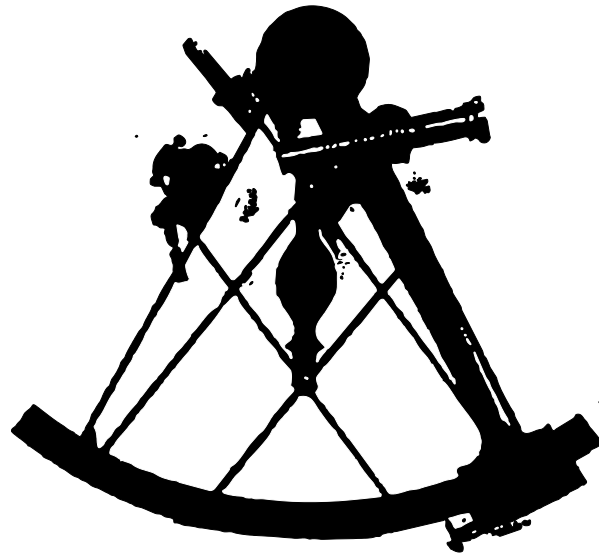


STURGIS CHARTER PUBLIC SCHOOL

ANNUAL REPORT

2017-18



**Sturgis Charter Public School
427 Main Street**

Hyannis, Massachusetts 02601

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Introduction to the School

<i>Name of School: Sturgis Charter Public School</i>			
Type of Charter (Commonwealth or Horace Mann)	Commonwealth	Location	Hyannis, MA
Regional or Non-Regional	Regional	Districts in Region	Barnstable, Bourne, Carver, Dennis-Yarmouth, Falmouth, Mashpee, Monomoy, Nauset, Plymouth, Provincetown, Sandwich, Wareham
Year Opened	1998	Year(s) Renewed	2003, 2008, 2013, 2018
Maximum Enrollment	850 at 2 campuses 425 at Sturgis West & 425 at Sturgis East	Current Enrollment	816
Chartered Grade Span	9-12	Current Grade Span	9-12
# of Instructional Days during the 2017-2018 school year	180	Students on Waitlist	600
School Hours	8:20 a.m.—3:10 p.m.	Age of School	20 years

Mission Statement: Sturgis Charter Public School is dedicated to an “International Baccalaureate (IB) for All” philosophy, preparing high school students for higher education in a supportive learning environment. Sturgis provides each student a rigorous world-class educational program, encouraging academic achievement, intellectual confidence, and personal growth.

Letter from the Chair of the Board of Trustees: Not Provided

Network Requirements: Not Applicable

School Performance and Program Implementation

Faithfulness to Terms of Charter

Mission and Key Design Elements

Mission Statement:

Sturgis offers Cape Cod students an intellectually rigorous education in the traditional liberal arts and sciences. Basic to the school's charter is membership in the International Baccalaureate Organization, a worldwide curriculum and examination system which offers students in member schools an opportunity to earn an IB Diploma or to earn certificates in individual IB courses. In order to earn the Diploma, students must take a wide range of academic courses, pass examinations and other assessments in these courses as well as participate in service to the community, be involved in creative and athletic endeavors, and write an extended essay. Currently, more than 1,250,000 students in more than 4,200 schools in 143 countries are enrolled in IB programs.

Our charter is unequivocal about the school's commitment to our curriculum and goals for instruction. Sturgis, it says, will offer students "...an intellectually rigorous education in the tradition of the liberal arts and sciences, a course of study aimed at independence of thought and generosity of spirit." The Sturgis curriculum is based upon the premise of "International Baccalaureate for All". Thus, all courses in grades 11 and 12 are IB courses, and all courses in grades 9 and 10 are IB prep. Accordingly, all students are required to take and pass four years of each of the core disciplines: English, history, mathematics, and science. In addition, Sturgis requires six years of foreign language, including two years of the language Latin and at least 4 years in one of the languages. Two years of the arts are required in the first two years. Required electives in the last two years give students the opportunity to take additional course work in foreign language, history, science, mathematics, music, art, and theater arts.

Instruction is designed to challenge all students to think independently, to express their thinking effectively in both speaking and writing, to learn from productive participation in small group interaction and problem solving, and to take responsibility for everyone's learning in their classrooms by thoughtfully listening and responding to others' ideas. Writing, both in and out of class, is used extensively as a vehicle for exploring and clarifying ideas as well as demonstrating the quality of understanding. Individual and group projects provide further opportunities for students to demonstrate the creativity and independence of thought we prize so highly. Evidence of the success of these efforts is reflected in our MCAS and IB results. Our commitment to educating

the entire person is expressed in our requirement of participation for all IB Diploma students in athletics or action activities, a creative endeavor, and service to the school and/or community.

For specific evidence of successful implementation of the school's mission and key design elements, please review the section entitled Appendix A: Accountability Plan Objectives and Measures on p. 20 .

Key Design Elements:

- Offering an International Baccalaureate (IB) for All coursework experience for all students (mission statement, p. 7 charter application)
- Students embrace the requirements of gaining the IB Diploma (p. 7 charter application)
- College preparations and readiness (mission statement)
- Students focus on developing the traits in the IB Learner Profile

Amendments to the Charter: Not Applicable

Access and Equity: The most recent available data indicates that Sturgis has an in-school suspension rate of 2.3% and an out-of-school suspension rate of .2%. These numbers reflect a multi-year approach to avoiding the practice of removing students from the school arena when disciplined. Subgroup numbers are not large enough to be statistically significant.

