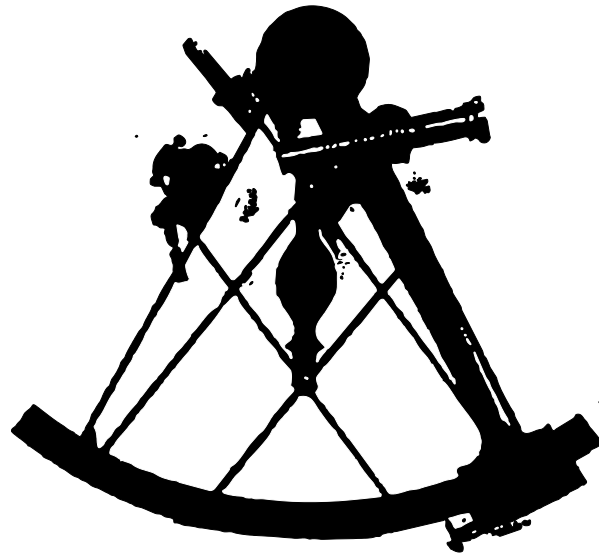


STURGIS CHARTER PUBLIC SCHOOL

ANNUAL REPORT

2018-19



**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 as of June 1, 2019	838
Chartered Grade Span	9-12	Current Grade Span	9-12
# of Instructional Days during the 2017-2018 school year	180	Students on 2018-19 Waitlist as of June 1, 2019	220
School Hours	8:20 a.m.—3:10 p.m.	Age of School	21 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 5,000 schools in 156 countries are IB World Schools.

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. 19.

Key Design Elements:

- Offering an International Baccalaureate (IB) for All coursework experience for all students
- 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 (<http://profiles.doe.mass.edu/ssdr/default.aspx?orgcode=04890505&orgtypecode=6&=04890505&>) indicates that Sturgis has an in-school suspension rate of 2.8% 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. Further, students receiving in-school suspension are provided access to teachers and support staff throughout the day to ensure that students are making academic progress.

Student Group	Students	Students Disciplined	% In-School Suspension	% Out-of-School Suspension	% Expulsion	% Alternate Setting	% Emergency Removal
All Students	847	26	2.8	0.2	0.0	0.0	0.0
English Learner	2						
Economically disadvantaged	152	8	4.6	0.7	0.0	0.0	0.0
Students w/disabilities	113	6	4.4	0.9	0.0	0.0	0.0
High needs	243	13	4.5	0.8	0.0	0.0	0.0
Female	490	11	2.2	0.0	0.0	0.0	0.0
Male	357	15	3.6	0.6	0.0	0.0	0.0
Amer. Ind. or Alaska Nat.	4						
Asian	32	0					
Afr. Amer./Black	20	0					
Hispanic/Latino	41	1					
Multi-race, Non-Hisp./Lat.	34	1					
Nat. Haw. or Pacif. Isl.	0						
White	716	24	3.1	0.3	0.0	0.0	0.0

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 2018-2019 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 was featured by the IB Organization as a case study for providing access to all learners to the IB Diploma Programme.	Executive Director	Access and Equity	IB Organization, IB Educators from across the World	Sturgis' case study was published on the IB Organization's website and disseminated throughout the IB Community. The document can be found here: https://www.ibo.org/contentassets/eb60bb5600e344cda5b47ce82106fc15/sturgis-charter-e2-case-study-en.pdf
IB For All	Sturgis was featured as "IB High" in Harvard Professor Jal Mehta's book "In Search of Deeper Learning: The Quest to Remake the American High School".	Administration, Faculty, Students	Mission and Key Design Elements	Leading Education Researchers, Readers of the Book	Sturgis was the featured school within the authors' chapter about IB learning in America. The Amazon link is here: https://www.amazon.com/Search-Deeper-Learning-Remake-American/dp/0674988396 . The authors were highly complimentary of Sturgis' mission, culture, and approach to teaching, learning, and leadership.

