site and are made infrequently; documentation is spotty</li> <li>• Purchase orders, if completed, are done at the last minute</li> <li>• Invoices are incorrectly or incompletely coded and/or are submitted to HO for payment with no time for processing before the due date</li> </ul>	<ul style="list-style-type: none"> <li>• Bank ledgers and petty cash ledgers are completed according to Aspire guidelines and audit requirements, accurate, and submitted by monthly deadlines</li> <li>• Deposits are made regularly and quickly, and appropriate documentation is provided to HO</li> <li>• Purchase orders are properly completed in advance of need</li> <li>• Invoices are properly coded and submitted to HO for payment in a regular and timely manner</li> </ul>	<ul style="list-style-type: none"> <li>• Bank ledgers and petty cash ledgers are completed according to Aspire guidelines and audit requirements, accurate, and submitted by monthly deadlines without prompting</li> <li>• Deposits are made regularly and quickly, and appropriate documentation is provided to HO by deadline without prompting</li> <li>• Purchase orders are properly completed in advance of need</li> <li>• Invoices are properly coded and submitted to HO for payment in a regular and timely manner</li> </ul>	<ul style="list-style-type: none"> <li>• Bank ledgers and petty cash ledgers are completed according to Aspire guidelines and audit requirements, accurate, and submitted by monthly deadlines without prompting</li> <li>• Deposits are made regularly and quickly, and appropriate documentation is provided by deadline without prompting</li> <li>• Purchase orders are properly completed in advance of need</li> <li>• Invoices are properly coded and submitted to HO for payment in a regular and timely manner</li> <li>• Assists principal to ensure resources are well-specified; purchases are coded to funds appropriately</li> </ul>

Office Manager Performance Rubric

VALUES

	<b>Unsatisfactory</b>	<b>Basic</b>	<b>Proficient</b>	<b>Distinguished</b>
	<ul style="list-style-type: none"> <li>•Has trouble working with with site and Aspire teammates; puts own needs ahead of team needs; seldom contributes to the success of others</li> </ul>	<ul style="list-style-type: none"> <li>•Collaborates well in some situations but not in others; agreeably does his/her part when asked to by others</li> </ul>	<ul style="list-style-type: none"> <li>•Contributes to a spirit of teamwork and collaboration in all situations; contributes to the success of others</li> </ul>	<ul style="list-style-type: none"> <li>•Excels in developing team momentum, enthusiasm; pride; champions success of others; serves as a role model</li> </ul>
	<ul style="list-style-type: none"> <li>•Conveys a lack of caring or is unresponsive to requests for service/support; does not hold self accountable for actions, decisions and results</li> </ul>	<ul style="list-style-type: none"> <li>•Assumes responsibility for tasks as assigned; holds self accountable for actions, decisions and results</li> </ul>	<ul style="list-style-type: none"> <li>•Enthusiastically assumes responsibility for tasks; holds self accountable for actions, decisions and results</li> </ul>	<ul style="list-style-type: none"> <li>•Takes ownership of tasks; own role as appropriate; demonstrates initiative to make school a better place</li> </ul>
	<ul style="list-style-type: none"> <li>•Regularly delivers end products that have errors and are not polished</li> </ul>	<ul style="list-style-type: none"> <li>•Usually provides high quality service on assigned tasks</li> </ul>	<ul style="list-style-type: none"> <li>•Takes pride in and delivers high quality service and end products</li> </ul>	<ul style="list-style-type: none"> <li>•Consistently exemplifies high standards in service, efficiency and deliverables</li> </ul>
	<ul style="list-style-type: none"> <li>•Regularly fails to acknowledge visitors or teammates when they enter the office, or is regularly abrupt, cold, rude, or unprofessional</li> <li>•Fails to provide correct answers to questions or help when asked</li> </ul>	<ul style="list-style-type: none"> <li>•Sporadically uses a customer-friendly manner when interacting with customers</li> <li>•Provides correct answers when asked</li> </ul>	<ul style="list-style-type: none"> <li>•Is warm, friendly and professional in interacting with internal and external customers</li> <li>•Consistently provides responsive and appropriate help as requested</li> </ul>	<ul style="list-style-type: none"> <li>•Office is a "model" of professionalism, warmth, knowledge and friendliness</li> <li>•Goes above and beyond to assist internal and external customers</li> </ul>
	<ul style="list-style-type: none"> <li>•Does not know or is unable to articulate Aspire's vision and mission</li> <li>•Behavior does not support organization's mission and guiding principles</li> </ul>	<ul style="list-style-type: none"> <li>•Is able to articulate Aspire's vision and mission</li> <li>•Behavior supports organization's mission and guiding principles</li> </ul>	<ul style="list-style-type: none"> <li>•Accurately and enthusiastically describes Aspire's vision and mission</li> <li>•Behavior consistently supports organization's mission and guiding principles</li> </ul>	<ul style="list-style-type: none"> <li>•Accurately and enthusiastically evangelizes Aspire's vision and mission</li> <li>•Behavior consistently exemplifies organization's mission and guiding principles</li> </ul>



Appendix Ve: COMPREHENSIVE SCHOOL SAFETY PLAN  
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## **INTRODUCTION**

Aspire Public Schools is committed to maintaining safe and secure campuses for all of its pupils and staff. To that end, this Comprehensive School Safety Plan covers Aspire's policies and expectations regarding the practices of each school in maintaining the security of the physical campus, responding appropriately to emergencies, increasing the safety and protection of students and staff, and creating a safe and orderly environment that is conducive to learning.

All school employees should receive training in the Comprehensive School Safety Plan upon joining the school, and should review any changes to the Plan annually.

## **CAMPUS SAFETY AND SECURITY**

Each school and its staff members will maintain policies, practices and procedures so that the campus is physically secure and safe.

### **Entrances and Exits**

The school principal and office manager should develop procedures so that students, staff, parents and community members can enter and exit the building in a safe and orderly way, and that the building is secure from unauthorized entry during non-school hours, as follows:

- Designating individuals to lock the school building and/or grounds when not in use
- Training school staff members to maintain the security of the building when working during non-regular working hours (e.g. not propping doors open, re-securing the building after leaving)
- Maintaining a practice of locking doors that are not being regularly used, even during school hours
- Posting signs requesting that visitors sign in at the main office
- Establishing a culture in which any adults without a visitor or staff badge and any children not enrolled at the school are escorted immediately to the main office
- Periodically testing the security system according the manufacturer or vendor instructions, to ensure it is functioning
- Creating a dismissal plan and student pick-up traffic plan to avoid congestion of the parking lot and local streets, and to prevent students from crossing traffic unnecessarily

### **Releasing Students**

Aspire employees are responsible for releasing students to parents, legal guardians or other persons designated by parents or legal guardians, unless formally modified by a court order served to the school.

In the event that employees are uncertain of the propriety of releasing a student, they should locate or contact the school principal, principal's designee or Aspire counsel before releasing the student.



## Visitors Policy

Aspire encourages interested members of the community to visit our schools. To avoid potential disruptions to learning, to provide visitors with the information they need, and for the safety of students and staff, ALL visitors should register immediately upon entering any school building or grounds. Visitors shall sign in at the beginning of their visit, receive a visitor badge, and sign out at the end of their visit. Students from other schools as well as students who have ended their school day are not to be on campus unless accompanied by parents/guardians or with the permission of the site administrator.

In registering as a visitor, the sign-in form should include spaces for the following information

- Name;
- His/her purpose for entering school grounds;
- Destination within the school
- Time in and out

At his/her discretion, the principal, office manager or designee may also request

- proof of identity
- address
- occupation and company affiliation
- age (if less than 21); and any other information consistent with law.

Parents and guardians visiting during the school day for any purpose other than picking up at or dropping off a child at the beginning or end of the school day as part of the normal school day schedule should also be requested to sign into the visitor log or a special log for parents. This applies to parents and guardians who are picking up a student early (e.g. for a medical reason) or dropping off a student late (e.g. tardy), as well as parents and guardians who are on campus to volunteer in their child's classroom.

Aspire employees from school campuses and the Home Office are strongly encouraged to notify the office manager and principal upon arrival and should wear badges signifying that they are Aspire employees. However, formal visitor registration is at the discretion of the school principal or designee.

VIP Visitors accompanied by any Aspire management team member (Vice-President level and above only) may be requested to register as a visitor at the discretion of the accompanying Aspire management team member.

Students not enrolled at the school who wish to use the school grounds for recreation during the school day are, at the discretion of the principal, also subject to Aspire's visitor policy.

The principal or designee may refuse to register any visitor if he or she reasonably concludes that the visitor's/outsider's presence would disrupt the school, students or employees, would result in damage to property, or would result in the distribution or use of a controlled substance. (Penal Code 627.4).

The principal or designee may request that a visitor/outsider who has failed to register, or whose registration privileges have been denied or revoked, to promptly leave school grounds. If necessary, the principal or designee may call the local police to enforce the departure of the visitor/outsider. When a visitor/outsider is directed to leave, the principal or designee shall inform the visitor/outsider that if he or she reenters the school within seven (7) days, he or she will be guilty of a misdemeanor and subject to a fine and/or imprisonment. (Penal Code 627.7).

All schools shall inform parents annually about the school's policies regarding visitors/outsiders, and remind parents that to maximize safety and security they should also register when visiting the school.

This visitor/outsider policy is subject to the further terms and conditions contained in Aspire's Registered Sex Offender Policy, set forth below.

### **Fingerprinting Policy**

For the protection of students, California State law requires criminal background checks for all public school employees, as well as any individual working alone with minors in a school setting. In most cases, fingerprinting is completed with a "Live Scan" machine which takes an electronic picture of the fingerprints (rather than using an ink pad). The fingerprints are then compared to the Federal Bureau of Investigations (FBI) and/or Department of Justice (DOJ) databases.

#### *Who should be fingerprinted*

All new school site employees must be fingerprinted and cleared before they begin work. Individuals who were previously fingerprinted when they worked in another school district must be fingerprinted again to ensure that Aspire is notified if the person subsequently commits a felony or misdemeanor.

In addition, any volunteers who have the occasion to be alone with an Aspire pupil while not in the presence of a credentialed Aspire employee must receive fingerprint clearance prior to volunteering on campus. Volunteers do not have to be fingerprinted only if they are working under the direct and continual supervision of a credentialed school employee in the same room, and will have no occasion to be alone with an Aspire pupil. This policy also applies to parents/guardians of Aspire students who volunteer at the school and may have the occasion to be alone with an Aspire pupil other than their own child.

The actual background check depends on the individual's residency history. If the individual has resided in the state of California for more than 5 years, only DOJ check is required. If the individual has resided in the state of California for less than 5 years, DOJ and FBI checks are both required.

Note that most DOJ background checks take less than seven days, sometimes more. FBI background checks take considerably longer. Individuals who wish to work or volunteer at Aspire schools should plan to get fingerprinted as quickly as possible to avoid delays in commencing work or volunteer activities.

#### *Who pays for fingerprinting*

Aspire pays for Live Scan (fingerprinting) services for employees, using school general funds. Volunteers are requested to cover the cost of their own fingerprinting. If a potential volunteer is

not able to pay for such fingerprinting, then the cost of the fingerprinting may be paid by the school's booster club. If that entity does not have funds available, the cost will be paid by Aspire Home Office.

Please see complete Fingerprinting Policy & Procedure for specific details about how to get fingerprinted.

### **Registered Sex Offender Policy**

For the protection of pupils while they are traveling to and from school, attending school, or at a school-related activity, principals and their designees should respond appropriately when apprised of information that a registered sex offender resides or works within two (2) miles of an Aspire school, or otherwise may be likely to attempt to visit an Aspire school for any reason whatsoever.

In accordance with "Megan's Law", the principal or designee shall notify parents/guardians annually of the availability of the CD-ROM from local law enforcement regarding registered sex offenders, and recommend that they utilize the information contained on the disk, and that information about registered sex offenders may be obtained from the California Attorney General's Megan's Law website, found at <http://meganslaw.ca.gov>, (Penal Code 290.4 and Parra Act), subject to the disclaimer found on said website.

Aspire and its employees shall be immune from liability for the good faith dissemination of sex offender information so long as the dissemination is in the manner and to the extent authorized by law. (Penal Code 290).

When a school has received information about a registered sex offender from any source, the principal or designee may, on a case-by-case basis, notify staff, including but not limited to, campus supervisors, bus drivers, staff who may be involved in visitor/outsider registration, and teachers. If the principal or designee informs any staff member of the information about a registered sex offender, the principal or designee shall also inform the staff member of the following:

- a) Aspire schools will share public registered sex offender information with staff members of a particular school to assist in identifying a danger;
- b) Any person who uses registered sex offender information to commit a felony will be subject to criminal penalties; and
- c) Staff is not permitted to notify any parents or any other members of the community of any information received pursuant to this policy without the written permission of the principal or designee.

If a suspected registered sex offender is seen on or nearby school grounds, and is not a parent or guardian of a pupil at the school, staff members shall immediately inform the principal or designee. When the principal or designee receives information that a suspected registered sex offender may be on or nearby school grounds or around any pupil, he or she will determine whether the suspected registered sex offender has received written permission for the entry onto school grounds, is a parent or guardian of a pupil at the school, and if possible, is actually a registered sex offender. Any such registered sex offender who does not have written permission for the entry onto school grounds or is not a parent or guardian of a pupil attending the school will be promptly directed to leave by the principal, who will notify law enforcement immediately. Law enforcement will determine if the registered sex offender is in violation of parole or probation conditions.

If a school learns or is notified that a registered sex offender is a parent/guardian of one or more pupils who attend the school, the principal or designee should attempt to schedule a meeting with the parent/guardian for the following purposes:

- a) To establish a positive, cooperative working relationship to the extent possible;
- b) To discuss the incident(s) leading to the registration requirement, (Aspire recognizes that the parent/guardian is not required to discuss any criminal or personal history with representatives of Aspire);
- c) To explain the limitations placed upon the parent's/guardian's participation in school programs, activities or visits, as specified in this policy;
- d) To advise the parent/guardian that the regulations limiting his/her access to children at school will be strictly enforced with the assistance of law enforcement personnel, if required;
- e) To develop joint strategies with the parent/guardian for "normalizing" the educational experience of his/her children to the fullest extent possible; and
- f) To be advised of any judicial restraining orders or conditions of probation or parole that may limit the parent's/guardian's ability to participate in school activities. .