Dissemination Efforts

Using the table below, provide evidence of how the school has provided innovative models for replication and best practices to other public schools in the district where the charter school is located during the 2017-2018 school year. Dissemination efforts may also include sharing innovative models and best practices to other schools, districts, and organization beyond the district where the charter school is located. There are multiple forums and activities through which a charter school may disseminate, please see the Charter School Performance Criteria for more information:

<http://www.doe.mass.edu/charter/acct.html?section=criteria>¹

Best Practice Shared	Vehicle for Dissemination (describe the method, format, or venue used to share best practices)	Who at the school was involved with the dissemination efforts? (Title)	Criteria that best aligns to the shared best practice (choose from the drop down menu)	With whom did the school disseminate its best practices? (Partners and Locations)	Result of dissemination (List any resulting artifacts, materials, agendas, or results from partners. Also indicate if the school received grant funding to disseminate and if a grant report was written.)
IB For All	Sturgis' Segment of IB Organization's 50 th Anniversary Documentary (<i>A Better World Through Education</i>) premiered at IB Global Conference in The Hague, Netherlands. (October 2017)	Executive Director, Community Outreach Coordinator	Access and Equity	IB Educators from across the World	After conferences, documentary video was publicized regularly and widely by IB Organization. Also, IB Organization is working with local Cape media outlets to show documentary on cable access programming. One place to see the video is here: https://www.youtube.com/watch?v=-ynPKCnniog&utm_content=buffer48033&utm_medium=social&utm_source=twitter.com&utm_campaign=buffer
IB For All	Sturgis' Segment of IB Organization's 50 th Anniversary Documentary was shown at opening general session at IB Global Conference in San Diego, California. (July 2018)	Executive Director, Assistant Principals, Board of Trustees President	Access and Equity	2,000 IB Educators from across the Americas and beyond.	The IB Organization created a feature Tweet using their Twitter platform highlighting Sturgis' work: https://twitter.com/iborganization/status/1023342612810551298
IB and School Leadership	Facilitated 3 day workshop for new IB Administrators at Rice University in Houston, Texas.	Executive Director	School Leadership	School leaders from across the Americas.	
IB and School Leadership	Facilitated 3 day workshop for new IB Administrators in New Orleans, Louisiana.	Executive Director	School Leadership	School leaders from across the Americas.	
IB and School Leadership	Facilitated 3 day workshop for new IB Administrators in Atlanta, Georgia.	Executive Director	School Leadership	School leaders from across the Americas.	

IB and School Leadership	Invited to Participate in Upskilling by IB Organization at IB Headquarters in Bethesda, Maryland to Create and Lead new Advanced IB Leadership Professional Development Courses.	Executive Director	School Leadership	School leaders from across the Americas.	More information can be found on the following (and linked) web page: https://www.ibo.org/professional-development/ib-leadership-series/meet-the-workshop-facilitators/
IB for All	Gave a presentation entitled <i>IB For All: Inspiring and Developing a Transformative School Culture</i> at IB Global Conference in San Diego (July 2018).	Executive Director	Mission and Key Design Elements	150 IB Educators from around the world.	Sturgis made contacts with educators from across countries interested in visiting Sturgis to learn about our IB for All model.
Advanced Curriculum Work	Sturgis East Lead Latin Teacher was invited to fly to The Hague to join IB working group creating revised IB Latin curriculum.	East Lead Latin Teacher	Curriculum	IB Organization (Global) and – eventually -all IB Latin teachers around the world.	
Supporting Teachers in Providing Access for Diverse Learners	Sturgis EL Coordinators led first SEI workshop as an accredited SEI course provider to Sturgis and Lighthouse Charter faculty.	EL Coordinators	Supports for Diverse Learners	Lighthouse Charter faculty.	Course was offered and participants could earn SEI certification.
IB for All	Writer Diane Kittower interviewed Executive Director at request of IB Organization to write a feature article about Sturgis.	Executive Director	Mission and Key Design Elements	IB Educators around the world.	Article will be finalized and distributed to IB community in the 18-19 school year.

Academic Program Success: Student Performance

A. Sturgis Charter Public School's school report card link is:

<http://profiles.doe.mass.edu/reportcard/rc.aspx?linkid=37&orgcode=04890505&fycode=2017&orgtypecode=6&>

B. Other Assessment Measures

International Baccalaureate Exam Participation—Number of Certificates and Percentages of Students

IB Certificates	Class of 2012	Class of 2013	Class of 2014	Class of 2015	Class of 2016	Class of 2017	Class of 2018
Number of Students	91	99	186	210	198	182	185
Total Exams Taken	536	577	1070	1220	1146	1060	1053
Higher/Standard Level	256/285	250/318	456/614	524/696	506/641	434/626	468/585
Took at least 1 Exam	100%	100%	99%	100%	100%	98%	99%
Took at least 3 Exams	100%	100%	99%	99+%	98%	97%	97%
Took at least 6 Exams	90%	90%	84%	86%	85%	79%	76%
IB Diploma Candidates	60%	69%	67%	65%	64%	53%	60%
Special Ed Students/ Exams	10 took 51	12 took 62	20 took 98	29/138	27 took 134	20 took 78	36 took 155

International Baccalaureate Exam Performance—Scores (1-7) and Percentages of Students

