
Pennsylvania Department of Education



Commonwealth of Pennsylvania
Department of Education
333 Market Street
Harrisburg, PA 17126-0333

Charter Annual Report
Tuesday, May 07, 2013
(Last Accepted: Friday, October 28, 2011)

Entity: Mastery CS-Mann Campus
Address: 5376 W. Berks Street
Philadelphia, PA 19131
Phone: (267) 671-2888
Contact Name: Michael Patron

CHARTER SCHOOL ANNUAL REPORT SUMMARY DATA

Summary Data Part I

Charter School Annual Report Summary Data 2012 - 2013

Name of School: Mastery CS-Mann Campus

Date of Local Chartering School Board/PDE Approval: 09/01/2010

Length of Charter: 5 Years **Opening Date:** 09/01/2010

Grade Level: K-6 **Hours of Operation:** 7:52 -3:12

Percentage of Certified Staff: 76.9% **Total Instructional Staff:** 39

Student/Teacher Ratio: 14:1 **Student Waiting List:** 110

Attendance Rate/Percentage: 95%

Summary Data Part II

Enrollment: 521 **Per Pupil Subsidy:** \$8,773 Regular / \$19,423 Special Ed.

Student Profile

American Indian/Alaskan Native:	0.2%
Asian/Pacific Islander:	1.6%
Black (Non-Hispanic):	94.0%
Hispanic:	2.9%
White (Non-Hispanic):	0.0%
Multicultural:	1.3%

Percentage of Students from Low Income Families Eligible for a Free or Reduced Lunch:
84.6%

Provide the Total Unduplicated Number of Students Receiving Special Services (Excluding Gifted) as of Previous December: 58

Instructional Days and Hours

Number of:	K (AM)	K (PM)	K (F.Time)	Elem.	Middle.	Sec.	Total
Instructional Days	0	0	186	186	0	0	186
Instructional Hours	0	0	1195	1195	0	0	1195

SECTION I. EXECUTIVE SUMMARY

Educational Community

INTRODUCTION

Mastery Charter School Mann Elementary is a turnaround school based on the model developed by Mastery Charter High School -- Lenfest Campus (founded in 2001). Mastery's mission is to prepare urban youth for success in higher education and the global economy. Mastery Charter was selected by the Mann Elementary Renaissance School Advisory Council for complete restart in May 2010. Mann is now a K-6 school in the Wynnefield section of the city, having added grade 6 in fall 2011.

In September 2010, the Mann school was converted into Mastery Charter School, a new independent charter school. The existing students remained but Mastery replaced the staff and implemented its program. Since May 2010, the Mastery network and school-level leadership team and members of the SAC (Current membership is more than 50% current Mann parents) have worked together to refine and implement the plan now in place for turning around this once failing school into a high-performing elementary school. We have received early positive reviews for the initial changes and data regarding student progress this academic year from the Pennsylvania Department of Education's office of federal programs, and are confident we had a robust planning process in place.

The turnaround has been very successful. Before the turnaround there was a significant disparity between Mann test scores in Reading and Math and the state average. The number of students

that are proficient or advanced in Math increased by 11 percentage points and 4 percentage points in Reading. There was a 36.3 point gap in Reading and a 34 point gap in Math in the percentage of students at Mann who were proficient or advanced compared to the state average[c2]. The school has shown strong PSSA growth, attendance, student retention, behavior/reduction in violence, increase in parent participation, and reading level growth K-2.

In 2011-2012, Mastery Mann campus served approximately 521 students in grades K-6. Approximately 85% of Mann students are eligible for a free or reduced school lunch, 94% of the students are African-Americans, 3% are Latinos, 1% Asian-American, 2% Multi-ethnic, and 12% of our students have been special education identified.

Based on the 4Sight Exam and Fountas and Pinnell assessment test, 75% of the 3rd through 5th graders on average were one year behind in math and reading and grades K-2 were on average one year behind in math and reading.

Mission

All students learn the academic and personal skills they need to succeed in higher education, compete in the global economy, and pursue their dreams.

Vision

Our vision is for all students who enroll in Mastery Charter to graduate from college. To fulfill this vision our goals are:

- 85% of students score proficient or advanced on the PSSA by 8th and 11th grades
- Our students score at or above the national average on the SAT
- At least 85% of our graduates to enroll in post-secondary education -- a two or four year degree program or technical training.

We believe that all young people, especially those who have been traditionally underserved by schools, have the right and the ability to learn what they need to succeed in the world. Our job is to enable urban students to gain the skills they need so that they have the freedom to pursue their individual dreams. We believe the standards required for success in the world are fixed. Students either meet employer expectations and higher education standards or they don't. There is no in-between. Thus the Mastery motto: Excellence. No Excuses.