This meeting shall be held on school grounds unless there is a concern for the safety or welfare of pupils or staff, and in that event, it may be held at a location within the principal's or designee's discretion. If this meeting with the parent is not held, the principal or designee shall notify the parent/guardian in writing of the information contained in this policy. Aspire recognizes the following rights of the parent/guardian to participate in his/her child's education:

- a) To transport his/her child to and from school;
- b) To attend regularly scheduled parent conferences with the teacher, principal or other school official; and
- c) To attend a regularly scheduled school program or activity in which their child is a participant.

The parent/guardian may not extend their presence at school beyond what is reasonable to exercise the aforesaid parental rights, and to that end, a registered sex offender shall not:

- a) Serve as a school or class volunteer;
- b) Act as a chaperone on a school field trip;
- c) Be in the presence of children for any reason other than for the parent rights stated herein; and
- d) Make individual contact with any student other than his/her own while at school or during a school activity.

Staff shall provide observation and/or supervision of a parent/guardian registered sex offender who is visiting a school or participating in a school activity defined herein.

When a parent/guardian is a registered sex offender, the school will make an effort to preserve the confidentiality of information obtained pursuant to the Megan's Law notification process to the fullest degree possible. School officials may share relevant information with employees as needed but will not share the information with unauthorized employees, other parents or with the community at large. In order to avoid a breach of confidentiality, copies of forms, materials or information distributed or used in connection with the implementation of this policy should be

collected and/or destroyed. Under no circumstances is it appropriate to post notices, photographs, or the identity of a parent/guardian registered sex offender on school bulletin boards.

All schools shall inform parents annually about the existence of this policy regarding registered sex offenders. All schools shall cooperate to the fullest extent possible with local law enforcement for receiving, communicating and disseminating information concerning registered sex offenders.

NOTE: Pursuant to Penal Code 290(q), any person who uses registered sex offender information to commit a felony will receive a five-year state prison term; any person who uses registered sex offender information to commit a misdemeanor will be fined at least \$500 and not more than \$1000.

## EMERGENCY PREPAREDNESS

Every school should have emergency preparedness procedures readily on hand, including a list of up to date emergency contact numbers. This information should be discussed and disseminated before school starts, ideally at an all school staff meeting just when the teachers return to duty.

### Drills

It is the principal's responsibility to schedule emergency drills throughout the year, and record the date and time of each drill. The Office Manager may be asked to help out. Those drills are:

- **Fire Drill:** At least once per quarter, a fire drill should be conducted in which all pupils, teachers, and other employees are required to vacate the building.
- **Civil Defense Drill:** A Civil Defense Drill should be conducted at least twice each school year following the (school's or Aspire's) Civil Defense Procedure.
- **Earthquake Duck & Cover Drill:** This drill should be performed twice per school year.
- **Major Disaster Drill:** This drill should be performed twice per school year so personnel are oriented to the (School or Aspire) Major Disaster Plan.

### Civil Defense Procedures

Civil defense procedures are established to promote the safety of children and adults during a period of civil emergency. The local Civil Defense and Disaster Council is responsible for coordinating disaster planning among the cities in your area. It is through this coordination that information and warning notifications are communicated. An Emergency Warning System, which includes sirens strategically positioned throughout the school's county, becomes the major Civil Defense alarm.

In addition, schools will receive warning through telephone communications from the local county office.

### Alert Signals

The ability to respond quickly and efficiently when a major disaster strikes is important so that we are to provide protection for students and school staff. In order to be better prepared, the staff, students and parents should be informed of their responsibilities following a major disaster.

#### At the sound of the "Alert" signal:

- All students in transit between classrooms, in restrooms, etc., will walk to their assigned classrooms.

- Children on the playground or library will return to their assigned classrooms.
- Each teacher will stay in the classroom with his/her students.
- Each custodian will report to the school office for instructions.

**At the sound of the “Take Cover” signal:**

- Students will position themselves under desks or tables.
- Students on the playground or out of doors will drop, face down on the ground.
- Open all doors; leave windows as they are.
- The teacher should be ready with stories, songs, guessing games, etc., in case of an extended waiting period.

**At the “All Clear” signal:**

- Children will resume their regular class activities.
- When a building is unsafe to resume classroom instruction or if the situation has made the streets and sidewalks hazardous, the superintendent (or designee) will declare the premises unsafe.
- If an evacuation is found necessary, the principal will post on a conspicuous place, the new location of the students. A notice or letter to parents designating a site as well as procedures should be included in the first day packet going home with students.

**Staff Responsibilities**

In the event of a disaster or civil defense alert, individuals on the school site have the following responsibilities:

*Principal*

- Sound appropriate alarm to evacuate building (fire drill) or take cover within the building (civil defense).
- Following fire drill procedures, check the building to ensure that all students, personnel and visitors have evacuated the building.
- Provide for administration of first aid and request other emergency assistance as needed.
- Keep the Home Office and your local county office informed and, if necessary, set up a telephone communications at a nearby residence or business.
- Give directions to police in search clearing procedures and take full responsibility for search.
- Coordinate supervision of students and all clean-up or security efforts.

*Teachers*

- Carry out appropriate emergency procedures to ensure the safety and welfare of students.
- Supervise children and maintain calm and order.
- Make sure you have access to the classroom copy of the students’ emergency cards.

*Office Manager*

- Assist and take direction from the principal.
- Make sure first aid supplies are handy in case they are needed.
- Carry out other duties as assigned.

*Custodial Engineers*

Shut off the valves for gas, water, electricity and air conditioning (if necessary).

Open all gates and doors to assembly and exit areas.

*Aides, Volunteers and Other Adults*

Should assist teachers working with students to keep them safe, orderly and comfortable.  
Be on call for Administrators' requests.

*Community Council*

In advance of emergencies, the Community Council should ensure the following emergency supplies are stored:

Student Emergency Packets (1 per student)

2 quarts of water  
Solar blanket  
Food for two days  
Note from parents with emergency instructions

School Emergency Supplies:

First aid kits  
Flashlights  
Batteries  
Radios  
Megaphone  
Walkie-talkies

## **Emergency Procedures**

All classrooms should have emergency exit charts posted near the door(s). In the case of an emergency, every adult should be aware of his/her role and responsibilities and follow these procedures:

1. Principal assesses the situation.
2. Principal notifies all staff members of the emergency via PA, fire alarm, and/or megaphone.
3. Assigned person calls 911.
4. Assigned person notifies APS headquarters.
5. Principal or assigned person meets with emergency crews.
6. Assigned person(s) ensures all classrooms, hallways and restrooms on first floor are empty after escorting students their students to assigned location.
7. Assigned person(s) ensures all classrooms, hallways and restrooms on second floor are empty after escorting students their students to assigned location
8. Assigned person(s) ensures the cafeteria and gym are empty.
9. Assigned person(s) greet, organize and comfort students outside the building.
10. Each teacher takes role and Lead Teachers pick up the names of any missing students and report these names to the emergency crew chief and the Principal.
11. Assigned person(s) will direct students who need first aid to an assigned location.
12. Principal determines, in consultation with the emergency crews, whether to release students to their homes or to return students to classes and makes announcement via megaphone.
13. If students and staff are dismissed for the day, an assigned person(s) will be responsible for securing the building against vandalism and theft.

14. All classroom teachers will ensure that students are released to guardians' care.
15. In the case that counseling services are subsequently needed by any students, the Principal and an assigned person will coordinate that effort.
16. In the case that media coverage is an issue, Principal and an assigned person will control and organize press releases and media requests.

## **First Aid**

The First Aid area should be located at an assigned place and properly stocked at all times. The First Aid team will consist of individuals assigned by the principal or designee.

## **DISASTER PLANS**

Whenever there is any type of disaster, the primary concern is the safety of the students. The following general guidelines will offer assistance in a variety of disaster situations. Each teacher should also display Disaster Plan guidelines prominently in each classroom.

### **Fire**

1. Principal, custodians and/or office manager will determine the location of the fire.
2. Office manager will phone 911, picks up emergency card binder and student medication and leaves the building prepared to phone parents of any injured child.
3. Custodian or principal will sound the fire alarms.
4. Staff will follow emergency procedures previously described.
5. Students should leave the room in a single file, walk briskly but carefully, and stay in their class group when they reach their designated spot.

### **Earthquake**

If indoors:

1. All drop down to the floor and duck and cover.
2. Turn away from windows.
3. Take cover under a desk or table or against an interior wall.
4. Cover head with arms or hold to the cover and be prepared to move with it.
5. Hold the position until the ground stops shaking.
6. When initial shaking stops, principal or office manager sounds alarms to evacuate the building.
7. Staff to follow emergency procedures previously described.

If outdoors:

1. Move away from buildings, poles and overhead wires.
2. Lie down or crouch low to the ground.
3. Look out for dangers that demand movement.
4. Be prepared to duck and cover again due to after shocks.
5. Staff to follow emergency procedures previously described.



## **Flood/ Severe Weather**

Warnings of severe weather are usually received via public radio or the State Warning Center. If time and conditions permit, students may be sent home. However, if the weather conditions develop during school hours, without sufficient warning, students should be held at school.

The principal will assess the situation and make an announcement over the PA or megaphone to A) evacuate, B) stay in classes or C) release students to go home.

See emergency procedures previously described for evacuation directions.

## **Electrical Failure**

1. Principal and/or custodian notify the electrical company (PG&E) at 800-743-5000.
2. Office staff and classroom teachers turn off computers and other equipment that might be damaged by a power surge when the service is restored.

## **Gas Line Break**

1. Principal and/or custodian notify PG&E.
2. Principal and/or custodian notify the Fire Department.
3. Staff to follow the emergency procedures previously described.

## **Water Main Break**

1. Principal and/or custodian notifies the water department.
2. Custodian shuts off water.
3. Principal or notifies the police.
4. Principal determines if it is necessary to follow the emergency procedures on page 6 to evacuate students and staff.

## **Water Contamination**

1. Instruct teachers to move students away from drinking fountains and sinks.
2. Notify school office and APS headquarters.
3. Have custodian turn off pressure to drinking fountains and sinks.

## **Chemical Spill/ Incident**

If Indoors:

1. Block or rope off area – DO NOT TOUCH ANYTHING.
2. Evacuate room and TURN OFF air conditioning system.
3. Notify school office and Head Custodian of the incident - contact 911 if necessary.
4. Head Custodian should check for chemical safety data to determine clean up procedure.

If Outdoors:

1. Upon hearing of a chemical leak (usually from the fire department or other city office) the principal will determine if students should be evacuated.
2. Move away from buildings, poles and overhead wires.

3. Close doors and windows and TURN OFF air conditioning system.
4. If it is necessary to leave the site, move crosswind, never more directly with or against the wind which may carry fumes.
5. Give first aid.
6. Staff to follow the emergency procedures previously described.

### **Lockdown/Shooting Incident**

If a shooting takes place the first priority is to shelter students and staff. On hearing shots or an announcement from Principal:

1. Teachers close and lock all classroom doors and windows immediately.
2. Teachers take roll.
3. Teachers calmly direct students to duck under their desks.
4. Principal calls 911.
5. Principal assigned person ensure students are not in the hallways or bathrooms. Students found in these areas are immediately escorted to a secure classroom or office.
6. Office personnel close and lock all office doors and windows immediately.
7. Nobody leaves their secure sites until emergency crew members escort them to safety.
8. Assigned person(s) will control and organize media.
9. Assigned person(s) will ensure that counseling services are available as soon as possible.

### **Bomb Threat**

There are two primary ways a bomb threat may arise. One is through a phone call or written letter in which a bomb is discussed. The other is through a citing of a suspicious object. Threats should be handled quickly and efficiently as if they were real and life threatening.

If there is a phone call or written threat of a bomb on campus, the person who took the call or read the note will:

1. Notify Principal immediately.
2. Try to obtain information from the caller such as where the bomb is, where it is set to explode, what it looks like, what kind of bomb it is, why it is there and who the caller is. Note any identifying features about the caller (i.e. gender, speech patterns).

If there is a citing of a suspicious object, the person would:

1. Notify Principal immediately.
2. Do not touch the object but note any identifying features to describe it to the Principal and emergency crews.

In all cases:

1. If Principal determines to evacuate, staff follows emergency procedures previously described.
2. Before emergency crews are on campus, do not search for any bomb, or explosive. Search only for people who should be evacuated.
3. If you see any suspicious object, steer clear of it and report it to the Principal and the emergency crew chief. Follow all emergency crew and bomb squad directives.
4. Use radios, walkie-talkies and phones only if absolutely necessary as the frequencies may set off the bomb(s).

## **Explosion**

If indoors:

1. All drop down to the floor and duck and cover.
2. Turn away from the windows.
3. Take cover under a desk or table or against an interior wall.
4. Cover head with arms or hold to the cover.
5. Hold the position until directed to the building.
6. Staff to follow the emergency procedures previously described.

If outdoors:

1. Move away from buildings, poles and overhead wires.
2. Lie down or crouch low to the ground.
3. Look out for dangers that demand movement.
4. Staff to follow emergency procedures previously described.

## **Death/Suicide**

1. Principal will be notified in the event of a death or suicide on campus.
2. Assigned person(s) will phone 911.
3. Assigned person(s) will phone APS headquarters.
4. Principal will notify teachers to keep students in their classrooms until informed otherwise.
5. Assigned person(s) will control and organize media.
6. Assigned person(s) will notify relatives where the victim(s) have been taken and not divulge unnecessary details.
7. Assigned person(s) will ensure that counseling services are available as soon as possible.