Mission	Participated on a NPR radio panel regarding the impact of charter schools on local education..	Executive Director	Mission and Key Design Elements	NPR listeners, Other Panelists.	The broadcast is archived here: https://www.capeandislands.org/post/how-charter-schools-fit-public-education-model#stream/0
Curriculum and Student Innovation	MUSE Magazine (science education for kids) featured the work of the Sturgis INVENTeam to build innovative iterations of a cart to safely retrieve stranded dolphins.	Teachers and students	Curriculum	Science teachers and students interested in science from around the country.	Article can be read here: http://info.cricketmedia.com/rs/357-NUK-896/images/MUS1902_OutOfTheDolphinCave.pdf
Developing an IB school	Ongoing Support of Notre Dame Academy in Hingham as they develop their IB program.	Executive Director, IB Coordinators, Teachers	Mission and Key Design Elements	School leaders and teachers from Notre Dame Academy.	Sturgis has been consulting with Notre Dame for a few years, and has helped Notre Dame Academy in their process of becoming IB authorized.
Developing an IB school and School Leadership.	Ongoing Support of Martha's Vineyard Charter Public School as the new Executive Director develops schoolwide structures and investigates becoming an IB school.	Administration, Teachers.	Mission and Key Design Elements	MVCPS Executive Director and Teachers.	MVCPS' governance approaches and school systems/structures have evolved. Also, MVCPS is now officially an IB candidate school.
IB for All	Sturgis teachers from every academic discipline participated in curriculum/instruction roundtables for IB teachers from across New England.	Teachers	Mission and Key Design Elements	IB educators from across New England.	IB teachers from across New England collaborated with Sturgis teachers who implement the IB program in an inclusive and non-selective environment.
Advanced Curriculum Work	Sturgis East Lead Latin Teacher was invited to fly to The Hague to join IB working group	East Lead Latin Teacher	Curriculum	IB Organization (Global) and – eventually -all IB Latin teachers around the world.	The updated IB Latin curriculum.

	creating revised IB Latin curriculum.				
Developing an IB school and School Leadership.	Ongoing Support of St. Andrew's School from Rhode Island as they investigate becoming an IB school.	Administration, Teachers, Students	Mission and Key Design Elements	St. Andrew's School leadership and faculty.	St. Andrew's is now officially an IB candidate school.
Supports for Diverse Learners	Sturgis East Special Education Coordinator consulted with faculty from Colegio San Patricio in Tucuman, Argentina as to how to support diverse learners in the IB curriculum.	Sturgis East SPED Coordinator	Mission and Key Design Elements	Colegio San Patricio faculty	

Academic Program Success: Student Performance

Sturgis Charter Public School's report card link is <http://reportcards.doe.mass.edu/2018/DistrictReportcard/04890000?Length=8>

Overall Classification	Accountability Percentile	Progress Toward Improvement Targets
2018	2018	2018
Not requiring assistance or intervention Reason for classification: Meeting Targets	Found here: http://profiles.doe.mass.edu/accountability/report/district.aspx?linkid=30&orgcode=04890000&orgtypecode=5& No accountability percentile provided by DESE.	Meeting 80% percent of Improvement targets

A. Other Assessment Measures

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

IB Certificates	Class of 2013	Class of 2014	Class of 2015	Class of 2016	Class of 2017	Class of 2018	Class of 2019
Number of Students	99	186	210	198	182	185	195
Total Exams Taken	577	1070	1220	1146	1060	1053	1109
Higher/Standard Level	250/318	456/614	524/696	506/641	434/626	468/585	475/634
Took at least 1 Exam	100%	99%	100%	100%	98%	99%	100%
Took at least 3 Exams	100%	99%	99+%	98%	97%	97%	99%
Took at least 6 Exams	90%	84%	86%	85%	79%	76%	77%
IB Diploma Candidates	69%	67%	65%	64%	53%	60%	60.5%
Special Ed Students/ Exams	12 took 62	20 took 98	29/138	27 took 134	20 took 78	36 took 155	35 took 177