Shared Values

We believe that all young people, especially those who have been traditionally underserved by schools, have the right and the ability to learn what they need to succeed in the world. Our job is to enable urban students to gain the skills they need so that they have the freedom to pursue their individual dreams. We believe the standards required for success in the world are fixed. Students either meet employer expectations and higher education standards or they don't. There is no in-between. Thus the Mastery motto: Excellence. No Excuses.

MASTERY VALUES

1. Student Achievement -- Above All

Student achievement is the civil rights issue of our time and the reason we exist. Each staff member is responsible for our students' success.

2. We Serve

We serve students and their families first. Our business is their success.

3. The High Road

We do the right thing. We are fair and treat folks with respect.

4. Grit

Our students' futures are at stake — we don't give up. We do more with less. If it doesn't work, we fix it. We find a way.

5. Joy and Humor

Our positive, caring culture supports student and staff success. We like fun. We love to laugh.

6. Straight Talk

We face reality, communicate honestly and respectfully, and hold each other accountable.

7. Open Doors

Everybody is welcome to talk to anybody. We are open and transparent.

8. Continuous Improvement

We seek a better way -- always. We are engaged in an ongoing cycle of goal setting, action, measurement, and analysis.

9. One Team

We are in this together. We may disagree, but at the end of the day, we support each other 100%

Academic Standards

STANDARDS-BASED DESIGN

Mastery utilizes a rigorous college-prep program built around graduation skills and content standards. These standards are intended to develop the skills and content required to succeed in college and the global economy (as stated in our mission). Our standards are derived from Pennsylvania content standards, workplace readiness, personal management skills standards (SCANS, 1991), and subject-specific best practices (NCTE, NCTM, NSTA). We translate Pennsylvania state standards and Mastery's standards into skill and content standards that serve as the foundation of each of our courses' curriculum.

COMPETENCY-BASED GRADING & PROMOTION

Mastery Charter provides a common general education curriculum with a heavy focus on Reading and Mathematics.

Traditional A thru F grading is not consistent with Mastery's goal of ensuring all students master the skill standards. Instead, Mastery uses a "Mastery" and "Incomplete" system. Students attain mastery by maintaining a 76% or above average -- the level at which we are confident students have mastered the material.

By embedding State standards in our curriculum and competency-based student promotion, we are assured that every student will master the standards outlined under section 4.12 of 22 Pa. Code. Moreover, promotion and grading structure is designed to ensure all students acquire the skills they need, and every student receives the time and support they require.

Strengths and Challenges

To date Mann has met several challenges since the school turnaround in 2010. One challenge we continue to face is the instability in the lives of our students at home. The impact of issues at home such as domestic problems, finances and illnesses/deaths in the family affect our students' focus. Our plan of action is to assist parents using community office hour sessions which will be housed at Mann Campus. These office hours will consist of parent supports from within our organization and partnering with outside agencies to assist parents with the issues listed above. A second challenge this year continues at the lower grade levels (K-2). Parents are accountable for prompt student arrival. Though our percentage of tardy/absent students has drastically declined we still need to improve. Next year we will continue to hold parents accountable using phone calls letters and parent attendance meetings. In addition, we will now have access to truancy court which will be held for parents of students with poor attendance. In conjunction with the District Attorney's office, parents will now be subject to consequences such as fines, but also will have access to supports to ensure students are at school each and every day on time. Our last challenge is to increase reading levels in the upper elementary grades (3-6). We are making steady growth (8-10pointt increases each year), but are not achieving breakthrough results at this time. The plan for year 3 is to increase the amount of guided reading time in grades 3-6. This program has proven effective in the lower grades as long as it is executed correctly. To ensure our teachers are successful, we have hired an onsite literacy coach who will work directly with teachers in the classroom to ensure program success.

Successes to date include math PSSA scores which increased significantly. On average student scores increased by 15% points. A second success was decreasing the below basic scores in reading and math by approximately 50%. In addition, the percentage of special education students passing the PSSA increased by approximately 30%. Next year we will continue to focus on reading in the upper elementary grades (3-6), providing a community support program for parents, and ensuring our special education population is receiving the appropriate supports based on their needs.

SECTION II. STRATEGIC IMPROVEMENT PLANNING

Strategic Planning Process

Mastery's improvement planning process continues throughout the year and includes all levels of staff. Key steps in the process are:

1. Establish Goals Goals are established each summer. This involves:
 - o Updating the goals described in the charter
 - o Adding new goals based on the information gathered from the year end wrap-up process. The goals are drafted by the CEO and school leadership team.