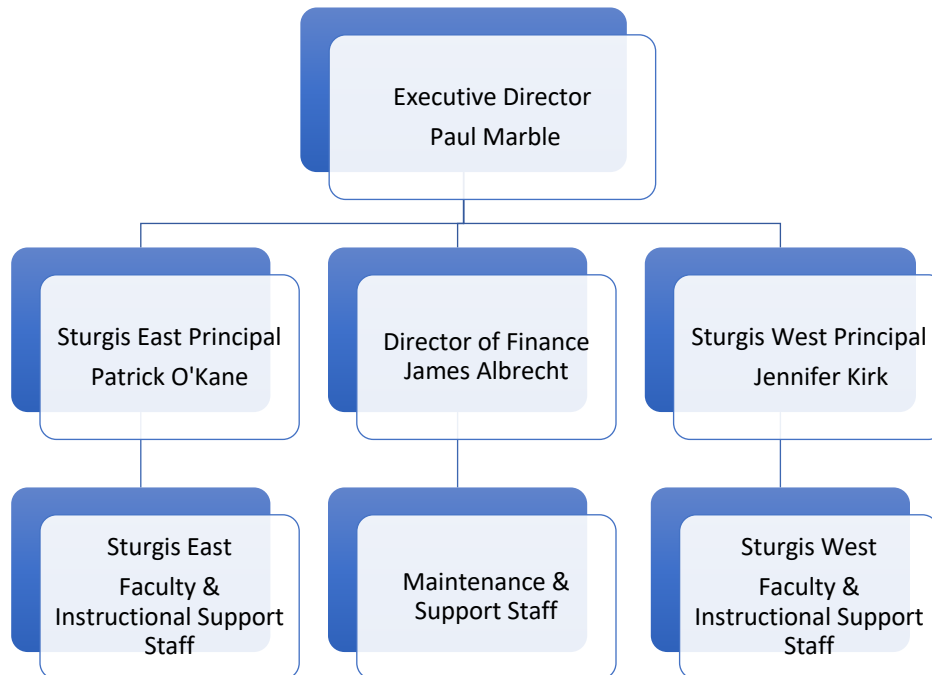
IB Certificates	Class of 2012	Class of 2013	Class of 2014	Class of 2015	Class of 2016	Class of 2017	Class of 2018
Results							
% of scores 3+	85%	94%	87%	90%	92%	89 %	87%
% of scores 4+	64%	73%	65%	70%	71%	67 %	65%
% Special Ed scores 3+	71%	71%	73%	75%	78%	76 %	77%
Students							
% with at least one 3+	100%	100%	99%	100%	99%	98 %	97%
% with at least one 4+	98%	97%	95%	99%	97%	95 %	89%
% IB Diplomas achieved	58% (32/55)	65% (44/68)	51% (61/119)	66% (90/136)	65% (83/127)	72 % (69/96)	59% (66/111)

Program Delivery

There were no significant program delivery changes, with the exception that for the 2017-2018 school year, Sturgis added a full-time School Adjustment Counselor and improved upon our already strong guidance counselor: student ratio. Also, Sturgis has appointed an Assistant Principal for each campus as well as a team of Instructional Coaches for implementation in the 2018-2019 school year.

Organizational Viability

Organizational Structure of the School



Multiple Campus Organizational Structure:

Prior to the opening of Sturgis West, the Sturgis Board of Trustees adopted the following Equity Policy:

“It shall be the policy of Sturgis Charter Public School that all campuses governed by the Board of Trustees shall be allocated, as much as possible, equitable resources, including but not limited to: the educational program; mission of “IB for All”; faculty, student/faculty ratio; size and type of facilities; activities; sports; and administrative staff. Minor differences may exist between campuses due to student interests and needs”.

The Board of Trustees regularly receives updates on campus equity. At every board meeting, a faculty report and an Executive Director report is given to provide updates. In addition, data presentations – both MCAS and IB – are given annually with data de-aggregated by campus. Each May, the Board receives the results of the yearly faculty, student and parent surveys that are separated by campus for comparison’s sake.

Teacher Evaluation:

The 2017-2018 was the last school year with our Administrative Intern positions. Beginning in 2018-2019, the building Principal will be the only administrator observing teachers/classes in an evaluator role. Other than more frequent and shorter observations by solely the building Principal, the system for evaluating teachers has not changed.

Budget and Finance

A. Unaudited FY18 statement of revenues, expenses, and changes in net assets (income statement)

Sturgis Charter Public School

Profit & Loss

As of June 30, 2018

	<u>Jul '17 - Jun 18</u>
Ordinary Income/Expense	
Income	
Grant Revenue	178,804.00
Miscellaneous	
Athletic Fees Income	80,225.00
Miscellaneous - Other	45,462.94
Total Miscellaneous	125,687.94
Tuition	13,273,726.00
Total Income	13,578,217.94
Gross Profit	13,578,217.94
Expense	
Co-Curriculum	
Athletics	402,402.40
Orientation/Graduation	23,136.69
Sturgis Arts Council	713.84
Total Co-Curriculum	426,252.93
Marketing & Development	
Advertising & Recruiting	12,998.26
Other	7,308.23
Printing	5,308.61
Total Marketing & Development	25,615.10
Physical Plant	
Depreciation	49,982.00
Electricity	137,099.66
Gas	31,081.45
Maintenance & Repairs	60,242.00
Property Insurance	43,269.68
Rent	1,463,600.00
Security/ Fire Alarm	6,880.95
Special Maint. Projects	13,139.89
Waste Disposal	7,695.50
Water/ Sewer	12,636.60
Total Physical Plant	1,825,627.73
Salaries & Benefits	
Benefits	
Health & LTD Insurance	899,596.29
MA Unemployment	17,281.04
Social Security	182,655.69

Sturgis Charter Public School

Profit & Loss

As of June 30, 2018

Worker's Compensation	58,683.00
Total Benefits	1,158,216.02
Payroll Processing Fees	5,971.07
Professional Development	
IB Training	54,847.73
Other	24,778.31
Travel & Workshops	22,388.20
Total Professional Development	102,014.24
Salaries	8,929,128.40
Stipends and Part-Time Pos	
Substitutes	64,325.00
Tutors	28,799.52
Total Stipends and Part-Time Pos	93,124.52
Total Salaries & Benefits	10,288,454.25
Services & Contracts	
Building Services	
Custodial	36,573.52
Snow Removal	8,825.00
Total Building Services	45,398.52
Other Services	
Computer Contract	13,489.00
Copiers-Lease-Contracts	20,913.07
Telephone	15,009.13
Total Other Services	49,411.20
Professional Services	
Accounting/Audit	18,000.00
Consulting	2,775.00
Educators Liability Insurance	19,372.32
Legal Services	2,620.80
Total Professional Services	42,768.12
Student Services	
Food	31,022.17
Transportation	38,771.47
Total Student Services	69,793.64
Testing & Assessment	
Diagnostic Testing	96,250.75
IB Administration Costs	15,350.00
IB Exams	187,215.00
Other-OT Other	22,497.61