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

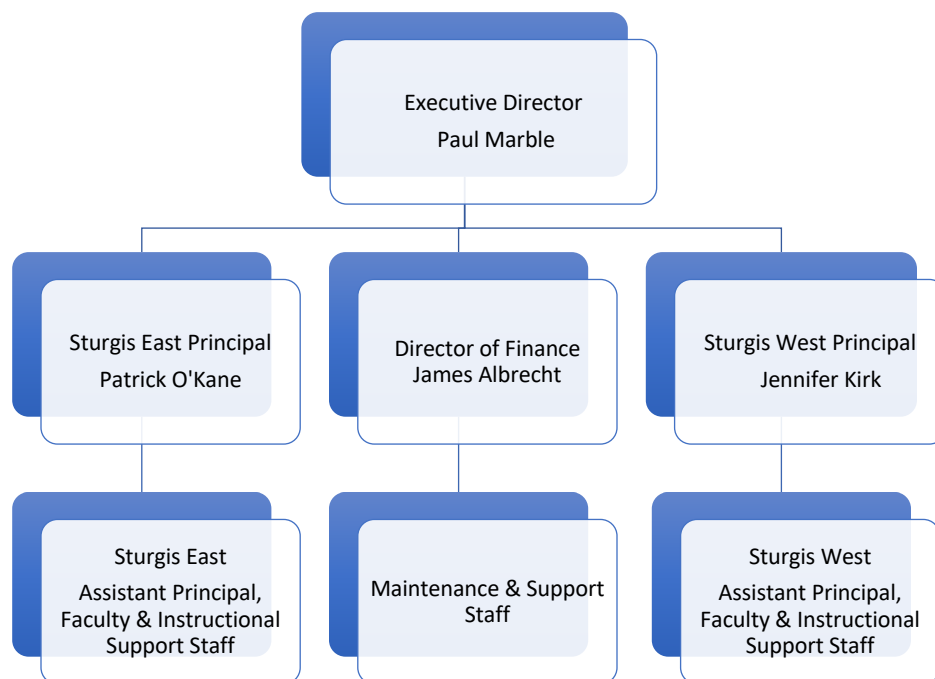
IB Certificates	Class of 2013	Class of 2014	Class of 2015	Class of 2016	Class of 2017	Class of 2018	Class of 2019
Results							
% of scores 3+	94%	87%	90%	92%	89 %	87%	85%
% of scores 4+	73%	65%	70%	71%	67 %	65%	60%
% Special Ed scores 3+	71%	73%	75%	78%	76 %	77%	60%
Students							
% with at least one 3+	100%	99%	100%	99%	98 %	97%	99.5%
% with at least one 4+	97%	95%	99%	97%	95 %	89%	93%
% IB Diplomas achieved	65% (44/68)	51% (61/119)	66% (90/136)	65% (83/127)	72 % (69/96)	59% (66/111)	53% (63/118)

Program Delivery

Sturgis added an Assistant Principal for each campus as well as a team of Instructional Coaches effective 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:

Beginning in 2018-2019, the building Principal served as 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 FY19 statement of revenues, expenses, and changes in net assets (income statement)

Sturgis Charter Public School		
Profit and Loss		
As of June 30, 2019		
		<u>Jul '18 - Jun 19</u>
Ordinary Income/Expense		
Income		
Grant Revenue		201,096.00
Miscellaneous		
Athletic Fees Income		77,394.08
Fees		9,664.92
Miscellaneous - Other		7,564.88
Total Miscellaneous		<u>94,623.88</u>
Tuition		14,190,953.00
Total Income		<u>14,486,672.88</u>
Gross Profit		14,486,672.88
Expense		
Co-Curriculum		
Athletics		415,216.09
Orientation/Graduation		30,177.40
Sturgis Arts Council		839.92
Total Co-Curriculum		<u>446,233.41</u>
Marketing & Development		
Advertising & Recruiting		11,392.67
Other		6,788.96
Printing		8,547.47
Total Marketing & Development		<u>26,729.10</u>
Physical Plant		
Depreciation		50,000.00
Electricity		147,795.43
Gas		18,865.82
Maintenance & Repairs		44,614.50
Property Insurance		52,387.73
Rent		1,567,200.00
Security/ Fire Alarm		9,640.90
Special Maint. Projects		26,707.97
Waste Disposal		9,474.84
Water/ Sewer		15,042.58
Total Physical Plant		<u>1,941,729.77</u>
Salaries & Benefits		
Benefits		
Health & LTD Insurance		931,241.33
MA Unemployment		21,528.70
Social Security		204,642.88
Worker's Compensation		42,852.00
Total Benefits		<u>1,200,264.91</u>