2. **Board Approves Goals** Annual goals are reviewed first by the Executive Committee and then adopted by the Board as a whole.
3. **Goals are Discussed with Teachers** Annual goals are discussed and reviewed by the entire teaching staff during the summer orientation in August. Performance metrics are set, action plans are developed, and committees are organized as needed. When appropriate, goals may be modified after teacher input.
4. **Incremental Progress Reviews Every Six Weeks** Every six weeks a professional development day is held to review benchmark test results, grade data, and analyze other pertinent information. The school leadership meets one-on-one with teachers, in subject teams, and as a school staff. Trends and issues are discussed and problem-solved.
5. **Semester Data Review** Course grade data, test score results, discipline records, and student withdrawal data are reviewed during the semester break by leadership and staff. Patterns and areas of concern are highlighted and solutions proposed. Standardized test score data are analyzed in the late spring when test results become available.
6. **Whole Staff Review Year End Data and Propose Lessons Learned** The whole staff meets for two days at the end of the school year to review data for the year and discuss lessons learned. Performance versus the metrics is reviewed. Proposals for programmatic improvements are proposed and discussed. These proposals are developed throughout the summer by leadership and staff.

This continuous improvement process enables Mastery Charter to identify patterns as they emerge. Weak areas in our program are surfaced during the year and problem-solved in a continuous cycle of goal setting, data collection, and review.

Strategic Planning Committee

Name	Affiliation	Membership Category	Appointed By
Agatan, Yonca	Mastery Charter Schools	Administrator	C.E.O.
Bobowski, Stan	Mastery Charter Schools- Mann Campus	Administrator	CEO
Cunningham, Elizabeth	Mastery Charter Schools - Mann Campus	Parent	Principal
Faruggia, Elizabeth	Mastery Charter - Mann Campus	Special Education Representative	Principal
Gordon, Scott	Mastery Charter Schools	Administrator	Board of Trustees
Hayes, Dionne	Mastery Charter Schools - Mann Campus	Administrator	Principal
Howell, Meredith	Mastery Charter Schools - Mann Campus	Ed Specialist - Social Restoration	School Improvement Committee
Moffitt, Elizabeth	Mastery Charter Schools - Mann Campus	Parent	Principal
Patron, Michael	Mastery Charter Schools	Administrator	C.E.O.
Pesttrak, Jeffrey	Mastery Charter Schools	Administrator	CEO

Goals, Strategies and Activities

Goal: Mastery Charter Schools Will Support Professional Development Opportunities

Description: Mastery Charter Schools will support professional development opportunities for staff.

Strategy: Provide professional development to train and support staff

Description: Mastery's PD plan is comprised of 4 key programs:

- Teacher Orientation
- Weekly PD
- Team Meetings
- Individualized Teacher Coaching

Activity: Individualized Teacher Coaching

Description: Teachers are observed frequently and received feedback as a result of every observation. Struggling teachers and teachers focused on developing additional skills receive individualized ongoing coaching from master teachers and administrators.

Person Responsible	Timeline for Implementation	Resources
Hall, Christopher	Start: 9/1/2010 Finish: 9/2/2013	-

Professional Development Activity Information

Number of Hours Per Session	Total Number of Sessions Per School Year	Estimated Number of Participants Per Year
1.00	4	50

Organization or Institution Name	Type of Provider	Provider's Department of Education Approval Status
Mastery Charter Schools - Mann Campus	<ul style="list-style-type: none"> • School Entity 	Approved

Knowledge and Skills	Research and Best Practices	Designed to Accomplish
Teachers are observed frequently and received feedback as a result of every observation. Struggling teachers and teachers focused on developing additional skills receive individualized ongoing coaching from master teachers and administrators.	Aligned to PDE Standards Aligned System.	<p><i>For classroom teachers, school counselors and education specialists:</i></p> <ul style="list-style-type: none"> • Enhances the educator's <u>content knowledge</u> in the area of the educator's certification or assignment. • Increases the educator's <u>teaching skills</u> based on

research on effective practice, with attention given to interventions for struggling students.

- Provides educators with a variety of classroom-based assessment skills and the skills needed to analyze and use data in instructional decision-making.
- Empowers educators to work effectively with parents and community partners.

For school and district administrators, and other educators seeking leadership roles:

- Provides the knowledge and skills to think and plan strategically, ensuring that assessments, curriculum, instruction, staff professional education, teaching materials and interventions for struggling students are aligned to each other as well as to Pennsylvania's academic standards.
- Provides leaders with the ability to access and use appropriate data to inform decision-making.
- Empowers leaders to create a culture of teaching and learning, with an emphasis on learning.

Educator Groups Which Will Participate in this Activity

Role

- Classroom teachers
- Principals / asst. principals

Grade Level

- Early childhood (preK-grade 3)
- Elementary (grades 2-5)

Follow-up Activities

- Analysis of student work, with administrator and/or peers
- Peer-to-peer lesson discussions
- Lesson modeling with

Evaluation Methods

- Classroom observation focusing on factors such as planning and preparation, knowledge of content, pedagogy and standards, classroom environment, instructional delivery and professionalism.
- Student PSSA data
- Standardized student assessment data other than the

mentoring

PSSA

- Classroom student assessment data
- Participant survey
- Review of participant lesson plans
- Review of written reports summarizing instructional activity

Status: In Progress — Upcoming

Activity: Teacher Orientation

Description: Teacher Orientation lasts 10 days and offers a wide range of topics.