## **Intruders/ Vicious Animals**

1. Call the school main office and office staff will check out the situation and take appropriate action (i.e., contact Police or animal control agency).
2. Administration should initiate a code to alert staff of a potential suspicious intruder.
3. Keep the students in the classroom until the threat is cleared.
4. Implement shelter in place if necessary; lock classroom doors and windows, move away from windows, draw curtains, remain silent.
5. Notify office of who is with you, if possible.
6. All students outside of the building are to be quietly and cautiously led into the building.
7. Wait for further instructions from administration and/or police/animal agency.

## **SCHOOL UNIFORMS**

Aspire policy requires all students at Aspire schools to wear uniforms, beginning in the 2005-06 school year. Aspire Public Schools is committed to create a culture of academic rigor in our schools. A uniform dress code encourages this atmosphere. Implementation of this policy will reduce distractions and disruptions caused by clothing, make economic disparities between students less obvious, minimize the use of clothing to signal gang affiliation and other risks to student safety, and promote student achievement and create an orderly learning environment.

- *Uniform selection:* The specific uniform (i.e. colors and other specifications) will be determined by the school site with consideration for feeder schools.
- *Support for needy families:* Each school will designate philanthropy or general funds to support families who may need assistance in meeting the uniform requirements.
- *Exceptions:* Because Aspire schools are schools of choice, there will be NO exemptions for students.

## STUDENT DISCIPLINE

Aspire believes that one of the major functions of education is the preparation of youth for responsible citizenship. Aspire shall foster a learning environment that reinforces self-discipline and the acceptance of personal responsibility. In addition, Aspire shall work with students and families to provide a safe school environment that provides students with the opportunity to have a quality education.

The following policies and procedures are designed to guide Aspire schools and personnel in dealing with student discipline issues, while providing students and parents with a clear set of expectations regarding student behavior and an understanding of the consequences of misconduct.

As provided in Aspire charter petitions, the policies and procedures for suspension and expulsion of Aspire students set forth in this document comply with the policies and procedures identified in the California Education Code. These policies and procedures will be periodically reviewed and the lists of offenses for which students are subject to suspension or expulsion will be modified as necessary.

These policies and procedures will be enforced fairly, uniformly, and consistently without regard to sex, ethnic group, religion, sexual orientation, color, race, national origin and physical or mental disability

### Discipline in General

Each school should develop a process for handling, and if necessary escalating, individual cases of student misbehavior. Strategies may include but are not limited to:

- Relocating the student's desk to a different part of the classroom;
- Assigning different or additional work appropriate to the infraction;
- Utilizing a peer mediation or student conflict resolution program;
- Individual conversation with the classroom teacher about behavior and consequences;
- Utilizing a written referral framework;
- Designating selected classrooms and teachers (typically, lead teachers or advisors) as places for "time out";
- Referring students to the principal or a designee;
- Contacting parents/guardians; and/or
- Requiring the student to attend before/after school detention or Saturday detention;

All Aspire employees will report unmanageable or unusual behavior of students to the school principal or designee as soon as possible. The school principal or designee shall investigate the report and exercise his or her discretion for purposes of notification of parents, legal guardians, law enforcement, or local child protection services.

## Suspension

Suspension is the temporary removal of a student from class instruction for adjustment or disciplinary reasons. A suspension does not mean any of the following:

1. Reassignment to another class at the same school where the student will receive continuing instruction for the school day.
2. Referral to an advisor assigned that role by the Principal.

While on suspension from school, the student is not to loiter on or about any school grounds at any time, nor to attend any Aspire activity at any time, no matter where such activity may be taking place. Violation may result in further disciplinary action.

Except in cases where suspension for a first offense is warranted in accordance with law, each school site shall consider suspension from school only when other means have not been successful or where the student's presence would constitute a danger to persons or property or seriously disrupt the educational process.

### *Authority to Suspend:*

1. A teacher may suspend a student only from his/her classroom for the day of the suspension plus the following school day.
2. The Principal or his/her designee may suspend a student from class, classes or the school campus for a period not to exceed five school days.
3. The Superintendent or his/her designee may extend a student's suspension pending final decision by the Aspire Board of Directors – Executive Committee (“Aspire Executive Committee”) on a recommendation for expulsion.
4. A Special Education student being considered for expulsion may be suspended for ten (10) consecutive days pending assessment and an IEP Team meeting. The suspension may also be extended pending final decision by the Aspire Executive Committee on a recommendation for expulsion.

A pupil may not be suspended or expelled for any of the acts enumerated unless the act is related to school activity or school attendance occurring within a school under the jurisdiction of the Chief Executive Officer or principal or occurring within any other school district. A pupil may be suspended or expelled for acts that are enumerated in the section and related to school activity or attendance that occur at any time, including, but not limited to any of the following:

- While on school grounds.
- While going to or coming from school.
- During the lunch period whether on or off the campus.
- During, or while going to or coming from, a school sponsored activity.

### *Grounds for Suspension and Expulsion*

The following information is provided in order to provide uniformity within Aspire in matters of student misconduct requiring disciplinary action. The following offenses constitute grounds for suspension and expulsion and require police notification for the grade levels indicated:

- **Physical Injury:** Caused, attempted to cause, or threatened to cause physical injury to another person (Ed. Code 48900(a)(1)) or willfully used force or violence upon the person of another,

except in self-defense. (Ed. Code 48900(a)(2)) Notification to police required for students in grades K-12.

- **Weapons, Explosives, Dangerous Objects:** Possessed, sold, or otherwise furnished any firearm, knife, explosive, or other dangerous object, unless, in the case of possession of any object of this type, the pupil had obtained written permission to possess the item from a certificated school employee, which is concurred in by the principal or the designee of the principal. (Ed.Code 48900(b)) Notification to police required for students in grades K-12.
- **Controlled Substances/Alcohol:** Unlawfully possessed, used, sold, or otherwise furnished, or been under the influence of, any controlled substance listed in Chapter 2 (commencing with Section 11053) of Division 10 of the Health and Safety Code, an alcoholic beverage, or an intoxicant of any kind. (Ed.Code 48900(c)) Notification to police required for students in grades K-12.
- **Substances in Lieu of Controlled Substances:** Unlawfully offered, arranged, or negotiated to sell any controlled substance listed in Chapter 2 (commencing with Section 11053) of Division 10 of the Health and Safety Code, an alcoholic beverage, or an intoxicant of any kind, and then either sold, delivered, or otherwise furnished to any person another liquid, substance, or material and represented the liquid, substance, or material as a controlled substance, alcoholic beverage, or intoxicant. (Ed.Code 48900(d)) Notification to police required for students in grades K-12.
- **Robbery or Extortion:** Committed or attempted to commit robbery or extortion. (Ed.Code 48900(e)) Notification to police required for students in grades K-12.
- **Damage to Property:** Caused or attempted to cause damage to school property or private property. (Ed. Code 48900(f)) Notification to police required for students in grades K-12.
- **Theft of Property:** Stole or attempted to steal school property or private property. (Ed. Code 48900(g)) Notification to police required for students in grades 4-12.
- **Tobacco:** Possessed or used tobacco, or any product containing tobacco or nicotine products, including, but not limited to, cigarettes, cigars, miniature cigars, clove cigarettes, smokeless tobacco, snuff, chew packets, and betel. However, this section does not prohibit use or possession by a pupil of his or her own prescription products. (Ed.Code 48900(h))
- **Obscenity/Profanity:** Committed an obscene act or engaged in habitual profanity or vulgarity. (Ed.Code 48900(i))
- **Drug Paraphernalia:** Unlawfully possessed or unlawfully offered, arranged, or negotiated to sell any drug paraphernalia, as defined in Section 11014.5 of the Health and Safety Code. (Ed.Code 48900(j)) Notification to police required for students in grades K-12.
- **Disruption/Defiance:** Disrupted school activities or otherwise willfully defied the valid authority of supervisors, teachers, administrators, or other school personnel engaged in the performance of their duties. (Ed.Code 48900(k)) Notification to police required for students in grades K-12.
- **Received Stolen Property:** Knowingly received stolen school property or private property. (Ed.Code 48900(l)) Notification to police required for students in grades 4-12.
- **Imitation Firearm:** Possessed an imitation firearm. (Ed. Code 48900(m)) Notification to police required for students in grades 4-12.
- *Definition of Imitation Firearm:* a replica of a firearm that is so substantially similar in physical properties to an existing firearm to lead a reasonable person to conclude that the replica is a firearm. (Ed.Code 48900(m))
- **Sexual Assault/Sexual Battery:** Committed or attempted to commit a sexual assault as defined in Section 261, 266c, 286, 288, 288a, or 289 of the Penal Code or committed a sexual battery as

defined in Section 243.4 of the Penal Code. (Ed.Code 48900(n)) Notification to police required for students in grades 4-12.

- *Definition of Sexual Assault:* includes rape, various types of sexual abuse, and lewd and lascivious conduct. (Penal Code 261, 266c, 286, 288, 288a, 289.)
- *Definition of Sexual Battery:* the touching of an intimate part of another person, if the touching is against the will of the person touched, and is for the specific purpose of sexual arousal, sexual gratification, or sexual abuse. (Penal Code 243.4.)
- **Harassment of Witness:** Harassed, threatened, or intimidated a pupil who is a complaining witness or witness in a school disciplinary proceeding for the purpose of either preventing that pupil from being a witness or retaliating against that pupil for being a witness, or both. (Ed.Code 48900(o))
- **Sexual Harassment:** Committed sexual harassment. (Ed.Code 48900.2)
- *Definition of Sexual Harassment:* an act which, upon review of a reasonable person of the same gender as the victim, is determined to be sufficiently severe or pervasive so as to cause negative impact on one's academic performance or to create an intimidating, hostile or offensive educational environment. Notification to police required for students in grades 4-12.
- *Limitation:* Sexual harassment must be unwelcomed by the recipient in order to constitute a violation of Education Code 48900.2.
- *Limitation:* Only students in grades 4-12 are subject to suspension for sexual harassment.
- **Hate Violence:** Caused, attempted to cause, threatened to cause, or participated in an act of hate violence. (Ed.Code 48900.3) Notification to police required for students in grades K-12.
- *Definition of Hate Violence:* the use of force or threat of force to intimidate a person in the exercise of a constitutional or statutory right, or damage or destruction of property for the purpose of intimidating or interfering with a person because of that individual's "race, color, religion, ancestry, national origin, disability, gender, or sexual orientation."
- **Intentional Harassment:** Created a hostile educational environment (Ed.Code 48900.4)
- *Definition of Intentional Harassment:* engaging in harassment, threats or intimidation, directed against a student or group of students, that is sufficiently severe or pervasive to have the actual and reasonably expected effect of materially disrupting a classroom, creating substantial disorder, and invading the rights of the students or group of students by creating an intimidating or hostile educational environment.
- **Terrorist Threats Against School Officials and/or Property:** Committed a terroristic threat against school officials, school property or both (Ed.Code 48900.7)
  - *Definition of Terrorist Threat:* includes any statement, whether written or oral, by a person who willfully threatens to commit a crime which will result in:
    - death
    - great bodily injury to another person, or
    - property damage in excess of one thousand dollars (\$1,000.00),
    - with the specific intent that the statement is to be taken as a threat, even if there is no intent of actually carrying it out, which, on its face and under the circumstances in which it is made, is so unequivocal, unconditional, immediate, and specific as to convey to the person threatened a gravity of purpose and an immediate prospect of execution of the threat, and thereby causes that person reasonably to be in sustained fear for:
      - his or her own safety,
      - his or her immediate family's safety,

- the protection of school property, and/or
  - the personal property of the person threatened or of his or her immediate family.
- **Electronic Signaling Device:** Possessed electronic signaling device, including cell phones and pagers while on school grounds while attending school sponsored activities or while under the supervision and control of school employees (Ed. Code 48901.5)
- **Hazing:** Engaged in hazing activities or any act that causes or is likely to cause personal humiliation or disgrace (Ed.Code 32050-32052)
- **Vandalism/Malicious Mischief:** Defaced, damaged or destroyed any school property including, books, supplies of all kinds, equipment, buildings and grounds.
- *Note:* Parents can be held financially liable for damages up to \$10,000 and shall also be liable for the amount of any reward not exceeding \$10,000 pursuant to Section 53069.5 of the Government Code (Ed.Code 48904).

*See complete Suspension/Expulsion Policy and Procedures for steps taken in cases requiring suspension and appeals process.*

## **Expulsion**

Expulsion is the involuntary removal of a student from all schools and programs of Aspire for an extended period of time for acts of specified misconduct. Except for single acts of a grave nature, expulsion is used only when there is a history of misconduct, when other forms of discipline, including suspension, have failed to bring about proper conduct, or when the student's presence causes a continuing danger to other students. Final action is only taken by vote of the Aspire Board of Directors – Executive Committee (“Aspire Executive Committee”).

In the event that a student is recommended for expulsion from Aspire, he or she is entitled to a hearing and, among other things, advance written notice of the rights and responsibilities enumerated in Education Code section 48918. Written notice of these due process rights shall be provided at least 10 days in advance of the date set for the hearing. (Ed. Code 48918)

Expulsion proceedings for a currently identified Special Education student require additional due process procedures. Aspire will follow all due process procedures for Special Education students included in this document and in the Education Code.

While under expulsion, a student cannot enroll in another California school district without approval of that district's Board of Education. Certain expelled students may enroll only in Juvenile Court Schools, County Community Schools, or District operated Community Day Schools (AB922) during the duration of the expulsion.

The Aspire Executive Committee, upon voting to expel a pupil, may suspend the enforcement of the expulsion order for a period of not more than one calendar year and may, as a condition of the suspension of enforcement, assign the pupil to a school, class, or program that is deemed appropriate for the rehabilitation of the pupil. The rehabilitation program to which the pupil is assigned may provide for the involvement of the pupil's parent or guardian in his or her child's education in ways that are specified in the rehabilitation program. A parent or guardian's refusal to participate in the rehabilitation program shall not be considered in the Aspire Executive Committee's determination as to whether the pupil has satisfactorily completed the rehabilitation program. (Ed. Code 48917)



## *Expellable Offenses:*

### Category I – Mandatory Expulsion

Under the mandatory provisions of Education Code 48915(c), a student who has committed one or more of the following acts **must be recommended for expulsion** and the Aspire Executive Committee **must expel** the student.