Sturgis Charter Public School
Profit and Loss
As of June 30, 2019

Payroll Processing Fees	6,741.46
Professional Development	
IB Training	53,005.79
Other	27,418.13
Travel & Workshops	16,458.23
Total Professional Development	<u>96,882.15</u>
Salaries	9,589,187.71
Stipends and Part-Time Pos	
Substitutes	72,813.57
Tutors	29,976.89
Total Stipends and Part-Time Pos	<u>102,790.46</u>
Total Salaries & Benefits	10,995,866.69
Services & Contracts	
Building Services	
Custodial	99,353.70
Snow Removal	6,900.00
Total Building Services	<u>106,253.70</u>
Other Services	
Computer Contract	25,517.19
Copiers-Lease-Contracts	19,967.68
Telephone	16,375.91
Total Other Services	<u>61,860.78</u>
Professional Services	
Accounting/Audit	18,000.00
Consulting	3,000.00
Educators Liability Insurance	23,006.30
Legal Services	2,362.50
Total Professional Services	<u>46,368.80</u>
Student Services	
Food	26,842.50
Transportation	10,619.87
Total Student Services	<u>37,462.37</u>
Testing & Assessment	
Diagnostic Testing	129,540.14
IB Administration Costs	24,932.00
IB Exams	179,607.00
Other-OT Other	6,687.70
Total Testing & Assessment	<u>340,766.84</u>
Total Services & Contracts	592,712.49
Supplies & Equipment	
Administrative Supplies	
Dues and Subscriptions	20,225.00

Sturgis Charter Public School	
Profit and Loss	
As of June 30, 2019	
Furniture & Fixtures	3,942.28
Office Supplies	35,378.83
Postage & Shipping	5,297.27
Software	2,553.86
Total Administrative Supplies	<u>67,397.24</u>
General Supplies	
Custodial Supplies	15,255.68
Medical Supplies	2,682.15
Total General Supplies	<u>17,937.83</u>
Instructional Supplies	
Furniture & Fixtures	45,458.28
Library Books & Materials	24,308.38
Other Materials	165,688.75
Technology	144,751.00
Textbooks	15,547.76
Total Instructional Supplies	<u>395,754.17</u>
Total Supplies & Equipment	<u>481,089.24</u>
Total Expense	<u>14,484,360.70</u>
Net Ordinary Income	2,312.18
Other Income/Expense	
Other Income	
Other Income	
Interest Income	9,862.75
Total Other Income	<u>9,862.75</u>
Total Other Income	<u>9,862.75</u>
Net Other Income	<u>9,862.75</u>
	<u><u>12,174.93</u></u>

Sturgis Charter Public School
Balance Sheet
As of June 30, 2019

	<u>Jun 30, 19</u>
ASSETS	
Current Assets	
Checking/Savings	
Rockland Trust	2,340,205.87
TD Bank	65,904.22
TD Bank MoneyMarket	122,916.21
TD Bank Payroll Account	9,963.51
Total Checking/Savings	<u>2,538,989.81</u>
Other Current Assets	
Prepaid Expenses	5,500.00
Student Activities Account	112,412.75
Total Other Current Assets	<u>117,912.75</u>
Total Current Assets	<u>2,656,902.56</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>3,625,695.79</u></u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Trade Accounts Payable	332,615.89
Total Accounts Payable	<u>332,615.89</u>
Other Current Liabilities	
414 H Payable	77,223.56

Sturgis Charter Public School
Balance Sheet
As of June 30, 2019

Accrued Expenses	188,000.00
Accrued Wages	<u>1,383,073.88</u>
Total Other Current Liabilities	<u>1,648,297.44</u>
Total Current Liabilities	1,980,913.33
Long Term Liabilities	
Student Escrow	<u>112,412.75</u>
Total Long Term Liabilities	<u>112,412.75</u>
Total Liabilities	2,093,326.08
Equity	
Retained Earnings	1,520,194.78
Net Income	<u>12,174.93</u>
Total Equity	<u>1,532,369.71</u>
TOTAL LIABILITIES & EQUITY	<u><u>3,625,695.79</u></u>