Sturgis Charter Public School

Profit & Loss

As of June 30, 2018

Total Testing & Assessment	321,313.36
Total Services & Contracts	528,684.84
Supplies & Equipment	
Administrative Supplies	
Dues and Subscriptions	21,029.00
Furniture & Fixtures	1,623.45
Office Supplies	32,918.36
Postage & Shipping	7,051.46
Software	12,068.14
Total Administrative Supplies	74,690.41
General Supplies	
Custodial Supplies	17,319.18
Medical Supplies	1,963.51
Total General Supplies	19,282.69
Instructional Supplies	
Furniture & Fixtures	10,950.55
Library Books & Materials	37,484.86
Other Materials	146,594.36
Technology	155,627.02
Textbooks	40,009.35
Total Instructional Supplies	390,666.14
Total Supplies & Equipment	484,639.24
Total Expense	13,579,274.09
Net Ordinary Income	-1,056.15
Other Income/Expense	
Other Income	
Other Income	
Interest Income	7,330.28
Total Other Income	7,330.28
Total Other Income	7,330.28
Other Expense	
Depreciation Expense	0.00
Total Other Expense	0.00
Net Other Income	7,330.28
Net Income	6,274.13

Sturgis Charter Public School
Balance Sheet
As of June 30, 2018

	<u>Jun 30, 18</u>
ASSETS	
Current Assets	
Checking/Savings	
Rockland Trust	2,341,958.62
TD Bank	19,294.62
TD Bank MoneyMarket	56,696.42
TD Bank Payroll Account	19,207.14
Total Checking/Savings	<u>2,437,156.80</u>
Other Current Assets	
Prepaid Expenses	4,900.00
Student Activities Account	112,160.35
Total Other Current Assets	<u>117,060.35</u>
Total Current Assets	<u>2,554,217.15</u>
Fixed Assets	
Accumulated Depreciation	
Accum depr-00	-125,870.47
Accum Depr-00-01	-6,003.00
Accum Depr-Equipment	-179,681.44
Accum Depr-Furniture & Fixtures	-19,758.85
Accum Depr-LHI 1998	-52,514.93
Accum Depre. L/I 1999	-25,538.00
Accum Deprec-Leaseholds 2002	-85,310.00
Accumulated Depreciation - Other	-320,075.81
Total Accumulated Depreciation	<u>-814,752.50</u>
Computers/language lab	12,019.80
Equipment	74,534.72
Furniture & Fixtures	126,514.87
Leasehold Improvements	
Leasehold Improv-1998	408,445.13
Leasehold Improvements-1999	285,775.00
Leasehold Improvements-2001	146,085.20
Leaseholds-2002	113,297.00
Leaseholds-2003	97,706.80
Leaseholds -2000	239,367.89
Leaseholds Impr-2004	241,992.32
Leasehold Improvements - Other	37,807.00
Total Leasehold Improvements	<u>1,570,476.34</u>
Total Fixed Assets	<u>968,793.23</u>
TOTAL ASSETS	<u><u>3,523,010.38</u></u>

Sturgis Charter Public School

Balance Sheet

As of June 30, 2018

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

Trade Accounts Payable

269,140.71

Total Accounts Payable

269,140.71

Other Current Liabilities

414 H Payable

73,324.16

Accrued Expenses

147,467.22

Accrued Payroll Taxes

103,000.00

Accrued Wages

1,298,073.16

Total Other Current Liabilities

1,621,864.54

Total Current Liabilities

1,891,005.25

Long Term Liabilities

Student Escrow

112,160.35

Total Long Term Liabilities

112,160.35

Total Liabilities

2,003,165.60

Equity

Retained Earnings

1,513,570.65

Net Income

6,274.13

Total Equity

1,519,844.78

TOTAL LIABILITIES & EQUITY

3,523,010.38

Sturgis Charter Public School
Budget

Budget Projection 2018-2019

837 Students

Tuition Revenue	14,105,013
Grant Revenue	195,000
Interest Income	8,450
Athletic Fee Income	79,900
Misc	4,000
	14,392,363
6010-00 · Salaries	9,370,799
6015-10 · Payroll Processing Fees	6,800
6125-00 · Benefits	
6125-02 · Health & LTD Insurance	994,750
6125-11 · Social Security	175,500
6125-13 · MA Unemployment	15,500
6125-31 · Workers Compensation	72,000
6150-00 · Stipends and Part-Time Pos	
6150-01 · Tutors	32,000
6150-50 · Stipends, Substitutes	70,000
6175-00 · Professional Development	
6175-01 · IB Training	40,000
6175-11 · Workshops	30,000
6175-00 · Professional Dev. Other	15,000
6201-00 · Testing & Assessment	
6201-05 · IB Administration Costs	19,500
6201-10 · IB Exams	191,832
6201-20 · Diagnostic Testing	99,000
6201-00 · Testing & Assess- Other	22,000
6210-00 · Student Services	
6210-01 · Transportation	27,500
6210-11 · Food	43,500
6210-00 · StudentServices - Other	1,000
6700-01 · Orientation/Graduation	42,500
6700-05 · Sturgis Art Council	3,500
6700-10 · Athletics	425,000
6220-01 · Accounting/Audit	19,000
6220-05 · Ed. Liability Insurance	27,500
6220-10 · Legal Services	12,000
6220-20 · Consulting	5,000
6230-01 · Custodial/ & Snow	50,000
6300-01 · Telephone	20,500
6300-30 · Computer Contract	30,000
6300-40 · Copier-Lease-Contracts	31,500
6410-00 · Instructional Supplies	
6410-01 · Textbooks	22,000
6410-10 · Library Books,Materials	20,000
6410-30 · Other Materials	145,000
6410-40 · Furniture & Fixtures	6,500