- Possessing, selling or otherwise furnishing a firearm when an Aspire employee verified firearm possession,
- Brandishing a knife at another person,
- Unlawfully selling a controlled substance listed in Chapter 2 (commencing with Section 11053) of Division 10 of the Health and Safety Code, or
- Committing or attempting to commit a sexual assault or committing sexual battery

### Category II – Mandatory Recommendation for Expulsion

Under the mandatory provision of Education Code 48915(a), a student who has committed one of the following acts of misconduct must be **recommended for expulsion** unless particular circumstances render it inappropriate.

- Causing serious physical injury to another person, except in self-defense;
- Possession of any knife, explosive, or other dangerous object of no reasonable use to the student;
- Unlawful possession of any controlled substance listed in Chapter 2 (Commencing with Section 11053) of Division 10 of the Health and Safety Code, except for the first offense for the possession of not more than one avoirdupois ounce of marijuana, other than concentrated cannabis;
- Robbery or extortion;
- Assault or battery upon a school employee.

### Category III – Expulsion May Be Recommended

In accordance with Education Code 48915 and by direction of the California Board of Education, a student may be considered for expulsion for committing any act not listed in Category I or II and enumerated in Education Code sections 48900, 48900.2, 48900.3, 48900.4, or 48900.7.

**Note:** The Aspire Executive Committee's decision to expel a student for violations included in Categories II and III must be based on a finding of one or both of the following:

1. Other means of correction are not feasible or have repeatedly failed to bring about the proper conduct.
2. Due to the nature of the act, the presence of the pupil causes a continuing danger to the physical safety of the pupil or others. (Ed. Code 48915(b) and 48915(e).)

**Note:** If the Discipline Review Board chooses not to recommend the expulsion of the student, Aspire may, at its discretion, impose a lesser form of disciplinary action which may include assigning the student to another school or program. Such transferred students will not be permitted to re-enroll in their former school of assignment. (Ed. Code 48918(e).)

*See complete Suspension/Expulsion Policy and Procedures for procedures in cases involving expulsion, requiring the extension of suspension and/or expulsion, and the appeals process.*

## **ANTI-DISCRIMINATION AND ANTI-HARASSMENT POLICY**

Aspire Public Schools (“Aspire”) is committed to providing a cooperative and comfortable work and education environment free of discrimination and harassment of any kind. Accordingly, Aspire forbids discrimination against any employee, applicant for employment, or student, on the basis of sex, ethnic group, religion, sexual orientation, color, race, national origin and physical or mental disability. Aspire will not tolerate discrimination or harassment activity by any of its employees, non-employee volunteers, or any other person subject to the control of school authorities. Furthermore, all programs and activities at Aspire shall be free from discrimination and harassment with respect to sex, ethnic group, religion, sexual orientation, color, race, national origin and physical or mental disability.

This policy is intended to be consistent with, and intended to be, enforced in conformity with the California Fair Employment and Housing Act and Title VII of the Civil Rights Act of 1964, which prohibits harassment in the workplace, as well as multiple sections of the Education Code.

### **Students**

All students shall have equal opportunities in admission and access to the educational program, guidance and counseling programs, athletic programs, testing procedures, and other activities. Eligibility for choral and cheerleading groups shall be determined solely on the basis of objective competencies. School staff and volunteers shall carefully guard against segregation, bias and stereotyping in instruction, guidance and supervision.

Aspire schools may provide girls and boys with separate shower rooms and sex education classes in order to protect student modesty. In physical education, when objective standards have an adverse effect on students because of their gender, race, ethnic group or disability, other standards should be used to measure achievement and create comparable educational opportunities.

The Board prohibits intimidation or harassment of any student by any employee, student or other person in Aspire. Staff shall be alert and immediately responsive to student conduct that may interfere with another student's ability to participate in or benefit from school services, activities or privileges.

Students who harass or discriminate against other students shall be subject to appropriate counseling and discipline, up to and including expulsion. An employee who permits or engages in discrimination or harassment may be subject to disciplinary action, up to and including dismissal.

Any student who feels that he/she is being harassed or discriminated against should immediately contact the principal or designee. The student and/or parent may file a complaint verbally or in writing under Aspire’s “Discrimination/Harassment Student/Parent Complaint Procedure.” Upon receipt of a harassment complaint the Chief Executive Officer or designee will be notified.

Complaints of harassment will be investigated immediately according to the procedures set forth in Aspire's "Discrimination/Harassment Student/Parent Complaint Procedure."

Aspire's "Anti-Discrimination and Anti-Harassment Policy" and the "Discrimination/Harassment Student/Parent Complaint Procedure" will be reviewed with students at the beginning of each school year, either in the classroom or in student assemblies.

At the start of each school year, this policy will be mailed to parents/guardians.

## **Employees – Sexual Harassment**

Aspire forbids discrimination against any employee, applicant for employment, or student, on the basis of sex. Aspire will not tolerate sexual harassment activity by any of its employees. This policy similarly applies to non-employee volunteers or any other person subject to the control of school authorities.

### *A. Definitions*

- (1) Conduct of a Sexual Nature - Conduct of a sexual nature may include, but is not limited to, verbal, visual or physical sexual advances, including subtle pressure for sexual activity; touching, staring, looking up and down, pinching, patting, or brushing against; comments regarding physical or personality characteristics of a sexual nature; sexually-oriented "kidding," "teasing," double-entendres, explicit or suggestive messages, cartoons, pictures and jokes, and any harassing conduct to which an employee would not be subjected but for such employee's sex.
- (2) Unwelcome Conduct of a Sexual Nature.
  - (a) Verbal, visual or physical conduct of a sexual nature may constitute sexual harassment when the allegedly harassed employee has indicated, by his or her conduct, that it is unwelcome.
  - (b) An employee who has initially welcomed such conduct by active participation must give specific notice to the alleged harasser that such conduct is no longer welcome in order for any such subsequent conduct to be deemed unwelcome.
  - (c) Aspire prohibits any conduct of a sexual nature directed toward students by teachers or others to whom this policy applies, and shall presume that any such conduct is unwelcome.

### *B. Sexual Harassment Prohibited*

- (1) For the purposes of this policy, unwelcome sexual advances or requests for sexual favors, and other unwelcome conduct of a sexual nature, constitute prohibited sexual harassment if:
  - (a) Submission to the conduct is made either an explicit or implicit condition of employment (as an illustration, and not as a limitation, where a person's continued employment is conditioned upon or impacted by prohibited sexual-based factors);
  - (b) Submission to or rejection of the conduct is used as a basis for an employment decision affecting the harassed employee; and
  - (c) The conduct substantially interferes with an employee's or student's performance, or creates an intimidating, hostile, or offensive work or school environment, regardless of whether the employee's continued employment or compensation is affected.
- (2) Specific Prohibitions--Administrators and Supervisors.
  - (a) It is sexual harassment for a manager or supervisor to use his or her authority to solicit sexual favors or attention from subordinates when the subordinate's failure to

submit will result in adverse treatment, or when the subordinate's acquiescence will result in preferential treatment.

- (b) Administrators and supervisors who either engage in sexual harassment or tolerate such conduct by other employees shall be subject to sanctions, as described below.
- (3) Specific Prohibitions--Non-managerial and Non-supervisory Employees: It is sexual harassment for a non-administrative and non-supervisory employee to subject another such employee to any unwelcome conduct of a sexual nature. Employees who engage in such conduct shall be subject to sanctions as described below.
- (4) Specific Prohibitions--Employees and Students: It is sexual harassment for an employee to subject a student to any conduct of a sexual nature. Employees who engage in such conduct shall be subject to sanctions.

### *C. Reporting, Investigation, and Sanctions*

- (1) It is the express policy of Aspire to encourage victims of sexual harassment to report such claims. Aspire understands that victims of harassment are often embarrassed and reluctant to report acts of harassment for fear of being blamed, concern about being retaliated against, or because it is difficult to discuss sexual matters openly with others. However, no employee of Aspire should have to endure harassing conduct, and therefore the School encourages everyone to promptly report any incidents of harassment so that corrective action can be taken.
  - (a) Employees who feel that their superiors are conditioning promotions, increases in wages, continuation of employment, or other terms or conditions of employment upon agreement to unwelcome conduct of a sexual nature, are encouraged to report these conditions to the appropriate administrator. If the employee's direct administrator or supervisor is the offending person, the report shall be made to the next higher level of authority.
  - (b) Employees are also urged to report any unwelcome conduct of a sexual nature by superiors or fellow employees if such conduct interferes with the individual's work performance, or creates a hostile or offensive working environment.
  - (c) Students are urged to report any conduct of a sexual nature by school employees or others to whom this policy applies to a school counselor or administrator.
- (2) Every reported complaint of harassment will be investigated promptly and thoroughly by Aspire. Typically the investigation will include interviewing the complainant, anyone who may have knowledge of the alleged harassment, and the alleged harasser. Once the investigation is completed, Aspire will notify the complainant of the results of the investigation. Aspire will make every effort to handle the investigation in as confidential a manner as possible consistent with a thorough, fair and proper investigation. Aspire will not tolerate reprisals or retaliation against anyone as a result of the good-faith reporting of charges of sexual harassment.
- (3) In determining whether alleged conduct constitutes sexual harassment, the totality of the circumstances, the nature of the conduct, and the context in which the alleged conduct occurred have to be investigated.
- (4) Any employee found to have engaged in sexual harassment shall be subject to sanctions, including, but not limited to, warning or reprimand, suspension, or termination. Conduct of a sexual nature directed toward students shall be reported as child abuse for investigation by appropriate law enforcement and/or other authorities.

#### *D. Filing Complaints with State and Federal Agencies*

In addition to notifying Aspire of harassment or retaliation, aggrieved parties may wish to file complaints with other appropriate state and federal agencies, including the United States Equal Employment Opportunity Commission (EEOC) and/or the California Department of Fair Employment and Housing (DFEH), which have authority to conduct investigations of facts. Aggrieved parties are advised that statutory deadlines apply for the tender of complaint to either the EEOC and/or the DFEH and that if complaints are not timely filed they may be barred by law. If the EEOC and/or the DFEH believe that a complaint is valid and settlement efforts fail, aggrieved parties may seek an administrative hearing. Aggrieved parties may also be entitled to file a lawsuit in Federal or state court. Administrative agencies and the courts have the authority to award monetary and non-monetary relief in meritorious cases. Employees can contact the nearest EEOC or DFEH office at the locations listed on Aspire's employment law poster or by checking the state government listings in the local telephone directory.

### **Employees – All Other Kinds of Discrimination or Harassment**

Prohibited harassment on the basis of race, ethnic group, color, national origin, ancestry, religion, physical or mental disability, marital status, medical condition, sexual orientation, veteran status, age, or any other protected basis, includes behavior similar to sexual harassment, such as:

- Verbal conduct such as threats, epithets, derogatory comments, or slurs;
- Visual conduct such as derogatory posters, photographs, cartoons, drawings, or gestures;
- Physical conduct such as assault, unwanted touching, or blocking normal movement; and
- Retaliation for reporting harassment or threatening to report harassment.

#### *Complaint Procedure*

Aspire's complaint procedure provides for an immediate, thorough, and objective investigation of any claim of unlawful or prohibited harassment, appropriate disciplinary action against one found to have engaged in prohibited harassment, and appropriate remedies for any victim of harassment. A claim of harassment may exist even if the employee has not lost a job or some economic benefit.

Employees who believe they have been harassed on the job, or who become aware of the harassment of others are encouraged to inform the offender that this behavior is unwelcome. They should also immediately provide a written or verbal complaint to your supervisor, manager, Human Resources, or any other member of management as soon as possible. The complaint should be as detailed as possible, including the names of individuals involved, the names of any witnesses, direct quotations when language is relevant, and any documentary evidence (notes, pictures, cartoons, etc.).

All incidents of prohibited harassment that are reported will be investigated. Aspire will immediately undertake or direct an effective, thorough, and objective investigation of the harassment allegations. The investigation will be completed and a determination regarding the reported harassment will be made and communicated to the employee who complained and to the accused harasser(s).

If Aspire determines that prohibited harassment or other conduct that violates an Aspire policy has occurred, the organization will take effective remedial action commensurate with the circumstances. Appropriate action will also be taken to deter any future harassment. If a complaint of prohibited conduct is substantiated, appropriate disciplinary action, up to and including immediate termination, will be taken. Whatever action is taken against the wrongdoer will be communicated to the

employee who complained. Applicable law prohibits retaliation against any employee who complains of prohibited harassment or who participates in an investigation.

#### *Liability for Harassment*

Any employee of Aspire, whether an employee, supervisor, or manager who is found to have engaged in prohibited harassment is subject to disciplinary action, up to and including immediate discharge from employment. Any employee who engages in prohibited harassment, including any supervisor or manager who knew about the harassment but took no action to stop it, may be held personally liable for monetary damages. Aspire does not consider conduct in violation of this policy to be within the course and scope of employment or the direct consequence of the discharge of one's duties. Accordingly, to the extent permitted by law, Aspire reserves the right not to provide a defense or pay damages assessed against employees for conduct in violation of this policy.

## **PREVENTION OF CHILD ABUSE POLICY**

Aspire is committed to maintaining safe and secure campuses for students, and for following its legal responsibilities in reporting suspected child abuse/neglect to the proper authorities.

### **Reporting Suspected Abuse/Neglect**

While the responsibility of enforcing legal prohibitions against child abuse and neglect lies with the protective agencies such as the local police department and Children's Protective Services, Aspire's child care custodians (including teachers, administrative officers, certificated personnel, etc.) are mandated reporters of known or suspected child abuse/neglect and are required to fulfill this legal responsibility. Every child care custodian of Aspire must sign a "Child Abuse Reporting" form indicating they understand their responsibilities to report known or suspected child abuse/neglect.