Sturgis Charter Public School
Budget

STURGIS CHARTER PUBLIC SCHOOL BUDGET PROJECTION 2019-2020	BUDGET 2019-2020 850 STUDENTS
Tuition Revenue	15,079,196
Grant Revenue	205,000
Interest Income	9,100
Athletic Fee Income	82,000
Misc	12,500
	15,387,796
6010-00 · Salaries	10,252,515
6015-10 · Payroll Processing Fees	8,500
6125-00 · Benefits	
6125-02 · Health & LTD Insurance	1,026,000
6125-11 · Social Security	205,000
6125-13 · MA Unemployment	46,264
6125-31 · Workers Compensation	70,000
6150-00 · Stipends and Part-Time Pos	
6150-01 · Tutors	30,000
6150-50 · Stipends, Substitutes	68,000
6150-00. Other	
6175-00 · Professional Development	
6175-01 · IB Training	50,000
6175-11 · Workshops	24,000
6175-00 · Professional Dev. Other	15,000
6201-00 · Testing & Assessment	
6201-05 · IB Administration Costs	19,500
6201-10 · IB Exams	190,000
6201-20 · Diagnostic Testing	95,000
6201-00 · Testing & Assess- Other	22,000
6210-00 · Student Services	
6210-01 · Transportation	62,500
6210-11 · Food	34,500
6210-00 · StudentServices - Other	1,000
6700-01 · Orientation/Graduation	38,000
6700-05 Sturgis Art Council	2,000
6700-10 Athletics	425,000
6220-01 · Accounting/Audit	22,000
6220-05 · Ed. Liability Insurance	22,500
6220-10 · Legal Services	8,000
6220-20 · Consulting	3,000
6230-01 · Custodial/ & Snow	150,000
6300-01 · Telephone	17,000
6300-30 · Computer Contract	18,000
6300-40 · Copier-Lease-Contracts	22,500
6410-00 · Instructional Supplies	
6410-01 · Textbooks	22,000
6410-10 · Library Books,Materials	20,000

Sturgis Charter Public School
Budget

6410-30 · Other Materials	145,000
6410-40 · Furniture & Fixtures	6,500
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	10,500
6420-90 · Bank Service Charges	500
6420-99 · Miscellaneous	1,000
6430-00 · General Supplies	
6430-01 · Misc-Supplies	5,000
6430-02 · Custodial Supplies	25,000
6430-11 · Medical Supplies	9,500
6600-01 · Printing	6,000
6600-05 · Advertising & Recruiting	12,000
6600-90 · Other	7,000
6800-01 · Rent	1,570,200
6800-07 · Property Insurance	51,000
6800-10 · Water	15,000
6800-20 · Gas	32,000
6800-25 · Electricity	150,000
6800-30 · Security Alarm	9,000
6800-31 · Waste Disposal	10,200
6800-35 · Maintenance & Repairs	50,000
6800-40 Special Maint. Projects	45,000
Total Expenses	15,335,179
DEPRECIATION	49,000
TEMPORARY SURPLUS	3,617

D. Capital Plan for FY19

The William Sturgis Foundation purchased 441 Main Street in Hyannis in June of 2019. This building is adjacent to the main building of Sturgis East and will be developed over a period of years to replace the current classroom and office space rented by Sturgis across Main Street from the main Sturgis East building. At this point, Sturgis has not developed a capital improvement plan for the construction costs that will be incurred as we renovate the former bowling alley of 441 Main Street into an appropriate facility for school. This plan will be developed during the 2019-2020 school year.

Additional Information

Appendix A: Accountability Plan Evidence for 2018-19

(Note: This plan has been provisionally approved).

Objectives and Measures related to Mission and Key Design Elements

	2018-2019 Performance (Met/Partially Met/Not Met)	Evidence
Objective: <i>Sturgis will offer an International Baccalaureate (IB) for All coursework experience for all students.</i>		
Measure: <i>Annually, 85% of seniors will take at least 6 IB exams.</i>	Not met.	77% of the class of 2019 took at least six IB exams.
Measure: <i>Annually, for seniors who do not take at least 6 IB exams, the average number of IB exams taken will be 4.6.</i>	Met.	The 45 students from the class of 2019 that did not take at least six IB exams averaged 4.6 IB exams.
Measure: <i>Annually, 66% of seniors will qualify as full IB Diploma candidates upon graduation.</i>	Not met.	60.5% of the class of 2019 qualified as full IB Diplomas candidates at graduation.
Objective: <i>Sturgis will seek to ensure college preparation and readiness for all students.</i>		
Measure: <i>Annually, 90% of graduates will enroll in post-secondary education for the following fall semester.</i>	Not met.	87% of the class of 2018 enrolled in post-secondary education for the following fall semester. Interestingly, 90% of economically disadvantaged graduates from 2018 were enrolled.
Objective: <i>Students focus on developing the traits in the IB Learner Profile.</i>		
Measure: <i>Annually, with a student response rate goal of at least 80% of all students, each year an average of 85% of students surveyed will strongly agree or agree that Sturgis has had a positive effect on developing their own IB Learner Profile Traits.</i>	Not met.	With response rate of 75% on survey, an average of 80.5% of students either strongly agreed or agreed that Sturgis had a positive effect on developing the Learner Profile traits in them.