Sturgis Charter Public School

Budget

6410-50 · Technology	105,000
6420-00 · Administrative Supplies	
6420-01 · Software	14,000
6420-10 · Office Supplies	35,000
6420-15 · Dues & Subscriptions	25,000
6420-20 · Furniture & Fixtures	6,000
6420-5 · Postage & Shipping	13,500
6420-90 · Bank Service Charges	500
6420-99 · Miscellaneous	2,000
6430-00 · General Supplies	
6430-01 · Misc-Supplies	15,000
6430-02 · Custodial Supplies	25,000
6430-11 · Medical Supplies	9,500
6600-01 · Printing	7,500
6600-05 · Advertising & Recruiting	16,000
6600-90 · Other	7,000
6800-01 · Rent	1,564,200
6800-07 · Property Insurance	58,500
6800-10 · Water	15,000
6800-20 · Gas	46,500
6800-25 · Electricity	125,000
6800-30 · Security Alarm	12,500
6800-31 · Waste Disposal	12,200
6800-35 · Maintenance & Repairs	65,000
6800-40 · Renov. Special Maint. Projects	60,000
Total Expenses	14,326,581
DEPRECIATION	51,000
TEMPORARY SURPLUS	14,782

D. Capital Plan for FY18

The William Sturgis Foundation purchased 529 Main Street in Hyannis in August of 2017 and rents it to Sturgis for use as a testing, community, and arts center. Rent monies have been budgeted for this purpose (included in “6800-01” in the above budget projection). Sturgis has established no other significant capital plans.

Additional Information

Appendix A: Accountability Plan Evidence for 2017-18

Objectives and Measures related to Mission and Key Design Elements

	2017-2018 Performance (Met/Partially Met/Not Met)	Evidence
Objective: Objective: Research studies have documented that the International Baccalaureate Diploma Programme is highly aligned with the Knowledge and Skills for University Success. All Sturgis grade 11-12 students will access a world class education by embracing their course work in the International Baccalaureate Diploma Programme at Sturgis.		
Measure: The average number of IB exams taken by students in each graduating class will be 5.6 or higher.*	Met	The average number of IB exams taken by students in the graduating class was 5.7.
Measure: 95% of the members of the graduating class who register to take 4 or more IB exams will earn at least two IB course scores of 3 or higher by July of their graduation year.**	Met	95% of the members of the graduating class who registered for 4+ IB exams had at least two IB scores of 3+.
Measure: At least 95% of the members of the graduating class will be accepted to post-secondary education.	Met	95% of the members of the graduating class were accepted to post-secondary education.
Measure: At least 60% of the members of the graduating class each year will attempt to fulfill all of the requirements for the IB Diploma.***	Met	60% of the members of the graduating class fulfilled all of the IB Diploma requirements.
Measure: Each year at least 50% of the members of the graduating class who attempt the IB Diploma will earn their IB Diplomas.****	Met	59% of the members of the graduating class who attempted the IB Diploma received it.
Objective: Sturgis will strive to develop in students the traits of the IB Learner Profile, including Inquirer, Knowledgeable, Thinker, Communicator, Principled, Open-Minded, Caring, Risk-Taker, Balanced, Reflective.		
Measure: With a parent survey response rate goal of at least 40%, each year an average of 80% of Sturgis grade 11 & 12 parents on the Annual Parent Survey will strongly agree or agree that Sturgis has had a positive effect on developing in students the IB Learner Profile traits.*****	Met	With response rate of 42% on survey, parents indicated an average of 89% either strongly agree or agree that Sturgis had a positive effect on developing the Learner Profile traits in their students.
Measure: With a student response rate goal of at least 75%, each year an average of 80% of Sturgis grade 11 & 12 students on the Annual Student Survey will strongly agree or agree that Sturgis has had a positive effect on developing in students the IB Learner Profile traits.*****	Met	With a response rate of 90% on the survey, students indicated an average of 84% either strongly agree or agree that Sturgis had a positive effect on students developing the Learner Profile traits.

Objective and Measure related to Dissemination

Objective: Sturgis will share its IB for All program with other schools in Massachusetts and across the Americas over the course of the charter term.		
Measure: By the end of the charter term, Sturgis will lead at least one major international workshop regarding opening access to the IB Diploma Programme to diverse learners and will host at least 10 visits from schools interested in employing an open access policy to the IB Diploma.	Met	Sturgis presented 16 major international workshops and hosted 14 school visits from schools interested in employing open access to the IB Diploma.

Recruitment Plan

2017-2018

School Name: Sturgis Charter Public School

2017-2018 Implementation Summary:

Unfortunately, our recruitment strategies did not result in greater success in recruitment of students from subgroup populations.

As has historically been true, the significant number of siblings enrolled in the entry class impedes the success of our efforts to recruit students from subgroup populations.

Describe the school's general recruitment activities, i.e. those intended to reach all students.