*See complete Prevention of Child Abuse Policy and Procedure for specific steps regarding the reporting of suspected abuse and neglect.*

### **Reporting Problems at the School Site**

Aspire maintains zero tolerance for abuse. Every member of any Aspire community must participate actively in the protection of its students.

All Aspire schools will monitor the school buildings and grounds:

- All unused rooms, storage areas, and closet doors should be kept locked at all times;
- all unused buildings and areas must be designated, posted and enforced as off-limits to children;
- all students are required to remain in areas that are easily viewed by employees;
- Interior doors should be left open and unlocked when rooms are in use
- Blinds should be left open to allow informal monitoring by a passerby.

In the event that any current or future Aspire employee observes any suspicious or inappropriate behaviors on the part of any third party or other employee while on any Aspire premises, he or she is required to immediately report their observations to the principal or designee. Examples of suspicious or inappropriate behaviors include, but are not limited to:

- policy violations,
- neglectful supervision,

- “private time” with students,
- taking students off premises without adhering to procedures,
- buying unusual gifts for children and youth,
- swearing or making suggestive comments to students,
- or any other conduct as identified in this policy, or which is inappropriate or illegal in the eyes of the observer.

All reports of suspicious or inappropriate behavior with students will be taken seriously. The principal or designee will conduct an immediate investigation concerning the alleged act or omission. If at any point in gathering information about the allegedly suspicious, inappropriate or illegal behavior, a concern arises that there is a possibility of abuse of any kind, appropriate law enforcement and/or local child protection services will be contacted immediately and a report will be filed. If at any point any policy violations with students are confirmed, employees will be subject to disciplinary action, including but not limited to, administrative leave, termination and/or criminal prosecution.

Aspire will cooperate with any and all law enforcement and/or governmental entities in the implementation and enforcement of this policy.

## **EMPLOYEE CONDUCT WITH STUDENTS**

All Aspire employees are responsible for conducting themselves in ways that preserves the safety of students and that prevents either the reality of or perception of inappropriate interaction with students.

In general, all Aspire employees will treat all children with respect and consideration equally, regardless of sex, race, religion, culture or socio-economic status. Employees will portray a positive role model for youth by maintaining an attitude of respect, patience and maturity.

### **Alcohol, Tobacco, and Controlled Substances**

All Aspire employees are prohibited from the use, possession, or distribution of alcohol, tobacco products, or any illegal controlled substances while in the presence of students or at any time on school grounds. They are also prohibited from being under the influence of alcohol or any illegal controlled substances while in the presence of students or at any time on school grounds.

### **Transportation of Students**

Aspire employees may occasionally be in a position to provide transportation for students. The following guidelines should be observed in such circumstances:

- a) With the exception of emergency situations related to medical necessity, employees should avoid transporting students without the written permission of his or her parent or guardian;
- b) If written permission is not possible, the employee should make a written record of any verbal permission granted by the parent or guardian;
- c) Students should be transported directly to their destination and no unauthorized or unnecessary stops should be made;
- d) Employees will avoid unnecessary and/or inappropriate physical contact with students while in vehicles;

- e) Drivers who are assigned to transport students must be at least 21 years old and must abide by standards related to insurance and other legal requirements;
- f) The employee should make a written record of the trip, including departure and arrival times and locations and students involved; and
- g) Whenever possible, two Aspire employees should collectively engage in the transportation activity.

## **Language**

Employees will not speak to students in a way that is or could be construed by any observer as harsh, coercive, threatening, intimidating, shaming, derogatory, demeaning, or humiliating. Employees are to refrain from swearing in the presence of students. Employees are cautioned against initiating sexually oriented conversations with students, except in the context of Aspire's health education or advisory curriculum. Employees are not permitted to discuss their own sexual activities with students.

## **Gifts**

Money will not be given to students. Gifts will not be given to individual students, except as an award related to a previously announced academic competition; or as a group award given to all participants in celebration of classroom or school accomplishment or special event.

## **Attire**

Employees must be appropriately and professionally dressed in presence of students. Each school may adopt its own dress code for employees and employees will be expected to follow that code.

## **Behavior**

One-to-one counseling with students will be done in a public place insofar as possible, where private conversations are possible but occur in full view of others.

Employees will refrain from intimate displays of affection towards others in the presence of students, parents, and other personnel.

Employees are prohibited from possessing any sexually oriented materials (magazines, cards, videos, films, clothing, etc) on school grounds or in the presence of students.

## **Physical contact with students**

Some forms of physical contact between adults and children are appropriate and that other forms are inappropriate, illegal, or have been used by adults to initiate inappropriate or illegal contact with children.

Appropriate physical contact between employees and students include, but are not limited to:

- Handshakes;
- "High Fives" or hand slapping;
- briefly touching tops of heads, shoulders or upper back in acknowledgement, congratulation or consolation;
- brief sideways hugs; and
- holding hands while walking with small children.



Inappropriate physical contact between employees and students include, but are not limited to:

- full body hugs or lengthy embraces;
- kisses;
- holding small children on the lap;
- touching bottoms, chests, knees, legs, , and/or genital areas;
- showing affection in isolated or private areas;
- sleeping with a student;
- wrestling with students;
- tickling students;
- piggyback rides;
- any type of massage;
- any form of unwanted affection; and/or
- any compliments that relate to physique or body development.

All Aspire employees are prohibited from using physical punishment in any way for behavior management of students. No form of physical discipline is acceptable. This prohibition includes spanking, slapping, pinching, hitting or any other physical force as retaliation or correction for inappropriate behaviors by students. Other prohibitions include, but are not limited to,

- isolation except as needed for the child to gain self-control (and then only under the supervision of an adult, and no longer than 15 minutes),
- withholding food or water,
- degrading punishment,
- work assignments unrelated to a natural or logical consequence,
- excessive exercise,
- withholding access to contact with parents or guardians,
- withholding or using medications for punishment,
- mechanical restraint such as rope or tape to restrict movement, or
- any type of physical restraint.



## Appendix VIa: Anti-Discrimination/Anti-Harassment Policy and Procedure

Dear Parents:

The most important responsibility that our schools have is the safety of all students. Every child has the right to a positive learning environment. Almost daily, deplorable acts of intolerance and hate in our society and in the global community remind us that our schools play an important role in helping you to understand and respect differences as well as acknowledging and celebrating the many things that we have in common.

This letter is sent to parents each year in order to convey our expectations and the consequences involved when students make a poor choice that jeopardizes a safe school environment. Aspire Public Schools ("Aspire") has a "no tolerance" policy regarding intimidation or harassment. Our policy is consistent with the California Student Safety and Violence Prevention Act, which stipulates that no person shall be subjected to discrimination on the basis of race, ethnic group identification, sex, national origin, religion, color, mental or physical disability, sexual orientation or gender identity. If such an act occurs, we ask that you to follow our "**Discrimination/Harassment Complaint Procedure**" (enclosed). We will take the strongest possible action against any and all students who harass others, including suspension, expulsion and contacting the police.

### Unacceptable Behaviors

The following Education Codes describe the types of behaviors that will not be tolerated in Aspire Public Schools:

**Education Code 48900.2—Sexual Harassment.** This Code provides for the suspension or expulsion of student's for committing sexual harassment which is defined as behavior that is "sufficiently severe or pervasive to have a negative impact upon the individual's (the victim's) academic performance or to create an intimidating, hostile, or offensive educational environment."

**Education Code 48900.3—Hate Violence.** This Code provides for the suspension or expulsion of students who have "caused, attempted to cause, threatened to cause, or participated in an act of hate violence."

**Education Code 48900.4—Harassment, Threats, or Intimidation.** Students may be suspended or expelled if it is determined that the pupil has "intentionally engaged in harassment, threats, or intimidation directed against a pupil or group of pupils, that is sufficiently severe or pervasive to have the actual and reasonably expected effect of materially disrupting classwork, creating substantial disorder and invading the rights of that pupil or group of pupils by creating an intimidating or hostile educational environment."

### Consequences of Unacceptable Behaviors

**Education Code 48900—Grounds for Suspension or Expulsion.** Negative conduct that results in physical injury or violence is unacceptable. Similarly, the possession, sale, or decision to furnish a firearm (real or imitation), knife, explosive, controlled substance, drug paraphernalia, alcoholic beverage, tobacco product, or other illegal substance are among the acts that will result in a student's removal from school. Additionally, students may be suspended or expelled for: damaging, stealing, or receiving school or private property; committing robbery or extortion; committing obscene acts or using profanity; disrupting school activity; engaging in sexual harassment; committing sexual assault.

Thank you for helping us convey three important messages: (1) every student has the right to a harassment-free education, (2) negative behaviors will not be tolerated, and (3) students have the right and responsibility to report problems. Student concerns will be heard in a respectful and confidential manner.

Sincerely,

Don Shalvey  
Chief Executive Officer

## Board Policy

### DISCRIMINATION/HARASSMENT POLICY

Aspire Public Schools' ("Aspire") programs and activities shall be free from discrimination including harassment with respect to ethnic group, religion, gender, sexual orientation, color, race, national origin and physical or mental disability.

The Board of Directors (the "Board") shall ensure equal opportunities for all students in admission and access to the educational program, guidance and counseling programs, athletic programs, testing procedures, and other activities. Eligibility for choral and cheerleading groups shall be determined solely on the basis of objective competencies. School staff and volunteers shall carefully guard against segregation, bias and stereotyping in instruction, guidance and supervision.

Aspire schools may provide girls and boys with separate shower rooms and sex education classes in order to protect student modesty. In physical education, when objective standards have an adverse effect on students because of their gender, race, ethnic group or disability, other standards shall be used to measure achievement and create comparable educational opportunities.

The Board prohibits intimidation or harassment of any student by any employee, student or other person in Aspire. Staff shall be alert and immediately responsive to student conduct that may interfere with another student's ability to participate in or benefit from school services, activities or privileges.

Students who harass or discriminate against other students shall be subject to appropriate counseling and discipline, up to and including expulsion. An employee who permits or engages in discrimination or harassment may be subject to disciplinary action, up to and including dismissal.

Any student who feels that he/she is being harassed or discriminated against should immediately contact the principal or designee. The student and/or parent may file a complaint verbally or in writing under Aspire's "Discrimination/Harassment Complaint Procedure." Upon receipt of a harassment complaint the Chief Executive Officer or designee will be notified. Complaints of harassment will be investigated immediately according to the procedures set forth in Aspire's "Discrimination/Harassment Complaint Procedure."

Aspire's "Discrimination/Harassment Policy" and the "Discrimination/Harassment Complaint Procedure" will be reviewed with students at the beginning of each school year, either in the classroom or in student assemblies.

At the start of each school year, this policy will be mailed to parents/guardians.

## Administrative Regulation

### DISCRIMINATION/HARASSMENT COMPLAINT PROCEDURE

Any parent or student who believes that the student has been subjected to discrimination (including harassment) based on race, color, national origin, religion, gender, sexual orientation, or physical or mental disability, in any Aspire Public Schools' ("Aspire") program or activity may file a complaint under this procedure.

Aspire prohibits retaliation in any form for the filing of a complaint, the reporting or instances of discrimination, or for participation in complaint procedures.

Aspire acknowledges and respects students' and employees' rights to privacy. Complaints shall be investigated in a manner that protects these rights. The identity of any complainant shall be kept confidential as appropriate.

The Chief Executive Officer shall ensure that employees designated to receive and investigate complaints are knowledgeable about applicable laws and regulations. Such employee may have access to legal counsel as determined by the Chief Executive Officer or designee.

#### *How to file a complaint*

Aspire schools are committed to providing a safe learning environment for all students. Any student who believes that he/she has been subjected to discrimination, or harassment (including bullying, intimidation, or retaliation) based on race, color, national origin, religion, gender, sexual orientation, or physical or mental disability in any Aspire program or activity should immediately contact the school principal to file a complaint. Any parent can contact the school principal to file a discrimination/harassment complaint on behalf of their child. The following steps will be taken when a complaint is filed:

#### *Procedures*

1. The principal or designee shall promptly investigate all complaints of discrimination or harassment in a confidential, and respectful manner. In doing so, he/she shall talk individually with:
  - a. The student who is complaining
  - b. The person accused
  - c. Anyone who saw the incident or conduct take place
  - d. Anyone mentioned as having related information
2. The student who is complaining shall have an opportunity to describe the incident, present witnesses and other evidence, and put his/her complaint in writing.
3. The principal or designee shall discuss the complaint only with the people described above. When necessary to carry out his/her investigation or for other good reasons that apply to the particular situation, the principal or designee also may discuss the complaint with the following persons:
  - a. The Chief Executive Officer or designee
  - b. The parent/guardian of the student who complained
  - c. The parent/guardian of the person accused of the discrimination or harassing conduct
  - d. The school resource officer(s)
  - e. A teacher or staff member whose knowledge of the students involved may help in determining who is telling the truth

- f. Child protective agencies responsible for investigating child abuse reports
  - g. Legal counsel for Aspire
4. When the parent or student who complained and the person accused so agree, the principal or designee may arrange for them to resolve the complaint informally with the help of a counselor, teacher, administrator or trained mediator. The student who complained shall never be asked to work out the problem directly with the accused person unless such help is provided.
5. In reaching a decision about the complaint, the principal or designee may take into account:
- a. Statements made by the persons identified above
  - b. The details and consistency of each person's account
  - c. Evidence of how the complaining student reacted to the incident
  - d. Evidence of past instances of discrimination or harassment by the accused person
  - e. Evidence of past complaints
6. If the principal or designee determines that discrimination/harassment has taken place, he/she will take immediate action to protect the safety of the student who has been discriminated against or harassed. To judge the severity of harassment, the principal may take into consideration:
- a. How the misconduct affected one or more students' education
  - b. The type, frequency, and duration of the misconduct
  - c. The number of persons involved
  - d. The age and sex of the person accused of harassment
  - e. The subject(s) of harassment
  - f. The place and situation where the incident occurred
  - g. Other incidents at the school, including incidents of discrimination/harassment
7. If the principal or designee determines that discrimination/harassment has taken place, he/she will take every step necessary (during and/or following the investigation, as appropriate) to prevent further discrimination/harassment. For example, a review of policy with students and staff and/or letter(s) to parents may be among the steps taken.
8. Within 10 days of receiving the complaint, the principal or designee shall write a report of his/her findings, decision, and reasons for the decision and shall present this report to the student who complained and the person accused. If he/she verifies that discrimination/harassment occurred, this report shall describe the actions he/she took to end the harassment, address the effects of the discrimination or harassment on the person who was subject to it, and prevent retaliation or further discrimination or harassment.
9. The principal or designee shall give the Chief Executive Officer or designee a written report of the complaint and investigation. Within two weeks after issuing his/her findings, the principal or designee shall determine whether or not the student who complained has been further harassed or discriminated against. The principal or designee shall keep a record of this information and shall continue this follow-up at his/her discretion.