Objective and Measure related to Dissemination

Objective: Partner with a local school district regarding academic programming.		
Measure: During this term of our charter, Sturgis will work to identify best practices, establish a school partner, and collaborate with a school partner.	Not Met	Not met yet because data is not available for specified years.
Measure: By the end of Year 2 (2019-2020), Sturgis will develop a preparation template that reflects best practices for providing access to rigorous coursework for English Learner students	Not Met	Not met yet because data is not available for specified years.
Measure: By the end of Year 3 (2020-2021), Sturgis will identify a public school partner with whom to share best practices around for providing access to rigorous coursework for English Learner students.	Not Met	Not met yet because data is not available for specified years.
Measure: By the end of Year 4 (2021-2022), Sturgis will collaborate with our partner school to share best practices for providing access to rigorous coursework for English Learner students.	Not Met	Not met yet because data is not available for specified years.

Recruitment Plan

2018-2019

School Name: Sturgis Charter Public School

2018-2019 Implementation Summary:

Our recruitment strategies may have contributed to the highest percentage to date of our ninth-grade class receiving special education services.

Unfortunately, our recruitment strategies did not result in greater success in recruitment of students from LEP/EL or economically disadvantaged 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 2019-2020:

- 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) 2018-2019 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) 2019-2020 Additional Strategy(ies), if needed

(a) CHART data

School percentage:
13.8%

GNT percentage: 12.4%

CI percentage: 13.5%

The school met GNT
and was above CI
percentages

Limited English-proficient students/English learners

(b) 2018-2019 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.
- Separate trilingual mailing will be sent to grade 8 students and parents in districts that have significantly higher LEP student populations than Sturgis.

(a) CHART data

School percentage:
0.5%

GNT percentage: 0.8%

CI percentage: 1.2%

The school is below
GNT percentages and
below CI percentages

	<ul style="list-style-type: none"> • 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. • Sturgis staffed two leadership positions for current Sturgis teachers who speak Spanish, Portuguese, and English. These two Sturgis ambassadors were 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 is building relationships with local EL related community groups and allowing them use of 529 Main as a gathering space. <p style="text-align: center;">(c) 2019-2020 Additional Strategy(ies), if needed</p> <ul style="list-style-type: none"> • Sturgis now has an .4 FTE EL Coordinator at each campus and an ELL Teacher at each campus. This structure nearly doubles the amount of staffing in this department from the 2018-2019 school year. Our 2 EL Coordinators and 2 ELL teachers will recruit current LEP and FLEP students and their parents to help recruit in their own communities.
Students eligible for free or reduced lunch (Low Income/Economically Disadvantaged)	
<p style="text-align: center;">(a) CHART data</p> <p>School percentage: 12.2%</p> <p>GNT percentage: 12.8</p> <p>CI percentage: 19.1%</p> <p>The school is below GNT percentage and below CI percentages</p>	<p style="text-align: center;">(b) 2018-2019 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. 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 applied for the proper amendments with the DESE, built the necessary transportation programming, and advertised this option for qualifying students during the enrollment period. Sturgis waives parking fees for students who qualify for free/reduced lunch.
	<p>(c) 2019-2020 Additional Strategy(ies), if needed</p> <ul style="list-style-type: none"> Sturgis will make contact with each Superintendent from our sending regions to ask for help with sharing our recruitment materials targeted to economically disadvantaged students/families.
<u>Students who are sub-proficient</u>	<p>(d) 2018-2019 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) 2018-2019 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) 2018-2019 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) 2018-2019 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 2018-2019

Please provide a brief narrative report on the successes and challenges of implementing last year's retention strategies from the 2018-2019 Retention Plan.

2018-2019 Implementation Summary:

Sturgis missed meeting its annual goal for student retention by 1% despite adding an Assistant Principal.

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 MTEL prep course for Sturgis personnel during the 2018-2019 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 2018-19 school year.

During the 2019-20 school year, Sturgis will be building a more robust guided study hall process for all students as well as further developing our RTI process with an eye on reaching our goal for student retention.