General Recruitment Activities for 2018-2019:

- Ads in local newspapers in all towns in our region
- Sturgis information table will be available at community events and centers
- Evening Information Sessions during enrollment period in December-January
- Tours of the East + West Campuses during enrollment period in December-January
- Students invited to shadow a Sturgis student for a half or full day
- Optional individual parent/student meetings with school leaders
- Trilingual recruiting flyers in English/Portuguese/Spanish sent to all grade 8 & 9 families in our region
- Trilingual recruiting flyers will also be distributed at community centers, food pantries, and housing assistance centers that serve low income and limited English families
- Statements at our information sessions and in the trilingual recruiting flyers affirm that low income and special education students, and English Language Learners are very welcome at Sturgis and will be well-served at our school, regardless of their academic skills
- Statement included on the application that Sturgis does not use in the admissions process information on the application regarding home language, English proficiency, race/ethnicity, income level, or special education.

Recruitment Plan –Strategies
List strategies for recruitment activities for each demographic group.

Special education students/students with disabilities

(b) 2017-2018 Strategies

- A special education student and teacher will be on the panel of presenters at each prospective parent and student Information Session.
- The Special Education Coordinator will meet with parents and students requesting information about special education services.
- The Right to Attend document regarding special education will be attached to each application.
- Maintain a comprehensive Special Education section on our school website under About US that includes FAQ, video clip interviews with students, quotes from classroom teachers, special education staff, and parents, in addition to articles about the special education program at Sturgis and special education in general.
- Develop ongoing liaisons with local support groups such as the Cape Cod Family Resource Center to inform their personnel regarding the quality of educational experience that the school offers to students who face significant challenges.
- Advertise and hold dedicated Special Education Information Sessions for interested 8th graders and their parents during the enrollment period, led by SPED personnel and current Sturgis students on IEPs.
- Sturgis East and Sturgis West will host student-guided tours for interested eighth grade students and their parents. These events are held at night and include Special Education personnel and Sturgis students on IEPs.
- Special education staff and parent members of Sturgis' Special Education Parent Advisory Council reach out to make contact with members of SPEDPAC groups at area schools, attend their meetings, and provide the parents in attendance with information and flyers. This practice would hopefully help to change data within 1-2 years.

(c) 2018-2019 Additional Strategy(ies), if needed

- Revamp Sturgis' website and related marketing materials to feature accessibility of IB program for all learners, including those students on IEPs.

(a) CHART data

School percentage:
11.9%
GNT percentage: 11.9%
CI percentage: 13%

The school met GNT
and was below CI
percentages

Limited English-proficient students/English learners

(a) CHART data

School percentage:
0.2%
GNT percentage: 0.6%
CI percentage: 1.0%

The school is below
GNT percentages and
below CI percentages

(b) 2017-2018 Strategies

- For students and families who are LEP and contact the school regarding admission, an interpreter or current students and parents who speak the language of the student and/or family will contact the student/family to mentor them in the process of admission.
- Recruiting brochures and bilingual flyers placed in community centers and Portuguese language classes that serve limited English families
- Recruiting ads will be placed in Portuguese language newspapers.
- Bilingual school leaders and students are panelists at Information Sessions.

	<ul style="list-style-type: none"> • Separate trilingual mailing will be sent to grade 8 students and parents in districts that have significantly higher LEP student populations than Sturgis. • Sturgis is partnering with Barnstable PS to ensure that all ELL students and families – beginning this year with those ELL students in the 8th and 9th grades (and their parents) at Barnstable High School – are fully aware of all of their educational options, including Sturgis. Sturgis personnel – including school leadership, guidance counselors, and ELL personnel – will work closely with their Barnstable equivalent colleagues so that Sturgis’ mission, supports and offerings are well known. In addition, Sturgis leadership, personnel, and ELL student population will hold informational sessions in Barnstable High School during the school day for Barnstable ELL students in the 8th and 9th grades, and arrange for ELL shadow days at Sturgis. • Sturgis has partnered with Provincetown Public Schools to arrange a shadow day where all Provincetown eighth grade students visit and attend classes at both Sturgis East and Sturgis West. • Reach out to community organizations that serve non-English speaking populations. • Make school information available in newspapers published in target languages, and on radio stations broadcasted in target languages. <p>(c) 2018-2019 Additional Strategy(ies), if needed</p> <ul style="list-style-type: none"> • Sturgis has staffed two leadership positions for current Sturgis teachers who speak Spanish, Portuguese, and English. These two Sturgis ambassadors are able to not only present Sturgis Information Sessions and talk with families in the Spanish and Portuguese target languages, but are developing relationships in these target languages with local Spanish and Portuguese community leaders. • Sturgis will build relationships with local EL related community groups and allow them use of 529 Main as a gathering space. Sturgis will then intend to develop on-site marketing and recruitment tools to better publicize Sturgis as a great option for families learning English.
Students eligible for free or reduced lunch (Low Income/Economically Disadvantaged)	
<p>(a) CHART data</p> <p>School percentage: 14.7%</p> <p>GNT percentage: 12.2</p> <p>CI percentage: 20.1%</p> <p>The school is above GNT percentage and below CI percentages</p>	<p>(b) 2017-2018 Strategies</p> <ul style="list-style-type: none"> • The application for free/reduced lunch placed on the school’s website. • An announcement about the availability of free or reduced lunches will be sent to all prospective parents. • Private foundation grant support for transportation costs will be advertised in flyers and in newspapers and will be offered to students who qualify for free or reduced lunch. • Private foundation donations of laptop computers will be offered to students who qualify for free or reduced lunch. • Sturgis brochures and bilingual flyers will be placed at food pantries, Transition Assistance offices, Boys & Girls Clubs, Department of Transition Assistance offices, Career Opportunities office, Housing Assistance Corporation office, and low income housing complexes, thrift shops, and the Salvation Army.