# Aspire Public Schools' Discrimination/Harassment Complaint Procedure

## How to File a Complaint

Aspire Public Schools ("Aspire") is committed to providing a safe learning environment for all students. Any student who believes that he/she has been subjected to discrimination or harassment (including bullying, intimidation, or retaliation) based on race, color, national origin, religion, gender, sexual orientation, or physical or mental disability in any Aspire program or activity should immediately contact the school principal to file a complaint. Any parent can contact the school principal to file a discrimination/harassment complaint on behalf of their child. The following steps will be taken when a complaint is filed:

1. The principal or designee shall promptly investigate all complaints of discrimination or harassment in a confidential and respectful manner. In so doing, he/she shall talk individually with:
  - the student who is complaining;
  - the person accused;
  - anyone who saw the incident or conduct;
  - anyone mentioned as having related information.
2. The student who is complaining shall have an opportunity to describe the incident, present witnesses and other evidence, and put his/her complaint in writing.
3. The principal or designee shall discuss the complaint only with the people described above. When necessary to carry out his/her investigation or for other good reasons that apply to the particular situation, the principal or designee also may discuss the complaint with the following persons:
  - the Chief Executive Officer or designee;
  - the parent/guardian of the student who complained;
  - the parent/guardian of the person accused of the discriminatory or harassing conduct;
  - the school resource officer(s);
  - teacher or staff member whose knowledge of students involved may help in determining who is telling the truth;
  - child protective agencies responsible investigating child abuse reports;
  - Aspire's legal counsel
4. When the parent or student who complained and the person accused so agree, the principal or designee may arrange for them to resolve the complaint informally with the help of a counselor, teacher, administrator, or trained mediator. The student who complained shall never be asked to work out the problem directly with the accused person unless such help is provided.
5. In reaching a decision about the complaint, the principal or designee may take into account:
  - statements made by the persons identified above;
  - the details and consistency of each person's account;
  - evidence of how the complaining student reacted to the incident;
  - evidence of past instances of discrimination or harassment by the accused person;
  - evidence of past complaints.
6. If the principal or designee determines that discrimination/harassment has taken place, he/she will take immediate action to protect the safety of the student who has been discriminated against or harassed. To judge the severity of harassment, the principal or designee may take into consideration
  - how the misconduct affected one or more students education;
  - the type, frequency, and duration of the misconduct;
  - the age and sex of the person accused of harassment;
  - the number of persons involved;
  - the subject(s) of harassment;
  - the place and situation where the incident occurred;
  - other incidents at the school, including incidents of discrimination/harassment
7. If the principal or designee determines that discrimination/harassment has taken place, he/she will take every step necessary (during and/or following the investigation, as appropriate) to prevent further discrimination/harassment. For example, a review of policy with students and staff and/or letter(s) to parents may be among the steps taken.
8. Within 10 days of receiving the complaint, the principal or designee shall write a report of his/her findings, decision, and reasons for the decision and shall present this report to the student who complained and the person accused. If he/she verifies that discrimination or harassment occurred, this report shall describe the actions he/she took to end the harassment, address the efforts of the discrimination or harassment on the persons who was subject to it, prevent retaliation or further discrimination or harassment.
9. The principal or designee shall give the Chief Executive Officer or designee a written report of the complaint and investigation. Within two weeks after issuing his/her findings, the principal or designee shall determine whether or not the student who complained has been further harassed or discriminated against. The principal or designee shall keep a record of this information and shall continue this follow-up at his/her discretion.



## Appendix VIb: Suspension & Expulsion

The policies and procedures for suspension and expulsion of Aspire students set forth in this document comply with the policies and procedures identified in the California Education Code. These policies and procedures will be enforced fairly, uniformly, and consistently without regard to race, creed, color, sex, or any other prohibited classification.

### Notice of Regulations

At the beginning of each school year, the principal of each school shall ensure that all students and parents/guardians are notified in writing of all school rules related to discipline, suspension and expulsion. (Education Code 35291.5, 48900.1, 48980) Notification shall include information about the availability of individual school rules and all Aspire policies and regulations pertaining to student discipline. (Education Code 35291)

### Suspension

Suspension is the temporary removal of a student from class instruction for adjustment or disciplinary reasons. A suspension does not mean any of the following:

1. Reassignment to another education program or class at the same school where the student will receive continuing instruction for the length of day for students of the same grade level;
2. Referral to a certificated employee designated by the principal to advise students;
3. Removal from the class, but without reassignment to another class or program, for the remainder of the class period without sending the student to the principal or designee as provided in Education Code 48910. Removal from a particular class shall not occur more than once every five school days.

While on suspension from school, the student is not to loiter on or about any school grounds at any time, nor to attend any Aspire activity at any time, no matter where such activity may be taking place. Violation may result in further disciplinary action.

Except in cases where suspension for a first offense is warranted in accordance with law, each school site shall consider suspension from school only when other means have not been successful or where the student's presence would constitute a danger to persons or property or seriously disrupt the educational process.

### Authority to Suspend

1. A teacher may suspend a student only from his/her classroom for the day of the suspension plus the following school day.
2. The Principal or his/her designee may suspend a student from class, classes or the school campus for a period not to exceed five school days.
3. The CEO or designee may extend a student's suspension pending final decision by the Aspire Board of Directors -- Executive Committee ("Aspire Executive Committee") on a recommendation for expulsion.

4. A Special Education student being considered for expulsion may be suspended for ten (10) consecutive days pending assessment and an IEP Team meeting. The suspension may also be extended pending final decision by the Aspire Executive Committee on a recommendation for expulsion.

A pupil may not be suspended or expelled for any of the acts enumerated unless the act is related to school activity or school attendance occurring within a school under the jurisdiction of the CEO, designee, or principal or occurring within any other school Aspire. A pupil may be suspended or expelled for acts that are enumerated in this section and related to school activity or attendance that occur at any time, including, but not limited to any of the following:

- While on school grounds.
- While going to or coming from school.
- During the lunch period whether on or off the campus.
- During, or while going to or coming from, a school sponsored activity.

#### **Grounds for Suspension and Expulsion**

The following information is provided in order to provide uniformity within Aspire in matters of student misconduct requiring disciplinary action. The following offenses constitute grounds for suspension and expulsion:

- Caused, attempted to cause, or threatened to cause physical injury to another person or willfully used force or violence upon the person of another, except in self-defense. (Education Code 48900(a)) A student who aids or abets the infliction or attempted infliction of physical injury on another person, as defined in Penal Code 31, may be suspended, but not expelled. However, a student may be suspended or expelled pursuant of Education Code 48900(a) once he/she has been adjudged by a juvenile court to have committed, as an aider or abettor, a crime of physical violence in which the victim suffered great or serious bodily injury. (Education Code 48900(s)).
- Possessed, sold, or otherwise furnished any firearm, knife, explosive, or other dangerous object unless, in the case of possession of any object of this type, the student had obtained written permission to possess the item from a certificated school employee, with the principal or designee's concurrence. (Education Code 48900(b))
- Unlawfully possessed, used, sold, or otherwise furnished, or was under the influence of, any controlled substance as defined in Health and Safety Code 11053-11058, alcoholic beverage, or intoxicant of any kind. (Education Code 48900(c))
- Unlawfully offered, arranged, or negotiated to sell any controlled substance as defined in Health and Safety Code 11053-11058, alcoholic beverage or intoxicant of any kind, and then sold, delivered or otherwise furnished to any person another liquid, substance or material and represented same as controlled substance, alcohol beverage or intoxicant. (Education Code 48900(d))
- Committed or attempted to commit robbery or extortion. (Education Code 48900(e))



- Caused or attempted to cause damage to school property or private property. (Education Code 48900(f)) Notification to police required for students in grades K-12.  
*Note:* Parents can be held financially liable for damages up to \$10,000 and shall also be liable for the amount of any reward not exceeding \$10,000. (Education Code 48904, Government Code 53069.5)
- Stole or attempted to steal school property or private property. (Education Code 48900(g))
- Possessed or used tobacco or any products containing tobacco or nicotine products, including but not limited to cigars, cigarettes, miniature cigars, clove cigarettes, smokeless tobacco, snuff, chew packets and betel. This restriction shall not prohibit a student from using or possessing his/her own prescription products. (Education Code 48900(h))
- Committed an obscene act or engaged in habitual profanity or vulgarity. (Education Code 48900(i))
- Unlawfully possessed or unlawfully offered, arranged, or negotiated to sell any drug paraphernalia, as defined in Health and Safety Code 11014.5. (Education Code 48900(j))
- Disrupted school activities or otherwise willfully defied the valid authority of supervisors, teachers, administrators, other school officials, or other school personnel engaged in the performance of their duties. (Education Code 48900(k))
- Knowingly received stolen school property or private property. (Education Code 48900(l))
- Possessed an imitation firearm, i.e., a replica of a firearm that is so substantially similar in physical properties to an existing firearm as to lead a reasonable person to conclude that the replica is a firearm. (Education Code 48900(m))
- Committed or attempted to commit a sexual assault as defined in Penal Code 261, 266c, 286, 288, 288a or 289, or committed a sexual battery as defined in Penal Code 243.4. (Education Code 48900(n))
  - Sexual Assault: includes rape, various types of sexual abuse, and lewd and lascivious conduct. (Penal Code 261, 266c, 286, 288, 288a, 289)
  - Sexual Battery: the touching of an intimate part of another person, if the touching is against the will of the person being touched, and is for the specific purpose of sexual arousal, sexual gratification, or sexual abuse. (Penal Code 243.3)
- Harassed, threatened, or intimidated a student who is a complaining witness or witness in a school disciplinary proceeding for the purpose of preventing that student from being a witness and/or retaliating against that student for being a witness. (Education Code 48900(o))
- Unlawfully offered, arranged to sell, or sold the prescription drug Soma. (Education Code 48900(p))

- Hazing - Any method of initiation or pre initiation into a student organization or any pastime or amusement engaged in with respect to such an organization which causes, or is likely to cause, bodily danger, physical harm, or personal degradation or disgrace resulting in physical or mental harm, to any student or other person attending any school. (Education Code 48900(q))
- Made terrorist threats against school officials and/or school property. (Education Code 48900.7) *Note:* Terrorist threat is any statement, whether oral or written, by a person who willfully threatens to commit a crime which will result in death, great bodily injury to another person, or property damage in excess of \$1,000.
- Possessed electronic signaling device, including cell phones and pagers while on school grounds while attending school sponsored activities or while under the supervision and control of school employees (Ed. Code 48901.5)

A student in grades 4 through 12 is also subject to suspension or recommendation for expulsion when it is determined that he/she:

- Committed sexual harassment as defined in Education Code 212.5 (Education Code 48900.2)
- Caused, attempted to cause, threatened to cause, or participated in an act of hate violence as defined in Education Code 233 (Education Code 48900.3)
- Intentionally harassed, threatened or intimidated a student or group of students to the extent of having the actual and reasonably expected effect of materially disrupting classwork, creating substantial disorder, and invading engaged in harassment, threats or intimidation against Aspire personnel or students that is sufficiently severe or pervasive to have the actual and reasonably expected effect of materially disrupting classwork, creating substantial disorder, and invading the rights of school personnel or students student rights by creating an intimidating or hostile educational environment (Education Code 48900.4)
- Caused or attempted to cause damage; or stealing or attempted to steal; or knowingly receiving stolen school property including electronic files and databases. aiding and Abetting: Defined in Section 31 of the Penal Code, the infliction or attempted infliction of physical injury to another person may suffer suspension, but not expulsion. Except that a pupil who has been adjudged by a juvenile court to have committed, as an aider or abettor, a crime of physical violence in which the victim suffered great bodily injury or serious bodily injury shall be subject to discipline pursuant to subdivision a of 48900 which authorizes (Education Code 48900(s))
- Harassed, threatened, or intimidated another student or school Aspire personnel. (Education Code 48900.4)

## Procedures in Cases Requiring Suspension

Step One: The school site administrator or teacher investigates the incident and determines whether or not it merits suspension.

**Investigations:** Keep in mind that:

1. School officials may investigate, interrogate, and search students based upon reasonable suspicion (a greatly reduced standard as opposed to the requirement of probable cause);
2. No school official ever needs a search warrant in doing a search in conjunction with a school-related investigation;
3. *Miranda Rights* do not apply in situations in which school officials are pursuing disciplinary policy, even if the questioning is likely to reveal criminal activity which may be reported to the police; and
4. Standard school operations are not subject to Parental Notification requirements – the school official does not need to notify or obtain permission from the parent of an involved student as to how to act or proceed, and the parent cannot bind the school by demanding such notification. (*New Jersey v. T.L.O.*, [1985])

**Searches:** In order to investigate an incident, or where there is reasonable suspicion, a student's attire, personal property, vehicle or school property, including books, desks, and school lockers, may be searched by a principal or designee who has reasonable suspicion that a student possesses illegal items or illegally obtained items. These may include illegal substances, drug paraphernalia, weapons or other objects or substances that may be injurious to the student or others. *Illegally possessed items shall be confiscated and turned over to the police.*

Step Two: The school site administrator determines the appropriate length of the suspension (up to five school days). *Note:* A teacher may suspend a student only from his/her classroom for the day of the suspension plus the following school day.