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: 4.7%</p> <p>Third Quartile: 15.4%</p> <p>The school is below third quartile percentages.</p>	<p style="text-align: center;">(b) 2018-2019 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 style="text-align: center;">(c) 2019-2020 Additional Strategy(ies), if needed</p>

	<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.
Limited English-proficient students/English learners	
<u>(a) CHART data</u> School percentage: 0.0% Third Quartile: 11.3% The school is below third quartile percentages	<p align="center">(b) 2018-2019 Strategies</p> <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.
	<p align="center">(c) 2019-2020 Additional Strategy(ies), if needed</p> <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	
<u>(a) CHART data</u> School percentage: 7.1% Third Quartile: 14.8% The school is below third quartile percentages.	<p align="center">(b) 2018-2019 Strategies</p> <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.
	<p align="center">(c) 2019-2020 Additional Strategy(ies), if needed</p> <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>	<p align="center">(d) 2018-2019 Strategies</p> <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>	<p align="center">(e) 2018-2019 Strategies</p>

	<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 • Counselors and advisors will meet with students and plan supports and assistance.
<u>Students who have dropped out of school</u>	<p style="text-align: center;">(f) 2018-2019 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 style="text-align: center;">OPTIONAL</p> <u>Other subgroups of students who should be targeted to eliminate the achievement gap</u>	<p style="text-align: center;">(g) 2018-2019 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&)

18-19 STUDENT DEMOGRAPHIC AND SUBGROUP INFORMATION		
Race/Ethnicity	# of students	% of entire student body
African-American	21	2.5%
Asian	29	3.5%
Hispanic	46	5.5%
Native American	4	.5%
White	715	85.3%
Native Hawaiian, Pacific Islander	1	.1%
Multi-Race, Non-Hispanic	22	2.6%
Special Education	116	13.8%
Limited English proficient	4	.5%
Economically Disadvantaged	102	12.2%

ADMINISTRATIVE ROSTER FOR THE 2018-2019 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 2018-2019 SCHOOL YEAR				
	Number as of the last day of the 2018-19 school year	Departures during 2018-19 school year	Departures at the end of the school year	Reason(s) for Departure
Teachers	107	1	13	Other employment in education - 5 Personal reasons - 2 Retirement - 2 One-year leave of absence -2 Other employment outside of education -1 Agreement not extended – 1 Discharged - 1
Other Staff	41	2	4	Other employment in education – 2 Personal – 3 Retirement - 1

BOARD MEMBERS FOR THE 2018-19 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	3	7/1/19-6/30/21
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
Diana Young	Faculty Rep.	Personnel	1	7/1/18- 6/30/20
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

BOARD AND COMMITTEE INFORMATION	
Number of commissioner approved board members as of August 1, 2019	10
Minimum number of board members in approved by-laws	6

Maximum number of board members in approved by-laws	18
Number of board committee members who are neither trustees nor school employees during 2018-2019 school year (If not applicable, enter NA.)	1

Schedule of Board Meetings for 2019-2020 school year

Date	Time	Location
Monday, August 19th	6:30 PM	427 Main Street, Hyannis MA (Sturgis East)
Monday, September 16th	6:30 PM	427 Main Street, Hyannis MA (Sturgis East)
Monday, October 21st	6:30 PM	427 Main Street, Hyannis MA (Sturgis East)
Monday, November 18th	6:30 PM	427 Main Street, Hyannis MA (Sturgis East)
Monday, December 16th	6:30 PM	427 Main Street, Hyannis MA (Sturgis East)
Monday, January 27th	6:30 PM	105 West Main Street, Hyannis MA (Sturgis West)
Monday, February 24th	6:30 PM	105 West Main Street, Hyannis MA (Sturgis West)
Monday, March 16th	6:30 PM	105 West Main Street, Hyannis MA (Sturgis West)
Monday, April 27th	6:30 PM	105 West Main Street, Hyannis MA (Sturgis West)
Monday, May 18 th	6:30 PM	105 West Main Street, Hyannis MA (Sturgis West)
Monday, June 15th	6:30 PM	105 West Main Street, Hyannis MA (Sturgis West)

Appendix D: Additional Required Information

Key Leadership Positions:

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, Christine McDowell
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 procured an occupancy permit for 529 Main in time for the beginning of the 2018-2019 school year.

Also, The William Sturgis Friends of Education acquired 441 Main Street in Hyannis (adjacent to the main Sturgis East building) in June of 2019. This building will eventually take the place of the classrooms and office space that Sturgis has been renting across the street from the East campus for the past eight years.

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 10, 2020
Lottery	January 17, 2020

Conditions: None

Complaints: The Board did not receive any complaints during 2018-19

Attachments: None