	<ul style="list-style-type: none"> • Anonymous testimonials from parents of low income students will be included in bilingual flyers and on the website. • Through Sturgis' aforementioned partnership with Provincetown Public Schools, Sturgis aims to better target its recruitment of students who are economically disadvantaged. • We will make our application available to families residing in low-income housing developments throughout our sending regions. <p>(c) 2018-2019 Additional Strategy(ies), if needed</p> <ul style="list-style-type: none"> • During the 17-18 school year, the Sturgis Board of Trustees voted to provide bus transportation services for economically disadvantaged students beginning in the 2019-20 school year. During the 18-19 school year, Sturgis will apply for the proper amendments with the DESE, build the necessary transportation programming, and advertise this option for qualifying students during the enrollment period.
<u>Students who are sub-proficient</u>	<p>(d) 2017-2018 Strategies</p> <ul style="list-style-type: none"> • During prospective parent and student Information Sessions, presenters will emphasize the extensive amount of tutoring that is available to all students from teachers and upper classmen tutors and the success that many students have had in turning around their academic performance.
<u>Students at risk of dropping out of school</u>	<p>(e) 2017-2018 Strategies</p> <ul style="list-style-type: none"> • The school will emphasize at student and parent Information Sessions and in promotional flyers small class size, during and after school tutoring support, low student/counselor ratios, and its success with students who previously faced significant challenges.
<u>Students who have dropped out of school</u>	<p>(f) 2017-2018 Strategies</p> <ul style="list-style-type: none"> • The school will request the mailing addresses of students who have withdrawn from the school districts in the region and will then send a flyer to those students and parents focusing on the success that our students have had on the MCAS and in admission to postsecondary institutions.
OPTIONAL <u>Other subgroups of students who should be targeted to eliminate the achievement gap</u>	<p>(g) 2017-2018 Strategies</p> <p>During the 2015-16, 2016-17, and 2017-18 school years, the school hosted Portuguese language and Brazilian culture classes for Brazilian families who are interested in maintaining their facility with the Portuguese language and their understanding of Brazilian culture. During these weekly classes, Sturgis distributed recruiting brochures and bilingual flyers to interested students and parents and placed them at businesses serving the Brazilian community.</p> <ul style="list-style-type: none"> • The application and FAQ will be translated into Portuguese and provided on the website. • A Portuguese speaker will be available at information sessions.

Retention Plan 2017-2018

Please provide a brief narrative report on the successes and challenges of implementing last year's retention strategies from the 2017-2018 Retention Plan.

2017-2018 Implementation Summary:

Sturgis missed meeting its annual goal for student retention by 2% despite adding a full-time School Adjustment Counselor and improving upon our already strong guidance counselor: student ratio.

In addition, our ELE department has significantly scaled up in attempt to provide excellent support for students. Sturgis is an authorized SEI course provider and conducted a SEI class for Sturgis and Lighthouse Charter school personnel during the 2017-2018 school year.

Also, the ELE department believes strongly in honoring and valuing the diversity at our school. In particular, through the newly created culture and identity inquiry group made up of Sturgis teachers and students, we aim to better get to know our students' cultures and backgrounds, facilitate more conversations around culture, language, race, and ethnicity, and become more culturally competent as a school.

Sturgis also increased both the quantity and the expertise of Special Education classroom assistants during the 2017-18 school year.

During the 2017-18 school year, Sturgis conducted interviews and subsequently appointed an Assistant Principal for each campus, effective July 1, 2018. These leaders will monitor attendance among many other student responsibilities, and will add to the team that aspires for all students to remain at Sturgis.

Overall Student Retention Goal	
Annual goal for student retention (percentage):	97%

Retention Plan –Strategies	
List strategies for retention activities for <u>each</u> demographic group.	
Special education students/students with disabilities	
<p><u>(a) CHART data</u></p> <p>School percentage: 6.1%</p> <p>Third Quartile: 13.2%</p> <p>The school is below third quartile percentages.</p>	<p>(b) 2017-2018 Strategies</p> <p><input checked="" type="checkbox"/> Below third quartile: no enhanced/additional strategies needed</p> <ul style="list-style-type: none"> Each year, Sturgis has hired additional paraprofessionals to support students on IEPs. Sturgis has extensive supports for students on IEPs, including four certified SPED teachers, 2 SPED teachers in training behind mentored by a professional, 2 Special Education Coordinators, 2 Assistant Special Education Coordinators, a School Adjustment Counselor, a Speech Language Pathologist, and more than 15 paraprofessionals.
	<p>(c) 2018-2019 Additional Strategy(ies), if needed</p> <p><input type="checkbox"/> Above third quartile: additional and/or enhanced strategies described below: Include the time allotted for each strategy for data</p>

	change (i.e. 2-3 years, 1 year) and/or if the school collaborated with a local community organization on these strategies.
Limited English-proficient students/English learners	
(a) CHART data School percentage: N/A Third Quartile: Data not available in "Chart-Indicators".	(b) 2017-2018 Strategies <input type="checkbox"/> Below third quartile: no enhanced/additional strategies needed <input checked="" type="checkbox"/> No ELs were enrolled during the 2016-2017 school year. No retention strategies needed.
	(c) 2018-2019 Additional Strategy(ies), if needed <input type="checkbox"/> Above third quartile: additional and/or enhanced strategies described below. Include the time allotted for each strategy for data change (i.e. 2-3 years, 1 year) and/or if the school collaborated with a local community organization on these strategies.
Economically Disadvantaged Students	
(a) CHART data School percentage: 4.1% Third Quartile: Data not available in "Chart-Indicators". The school is below third quartile percentages.	(b) 2017-2018 Strategies <input checked="" type="checkbox"/> Below median and third quartile: no enhanced/additional strategies needed <ul style="list-style-type: none"> Sturgis provides qualified students with free/reduced lunch, reimburses said students for transportation costs, and provides fee waivers for athletics, arts, and other extracurriculars. Also, Sturgis pays for all IB related costs for all students, and Sturgis has a benevolent fund to pay for equipment costs (instruments and calculators) for students with special circumstances. As of the fall of 2017, the Sturgis Board of Trustees is considering providing transportation for economically disadvantaged students.
	(c) 2018-2019 Additional Strategy(ies), if needed <input type="checkbox"/> Above third quartile: additional and/or enhanced strategies described below. Include the time allotted for each strategy for data change (i.e. 2-3 years, 1 year) and/or if the school collaborated with a local community organization on these strategies.
<u>Students who are sub-proficient</u>	(d) 2017-2018 Strategies <ul style="list-style-type: none"> SST will identify students who are sub-proficient within the first month of school Counselors and advisors meet individually with the students and plan supports and assistance.
<u>Students at risk of dropping out of school</u>	(e) 2017-2018 Strategies <ul style="list-style-type: none"> SST will identify students who are at risk of dropping out within the first month of school and throughout the school year