Step Three: Unless a student poses a danger to the life, safety, or health of students or school personnel, a suspension will be preceded by an informal conference between the principal and student, in which the student shall be informed of the reason for the suspension, the evidence against them, and be given the opportunity to present his or her defense. At the time of suspension, a school employee will make a reasonable effort to contact the student's parents in person or by telephone. In the event that a teacher suspends a student from class, the teacher shall ask the parent to attend a parent-teacher conference regarding the suspension as soon as possible.

Step Four: School administrator fills out a Notice of Suspension Form. The parent will be given written notice of the suspension using this form. A copy of this form is also sent to the Aspire home office (Attention Director of Student Services) and placed in the principal's private student files – suspension notices should not be placed in the student's cumulative file.

Step Five: Prior to the suspension or expulsion of any student, the principal or designee shall notify appropriate city or county law enforcement authorities of any student acts of assault which may have violated Penal Code 245. (Education Code 48902) Upon reporting such an incident, the principal or designee with secure a written copy of the police report and a copy of that report shall be placed in the private student files.

The principal or designee also shall notify appropriate city or county law enforcement authorities of any student acts which may involve the possession or sale of narcotics or of a controlled substance

or possession of weapons or firearms in violation of Penal Code 626.9 and 626.10. (Education Code 48902)

Within one school day after a student's suspension or expulsion, the principal or designee shall notify appropriate city or county law enforcement authorities, by telephone or other appropriate means, of any student acts which may violate Education Code 48900(c) or (d), relating to the possession, use, offering or sale of controlled substances, alcohol or intoxicants of any kind. (Education Code 48902)

Specifically:

- Prior to suspending a student from school for an assault upon any person with a deadly weapon or by force likely to produce great bodily injury. (Ed. Code 48902)
- A non-accidentally inflicted physical injury upon a minor student by another student which requires medical attention beyond the level of school-applied first aid. (Penal Code 11166)
- A non-accidentally inflicted physical injury by any person upon any minor which requires any medical attention. A report must be made to police or a child protection agency. (Penal Code 11166)
- Actual or suspected sexual abuse or physical abuse of any minor child. A report must be made to a child protection agency. (Penal Code 11166)
- An attack or assault on, or the menacing of, any school employee by a student. (Ed. Code 44014)
- A directly communicated threat by a student or any person to inflict unlawful injury upon the person or property of a school employee to keep the employee from fulfilling any official duty or for having fulfilled any official duty.
- Possession of any controlled substance, drug paraphernalia, alcoholic beverages or intoxicants, including glue containing toluene. Possession of such materials is illegal, and upon confiscation, cannot be retained by school personnel. (Ed. Code 48900(c))
- Acts of school misconduct in violation of court imposed conditions on probation. (Ed. Code 48267)
- Truancy of any student under court ordered mandatory attendance.

Step Six: The school administrator may require the student and his/her parent or guardian to sign a contract that states the conditions that the student is expected to meet while at the school. Copies of the signed contract are kept by the school site, the student and parent or guardian and the Aspire home office.

#### Appeals Process:

A student or the student's parents/guardians may appeal those disciplinary actions, other than expulsion, imposed upon a student for his/her school related offenses.

- Appeals must be made first in writing at the school level, and should be directed to the principal. The principal or principal's designee will attempt to resolve the appeal with a written response within ten (10) school days.
- After appeal at the school level, if further appeal is desired, the appeal should be made to the Aspire Home Office and should be directed to the CEO or designee (Director of Student Services) for resolution with a written response within fifteen (15) school days.

- After appeal at the Aspire administrative level, if further review is desired, the appeal may be forwarded to the Aspire Executive Committee for resolution with a written response within 20 school days.

If any appeal is denied, the parent may place a written rebuttal to the action in the student's file.

## Expulsion

Expulsion is the involuntary removal of a student from all Aspire schools and Aspire programs for acts of specified misconduct. Except for single acts of a grave nature, expulsion is used only when there is a history of misconduct, when other forms of discipline (including suspension) have failed to bring about proper conduct, or when the student's presence causes a continuing danger to other students. Final action is only taken by vote of the Aspire Board of Directors (the "Board") – Executive Committee ("Aspire Executive Committee").

In the event that a student is recommended for expulsion from Aspire, he or she is entitled to a hearing and, among other things, advance written notice of the rights and responsibilities enumerated in Education Code section 48918. Written notice of these due process rights shall be provided at least 10 days in advance of the date set for the hearing. (Ed. Code 48918)

Expulsion proceedings for a currently identified Special Education student require additional due process procedures. Aspire will follow all due process procedures for Special Education students included in this document and in the Education Code.

While under expulsion, a student cannot enroll in another California school Aspire without approval of that Aspire's Board of Education. Certain expelled students may enroll only in Juvenile Court Schools, County Community Schools, or Aspire operated Community Day Schools (AB922) during the duration of the expulsion.

### Expellable Offenses

#### Category I – Mandatory Expulsion

Under the mandatory provisions of Education Code 48915(c), a student who has committed one or more of the following acts **must be recommended for expulsion** and the Aspire Executive Committee **must expel** the student -- Upon finding that the student committed any of the following acts, the Board shall expel the student. (Education Code 48915)

- Possessing, as verified by a Aspire employee, or selling or otherwise furnishing a firearm, unless the student had obtained prior written permission to possess the item from a certificated school employee, with the principal or designee's concurrence
- Brandishing a knife as defined in Education Code 48915(g) at another person
- Unlawfully selling a controlled substance listed in Health and Safety Code 11053-11058
- Committing or attempting to commit a sexual assault or committing a sexual battery
- Possessing an explosive as defined in 18 USC 921

### **Category II – Mandatory Recommendation for Expulsion**

Under the mandatory provision of Education Code 48915(a), a student who has committed one of the following acts of misconduct must be **recommended for expulsion** unless particular circumstances render it inappropriate.

- Causing serious physical injury to another person, except in self-defense
- Possession of any knife as defined in Education Code 48915(g), explosive or other dangerous object of no reasonable use to the student
- Unlawful possession of any controlled substance, as listed in Health and Safety Code 11053-11058, except for the first offense for the possession of not more than one avoirdupois ounce of marijuana, other than concentrated cannabis
- Robbery or extortion
- Assault or battery upon any school employee as defined in (Penal Code 240 and 242)

### **Category III – Expulsion May Be Recommended**

In accordance with Education Code 48915 and by direction of the California Board of Education, a student may be considered for expulsion for committing any act not listed in Category I or II and enumerated in Education Code sections 48900, 48900.2, 48900.3, 48900.4, or 48900.7. *Note:* The Aspire Executive Committee's decision to expel a student for violations included in Categories II and III must be based on a finding of one or both of the following:

1. Other means of correction are not feasible or have repeatedly failed to bring about the proper conduct.
2. Due to the nature of the act, the presence of the pupil causes a continuing danger to the physical safety of the pupil or others. (Ed. Code 48915(b) and 48915(e).)

### **Procedures in Cases Requiring the Extension of Suspension and/or Expulsion**

**Step One:** School site administrator investigates an incident and determines whether the offense results in a suspension. If so, the administrator follows the procedures to suspend the student outlined previously.

**Step Two:** A meeting is held within five school days of the student's suspension to extend the suspension pending the expulsion process. The student and his/her parent or guardian are invited to attend this meeting with the CEO or designee. School site administrators or teachers may also be present. At this meeting the offense and repercussions are discussed -- if the student has committed an offense that requires a recommendation of mandatory expulsion, this is discussed and understood by all parties.

**Step Three:** A letter from Aspire is sent to the student and parent or guardian regarding the expulsion hearing. This letter notifies the student and parent or guardian when and where the expulsion hearing will take place and the rights of the student with respect to the hearing as provided under Ed. Code 48918. The expulsion hearing must occur within thirty days of the offense, unless the student and parent or guardian request a postponement. The written notification of the hearing must be forwarded to the pupil and the parent at least ten (10) calendar days prior to the date set for the hearing. The notice must include:

- The date and place of the hearing
- A statement of the specific facts and charges upon which the proposed expulsion is based;
- A copy of the Aspire's disciplinary rules which relate to the alleged violation;
- Notice that the hearing is an opportunity for the pupil and the parent/guardian to appear in person or be represented by counsel or by a non-attorney adviser, inspect and obtain copies of all documents to be used at the hearing, to confront and question all witnesses who testify at the hearing, to question all the evidence presented, and present oral and documentary evidence on the pupil's behalf. **Note: If the pupil is to be represented by counsel or by a non-attorney adviser, such written notice must be received by Aspire at least five (5) calendar days prior to the hearing.**
- Notice that the parent/guardian or the pupil is obligated to advise any new school district of the student's status with Aspire.

**Step Four:** The school site administrator files papers that are available for review by the student and his/her parent or guardian. These papers may include, but are not limited to, the following: A record of student attendance and grades; a record of previous infractions; a statement of the facts surrounding the case made by a site administrator; a statement of the facts surrounding the case made by a witness.

**Step Five:** The student and his/her advocate prepare their presentation to the expulsion hearing board and, if necessary, subpoena witnesses. The student's advocate is any person (attorney or non-attorney) of the student's choice who is willing and able to represent the student at the expulsion hearing.

**Step Six: Process of the Expulsion Hearing**

- a) Closed Session: Notwithstanding the provisions of Government Code 54953 and Education Code 35145, the Board shall conduct a hearing to consider the expulsion of the student in a session closed to the public unless the student requests in writing at least five days prior to the hearing that the hearing be a public meeting. If such request is made, the meeting shall be public unless another student's privacy rights would be violated.

Whether the expulsion hearing is held in closed or public session, the Board may meet in closed session to deliberate and determine whether or not the student should be expelled. If the Board admits any other person to this closed session, the parent/guardian, the student, and the counsel of the student shall also be allowed to attend the closed session. (Education Code 48918(c))

If a hearing that involves a charge of sexual assault or sexual battery is to be conducted in public, a complaining witness shall have the right to have his/her testimony heard in closed session when testifying in public would threaten serious psychological harm to the witness and when there are no alternative procedures to avoid the threatened harm, including but not limited to videotaped deposition or contemporaneous examination in another place communicated to the hearing room by closed-circuit television. (Education Code 48918(c))

- b) Record of Hearing: A record of the hearing shall be made and may be maintained by any means, including electronic recording, as long as a reasonably accurate and complete written transcription of the proceedings can be made. (Education Code 48918(g))
- c) Subpoenas: Before commencing a student expulsion hearing, the Board may issue subpoenas, at the request of either the student or the CEO or designee, for the personal appearance at the hearing of any person who actually witnessed the action that gave rise to the recommendation for expulsion. All subpoenas shall be issued in accordance with the Code of Civil Procedure 1985-1985.2 and enforced in accordance with Government Code 11455.20. (Education Code 48918(i))

Any objection raised by the student or the CEO or designee to the issuance of subpoenas may be considered by the Board in closed session, or in open session if so requested by the student, before the meeting. The Board's decision in response to such an objection shall be final and binding. (Education Code 48918(i))

If the Board determines that a witness would be subject to unreasonable risk of harm by testifying at the hearing, a subpoena shall not be issued to compel the personal attendance of that witness at the hearing. However, that witness may be compelled to testify by means of a sworn declaration. (Education Code 48918(i))

Presentation of Evidence: While technical rules of evidence do not apply to expulsion hearings, evidence may be admitted and used as proof only if it is the kind of evidence on which reasonable persons can rely in the conduct of serious affairs. Relevant evidence of any kind may be admitted and given probative effect if it is the kind upon which reasonable persons are accustomed to rely. Hearsay is an acceptable form of evidence and is admissible. (Education Code 48918(f) and (h))

In cases where a search of a student's person or property has occurred, evidence describing the reasonableness of the search shall be included in the hearing record.

- d) Testimony by Complaining Witnesses: The following procedures shall be observed when hearings involve allegations of sexual assault or sexual battery by a student: (Education Code 48918)
  - 1) Any complaining witness shall be given five days' notice before being called to testify.
  - 2) Any complaining witness shall be entitled to have up to two adult support persons, including but not limited to a parent/guardian or legal counsel, present during his/her testimony.
  - 3) Before a complaining witness testifies, support persons shall be admonished that the hearing is confidential.
  - 4) The person presiding over the hearing may remove a support person whom he/she finds is disrupting the hearing.
  - 5) If one or both support persons are also witnesses, the hearing shall be conducted according to Penal Code 868.5.



- e) Evidence of specific instances of prior sexual conduct of a complaining witness shall be presumed inadmissible and shall not be heard unless the person conducting the hearing determines that extraordinary circumstances require the evidence to be heard. Before such a determination is made, the complaining witness shall be given notice and an opportunity to oppose the introduction of this evidence. In the hearing on the admissibility of this evidence, the complaining witness shall be entitled to be represented by a parent/guardian, legal counsel or other support person. Reputation or opinion evidence regarding the sexual behavior of a complaining witness shall not be admissible for any purpose.
- f) In order to facilitate a free and accurate statement of the experiences of the complaining witness and to prevent discouragement of complaints, the Aspire shall provide a non-threatening environment.
  - 1) The Aspire shall provide a room separate from the hearing room for the use of the complaining witness before and during breaks in testimony.
  - 2) At the discretion of the person conducting the hearing, the complaining witness shall be allowed reasonable periods of relief from examination and cross-examination during which he/she may leave the hearing room.
  - 3) The person conducting the hearing may:
    - Arrange the seating within the hearing room so as to facilitate a less intimidating environment for the complaining witness
    - Limit the time for taking the testimony of a complaining witness to the hours he/she is normally in school, if there is no good cause to take the testimony during other hours
    - Permit one of the support persons to accompany the complaining witness to the witness stand

**Step Seven:** Within three school days after the hearing, the Discipline Review Board shall determine whether to recommend the expulsion of the pupil to the Aspire Executive Committee. The decision of the Board to expel may be based solely on substantial evidence relevant to the charges adduced at the hearing. While hearsay is admissible and acceptable as a form of evidence, no decision to expel a student may be based solely upon hearsay.

If the Discipline Review Board decides not to recommend expulsion, the expulsion proceedings shall be terminated and the pupil immediately shall be reinstated and permitted to return to a classroom instructional program, any other instructional program, a rehabilitation program, or any combination of these programs. The decision not to recommend expulsion shall be final.

**Step Eight:** If the Discipline Review Board recommends expulsion, findings of fact in support of the recommendation shall be prepared and submitted to the Aspire Executive Committee. The Board's decision on whether to expel a student shall be made within 10 school days after the conclusion of the hearing, unless the student requests in writing that the decision be postponed. (Education Code 48918(a)) *Note:* If the Board does not meet on a weekly basis, its decision on whether to expel a student shall be made within 40 school

days after the student is removed from his/her school of attendance, unless the student requests in writing that the decision be postponed. (Education Code 48918(a))

### **Final Action by the Board**

Whether the expulsion hearing is conducted in closed or public session by the Board, a hearing officer, or an administrative panel, the final action to expel shall be taken by the Board at a public meeting. (Education Code 48918(j)) If the Board conducts the hearing and reaches a decision not to expel, this decision shall be final and the student shall be reinstated immediately.

Upon ordering an expulsion, the Board shall set a date when the student shall be reviewed for readmission to a school within the Aspire. For a student expelled for an act listed under "Mandatory Recommendation and Mandatory Expulsion" above, this date shall be one year from the date the expulsion occurred.

### **Written Notice to Expel**

The CEO or designee shall send written notice of the decision to expel to the student or parent/guardian. This notice shall include the following:

1. The specific offense committed by the student for any of the causes for suspension or expulsion listed in Education Code 48900(a)-(o), Education Code 48900.2-48900.4 and Education Code 48915(c) (Education Code 48900.8)
2. The fact that a description of readmission procedures will be made available to the student and their parent/guardian (Education Code 48916) upon their request for readmission at a later day.
3. Notice of the right to appeal the expulsion to the County Board of Education (Education Code 48918)
4. Notice of the student's or parent/guardian's obligation to inform any new district or school in which the student seeks to enroll of the student's expelled status with Aspire, pursuant to Education Code 48915.1 (Education Code 48918)

### **Steps to Appeal**

The student or parent/guardian is entitled to file an appeal of the Board's decision to the County Board of Education. The appeal must be filed within 30 days of the Board's decision to expel, even if the expulsion action is suspended and the student is placed on probation. (Education Code 48919)

The student shall submit a written request for a copy of the written transcripts and supporting documents from the Aspire simultaneously with the filing of the notice of appeal with the County Board of Education. The Aspire shall provide the student with these documents within 10 school days following the student's written request. (Education Code 48919)

### **Readmission**

Readmission procedures shall be as follows:

1. Upon written request from the pupil and parent/guardian no earlier than a full year from the date of expulsion, the Aspire shall consider readmission of the student. (Education Code 48916)
2. The CEO or designee shall hold a conference with the parent/guardian and the student. At the conference the student's rehabilitation shall be reviewed. School regulations shall be reviewed

and the student and parent/guardian shall be asked to indicate in writing their willingness to comply with these regulations.

3. The CEO or designee shall transmit to the Board his/her recommendation regarding readmission. The Board shall consider this recommendation in closed session if information would be disclosed in violation of Education Code 49073-49079. If a written request for open session is received from the parent/guardian or adult student, it shall be honored.
4. If the readmission is granted, the CEO or designee shall notify the student and parent/guardian, by registered mail, of the Board's decision regarding readmission.
5. The Board may deny readmission if it finds that the student has not satisfactorily demonstrated rehabilitation or that the student continues to pose a danger to campus safety or to other Aspire students or employees. (Education Code 48916) The Board shall provide written notice to the expelled student and parent/guardian describing the reasons for denying readmittance into the regular program. (Education Code 48916)

#### **Maintenance of Records**

The Board shall maintain a record of each expulsion, including the specific cause of the expulsion. The expulsion record shall be maintained in the student's mandatory cumulative record and sent to any school in which the student subsequently enrolls. (Education Code 48900.8, 48918(k))

The CEO or designee shall, within five working days, honor any district's request for information about an expulsion. (Education Code 48915.1)

**Aspire Public School**  
**Monarch Academy**  
 3 Year Pro Forma Financials

**Monarch**  
 12/17/2008

**Assumptions**

Teacher Staff	17	17	17
Enrollment	352	352	352
ADA (95%)	334	334	334

	FY09-10 Projected	FY10-11 Projected	FY11-12 Projected
<b>REVENUES</b>			
State Aid Per Pupil Revenue	1,396,470	1,462,609	1,515,417
Federal Income	223,458	230,406	235,954
Child Nutrition	98,000	98,000	98,000
Class Size Reduction	240,480	248,897	255,617
Categorical Block Grant	304,220	314,868	323,369
Lottery	45,813	47,416	48,696
Other State Revenue	277,500	277,500	277,500
Donations	-	-	-
In Lieu Tax Revenue	493,240	493,240	493,240
Other Local Revenue	6,000	6,000	6,000
<b>TOTAL REVENUES</b>	<b>3,085,180</b>	<b>3,178,937</b>	<b>3,253,794</b>
<b>EXPENSES</b>			
<b>Personnel</b>			
Certificated	1,245,064	1,286,013	1,328,396
Classified	273,236	282,800	292,698
Benefits	355,958	374,915	387,786
<b>Total Personnel</b>	<b>1,874,258</b>	<b>1,943,727</b>	<b>2,008,880</b>
<b>Books &amp; Supplies</b>			
Books	70,400	72,864	74,831
Materials/Supplies	71,755	74,256	76,253
Food Services	116,000	116,000	116,000
<b>Tot Books/Supplies</b>	<b>258,155</b>	<b>263,120</b>	<b>267,084</b>
<b>Services &amp; Other Operating Expenses</b>			
Travel & Conference	21,000	21,735	22,322
Dues & Subscriptions	1,000	1,000	1,000
Insurance	7,040	7,286	7,483
Utilities	35,200	36,432	37,416
Rent	224,400	224,400	224,400
Repairs & Maint	5,000	5,000	5,000
Educational Consultant	33,600	33,600	33,600
Special Education	44,000	45,540	46,770
Facilities Contractor	35,200	36,432	37,416
Field Trips	10,000	10,000	10,000
Printing/Reprod	34,800	36,018	36,990
Depreciation	47,362	47,362	47,362
Communication	12,320	12,751	13,095
<b>Tot Services</b>	<b>510,922</b>	<b>517,557</b>	<b>522,854</b>
<b>Capital Outlay</b>			
Site Improvements	-	-	-
Equipment	-	-	-
<b>Tot Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Expenses</b>			
Facilities Allocation	228,000	228,000	228,000
Corp Admin(7%)	173,171	179,232	184,071
Dist Admin (1%)	24,739	25,605	26,296
Reserve (3%)	1,746	2,598	2,074
<b>Tot Other Activity</b>	<b>427,656</b>	<b>435,434</b>	<b>440,441</b>
<b>TOTAL EXPENSES</b>	<b>3,070,991</b>	<b>3,159,838</b>	<b>3,239,259</b>
<b>NET PROFIT (LOSS)</b>	<b>14,190</b>	<b>19,099</b>	<b>14,536</b>



19,461	1,096	(11,661)	18,339	2,555	2,555	2,555	2,555	34,900	37,454	40,009	42,564	45,119	41,552	9,299	63,289	26,450	14,612	17
19,461	19,461	20,557	8,896	27,235	29,790	32,345	34,900	37,454	40,009	42,564	45,119	45,119	41,552	9,299	63,289	26,450	14,612	14
19,461	1,096	(11,661)	18,339	2,555	2,555	2,555	2,555	34,900	37,454	40,009	42,564	45,119	(3,567)	(32,253)	53,990	(36,839)	(11,839)	2

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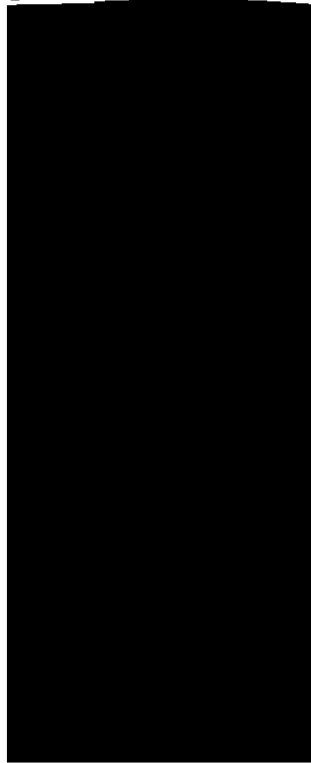








Emily Nunez





















**Charter School Petition/Petición de Escuela Tipo Charter**

Assigned parents, support the renewal of Monarch Academy's charter in the Oakland Unified School District (District). We hereby petition the Board of Education to grant a charter renewal pursuant to Education Code Section 47605. The petitioners listed below certify that they are the legal guardians of pupils who are meaningfully interested in having their students attend the charter school. The petitioners authorize the Principal, Gloria Lee, to negotiate any amendments to the attached charter necessary to secure approval by the District governing board.

Los padres firmantes, apoyamos la renovación al charter de Monarch Academy en el Distrito Escolar Unificado Oakland (Distrito). Nosotros solicitamos al Consejo de Educación del Distrito para otorgar la renovación según Sección de Código de Educación 47605. Los peticionarios listados certifican que ellos son padres o guardianes de alumnos que son interesados significativamente a tener a sus estudiantes en la escuela del fletamento (charter). Los peticionarios autorizan a Los Peticionario Principal, Gloria Lee, para negociar cualquier enmienda o anexo necesaria para asegurar la aprobación por el Distrito.

More than  
one child

Parent Name Padre/Madre	Street Address Domicilio	Zip Code Codigo Postal	Name(s) of Child(ren) Nombre(s) de los hijo(s)	Grade (2008-09) Grado (2008-09)	Signature Firma
G. Barajas	1641 88 <sup>th</sup> AVE	94621	Leonardo and Valeria	15 - 4 <sup>th</sup>	Maria G. Barajas
Wariz	1289 100 Ave	94603	Omar / Cesar Santos	1 - 3	Alma Alvarado
Barba	8710 B St.	94621	Dalila Barba / Edwin Montes	3 - 4	Daniel Barba
Alvarez	16281 ASHLAND AVE	94580	Oswaldo y Jesus Palma	2, 3	[Signature]
Tapia	801 DONOVAN, Di. S. LAKE	94597	Agustin y Alejandro T.	1 - 4	Algebra Tapia
Gonzalez	929 101 St. AV	94603	Emilia Maria Aguilar	2 - 5	Maria Gonzalez
Chavez	10220 Corafrican St	94603	Karla and Michael Chavez	K - 1 <sup>st</sup>	Monica Chavez
Moreno	1021 92 <sup>nd</sup> AVE	94603	Celia, Jarqueline, Martin	4 <sup>th</sup> , 3 <sup>rd</sup> , K	Blanca Moreno
Avanzo	10550 Pearmain St.	94603	Miguel / Jose Mercado	3 <sup>rd</sup> / 4 <sup>th</sup>	Ramiro Avanzo
Zamora	7839 Locust St	94621	Oscar y Jorge Avila	4 / 4 / 4	Diosdado Zamora
Lawrence	10526 Link St.	94603	Isabella, Olivia, Joshua	1 <sup>st</sup> - 3 <sup>rd</sup>	[Signature]
Arreola	9315 Plymouth St	94603	Deicy, Jose A, R	3 - K	Ysabella Arreola
Gonzalez	50 Cary Ct	94603	Anthony, Jesus, Saul	4 - 2 - 1	Beatriz Gonzalez





























Charter School Petition/Petición de Escuela Tipo Charter

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More than one child

Parent Name/Padre/Madre	Street Address/Domicilio	Zip Code/Código Postal	Name(s) of Child(ren)/Nombre(s) de los hijo(s)	Grade (2008-09)/Grado (2008-09)	Signature/Firma
Martinez	1316 100 <sup>th</sup> Ave	94603	Samuel Martinez	Kindergarten	Mariela Martinez
Martinez	1316 100 <sup>th</sup> Ave	94603	Melody Martinez	4	Mariela Martinez
Maldonado	10141 Edes Ave.	94603	Ana Maldonado	3	Leticia Maldonado
Maldonado	10141 Edes Ave	94603	Jose Maldonado	K	Leticia Maldonado
Hernandez	127 5939 Hayes st	94621	Pablo Buscño	K	Rosa A Hernandez
Hernandez	5939 Hayes st	94621	Alexandro Buscño	3	Rosa A Hernandez
Tapia	9426 Bancroft Av. #B	94603	Nancy J. Tapia	3	Rosalba Tapia
Tapia	9426 Bancroft Av. #B	94603	Angel L. Tapia	1	Rosalba Tapia
Lamirez	1235 92 Av.	94603	Diego Moya	1	Sandra Lamirez
Lamirez	1235 92 Av.	94603	JAIR MOYA	5	Sandra Lamirez
Eulogui	9981 Empire Rd	94603	Samantha Flores	K	Daulina Eulogui
Salazar	9981 Empire Rd	94603	Jaqueline Flores	1	Maria Gonzalez
Salazar	9981 Empire Rd	94603	Jasmine Flores	K	Maria Gonzalez
Valdez	169310 Walnut St	94603	Esmeralda Valquez	1	Maria Valdez
Valdez	9310 Walnut St	94603	Alexandra Valdez	3	Maria Valdez
Medina	1231 91 st AVE	94603	Brenda L. Guillermo L	2 3	Rosario Medina





