	<ul style="list-style-type: none"> • Counselors and advisors will meet with students and plan supports and assistance.
<u>Students who have dropped out of school</u>	<p>(f) 2017-2018 Strategies</p> <ul style="list-style-type: none"> • The building Principal sends a letter to any student who has dropped out of school informing them of the school's willingness to help said student with their educational planning.
<p>OPTIONAL</p> <u>Other subgroups of students who should be targeted to eliminate the achievement gap</u>	<p>(g) 2017-2018 Strategies</p> <ul style="list-style-type: none"> • SST will identify students whose race/ethnicity are other than white within the first month of school • Counselors and advisors will meet with students and plan supports and assistance.

Appendix C: School and Student Data Tables

School and Student Data Tables

Sturgis Charter Public School's school report card link is:

[http://profiles.doe.mass.edu/reportcard/rc.aspx?linkid=37&orgcode=04890505&fycode=2017&orgtypecode=6
&](http://profiles.doe.mass.edu/reportcard/rc.aspx?linkid=37&orgcode=04890505&fycode=2017&orgtypecode=6&)

17-18 STUDENT DEMOGRAPHIC AND SUBGROUP INFORMATION		
Race/Ethnicity	# of students	% of entire student body
African-American	19	2%
Asian	30	3.7%
Hispanic	33	4%
Native American	4	.04%
White	691	85%
Native Hawaiian, Pacific Islander	1	.001%
Multi-Race, Non-Hispanic	41	5%
Special Education	110	13.4%
English Language Learner	1	.001%
Economically Disadvantaged	120	14.7%

ADMINISTRATIVE ROSTER FOR THE 2017-2018 SCHOOL YEAR			
Name, Title	Brief Job Description	Start date	End date (if no longer employed at the school)
Paul Marble	Executive Director	August 2004	NA
James Albrecht	Director of Finance and Operations	August 2004	NA
Jennifer Kirk	Principal	August 2007	NA
Patrick O'Kane	Principal	August 2009	NA

TEACHERS AND STAFF ATTRITION FOR THE 2017-2018 SCHOOL YEAR				
	Number as of the last day of the 2017-18 school year	Departures during 2017-18 school year	Departures at the end of the school year	Reason(s) for Departure
Teachers	107	2	15	Other employment in education Personal reasons Retirement
Other Staff	30	1	2	Contract not continued Layoff Personal reasons

BOARD MEMBERS FOR THE 2017-18 SCHOOL YEAR				
Name	Position on the Board	Committee affiliation(s)	Number of terms served	Length of each term (including date of election and expiration)
Keith Clarke	President	Finance, Personnel Board Development	2	8/21/15-6/30/18
Arthur Pontes	Vice President	Community Outreach	1	10/26/15-6/30/18
Tim Telman	Treasurer	Finance	3	7/1/15-6/30/18
Pat McLaughlin	Secretary	Finance	2	9/19/15-6/30/18
Catherine Thomas	Trustee	Transportation	1	12/12/16-9/19/19
David McPherson	Trustee	Finance; Transportation	1	1/20/17–12/23/19
Brian Glenney	Trustee	Personnel	3	12/22/16-12/22/19
Fred Work	Trustee	Community Outreach School History	3	9/15/17-6/15/20
Paul Marble	Trustee Executive Director	Finance, Personnel, Community Outreach, Board Development School History	1	7/1/16-End of Tenure
Emily Williams	Faculty Rep.	Personnel	1	7/1/16-6/30/18
Jennifer McNulty	Trustee		1	8/7/17 – 8/7/20
Gordon Harris	Trustee	Community Outreach	2	2/20/17 - 2/20/20
Marion Weeks	Trustee		1	8/7/17 – 8/7/20

Appendix D: Additional Required Information

Key Leadership Changes

Position	Name
Board of Trustees Chairperson	Keith Clarke
Charter School Leader	Paul Marble
Assistant Charter School Leader	Jennifer Kirk, Patrick O’Kane
Special Education Director	Susan Voigt, Jessica Lynch
MCAS Test Coordinator	Patrick O’Kane, Jennifer Kirk
SIMS Coordinator	Joann Johnson Prygocki
English Language Learner Director	Alyssa McClorey Timoh
School Business Official	Jim Albrecht
SIMS Contact	Joann Johnson Prygocki

Facilities: The William Sturgis Friends of Education acquired 529 Main Street in Hyannis, Massachusetts in August, 2017. This purchase was made to serve as a community center / testing venue / assembly space for Sturgis East and West. Permitting and renovations consumed the entirety of the 2017-2018 school year as well as the summer of 2018, and we anticipate procuring the occupancy permit for 529 Main in time for the beginning of the 2018-2019 school year.

Enrollment:

When is your estimated student application deadline and lottery date for students who are interested in enrolling for the 2018-2019 school year?

Action	Date(s)
Student Application Deadline	January 11, 2019
Lottery	January 18, 2019

Conditions: None

Complaints: The Board did not receive any complaints during 2017-18

Attachments: None