Person Responsible	Timeline for Implementation	Resources
Hall, Christopher	Start: 9/1/2010 Finish: 9/2/2013	-

Professional Development Activity Information

Number of Hours Per Session	Total Number of Sessions Per School Year	Estimated Number of Participants Per Year
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42.00	1	50
Organization or Institution Name	Type of Provider	Provider's Department of Education Approval Status

Mastery Charter Schools-Mann Campus	<ul style="list-style-type: none">• School Entity	Approved
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Knowledge and Skills	Research and Best Practices	Designed to Accomplish
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<ul style="list-style-type: none">• The Mastery Instructional Standards- Instructional best practices that are expected to be implemented on a daily basis.• Classroom Management- Management best practices such as proximity, behavior tracking, token economies, etc...• The Mastery Instructional Cycle- How to use assessment data to drive and inform instruction• Lesson and Unit Planning- Breaking down long term achievement goals into report	Topics are aligned to PDE's Standards Aligned System.	<i>For classroom teachers, school counselors and education specialists:</i> <ul style="list-style-type: none">• Enhances the educator's <u>content knowledge</u> in the area of the educator's certification or assignment.• Increases the educator's <u>teaching skills</u> based on research on effective practice, with attention given to interventions for struggling students.• Provides educators with a variety of classroom-based <u>assessment skills</u> and the
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period goals and daily lesson goals. -Differentiation and support of student sub groups including ELL, special education, etc.

skills needed to analyze and use data in instructional decision-making.

For school and district administrators, and other educators seeking leadership roles:

- Provides the knowledge and skills to think and plan strategically, ensuring that assessments, curriculum, instruction, staff professional education, teaching materials and interventions for struggling students are aligned to each other as well as to Pennsylvania's academic standards.
- Provides leaders with the ability to access and use appropriate data to inform decision-making.
- Empowers leaders to create a culture of teaching and learning, with an emphasis on learning.

Educator Groups Which Will Participate in this Activity

Grade Level

- Early childhood (preK-grade 3)
- Elementary (grades 2-5)

Follow-up Activities

- Team development and sharing of content-area lesson implementation outcomes, with involvement of administrator and/or peers
- Analysis of student work, with administrator and/or peers
- Creating lessons to meet varied student learning styles
- Peer-to-peer lesson discussions

Evaluation Methods

- Classroom observation focusing on factors such as planning and preparation, knowledge of content, pedagogy and standards, classroom environment, instructional delivery and professionalism.
- Student PSSA data
- Standardized student assessment data other than the PSSA
- Classroom student assessment data
- Participant survey
- Review of participant lesson plans
- Review of written reports summarizing instructional activity

- Lesson modeling with mentoring

Status: In Progress — Upcoming

Activity: Team Meetings

Description: Team meetings occur during the academic day and during Wednesday PD time. The topics are focused on instruction that is relevant to the subject matter taught by the team. Topics may focus on a particular standard or instructional issue.

Person Responsible	Timeline for Implementation	Resources
Hall, Christopher	Start: 9/1/2010 Finish: 9/2/2013	-

Professional Development Activity Information

Number of Hours Per Session	Total Number of Sessions Per School Year	Estimated Number of Participants Per Year
1.00	36	50
Organization or Institution Name	Type of Provider	Provider's Department of Education Approval Status
Mastery Charter Schools-Mann Campus	<ul style="list-style-type: none"> • School Entity 	Approved

Knowledge and Skills	Research and Best Practices	Designed to Accomplish
Topics may focus on a particular standard or instructional issue. Example topics: <ul style="list-style-type: none"> • Making inferences • Calculator use in the classroom • Using Algeblocks • Teaching embedded vocabulary 	Topics are aligned to PDE's Standards Aligned System.	<i>For classroom teachers, school counselors and education specialists:</i> <ul style="list-style-type: none"> • Enhances the educator's <u>content knowledge</u> in the area of the educator's certification or assignment. • Increases the educator's <u>teaching skills</u> based on research on effective practice, with attention given to interventions for struggling students. • Provides educators with a variety of classroom-based <u>assessment skills</u> and the skills needed to <u>analyze and use data</u> in instructional decision-making.

- Empowers educators to work effectively with parents and community partners.

For school and district administrators, and other educators seeking leadership roles:

- Provides the knowledge and skills to think and plan strategically, ensuring that assessments, curriculum, instruction, staff professional education, teaching materials and interventions for struggling students are aligned to each other as well as to Pennsylvania’s academic standards.
- Provides leaders with the ability to access and use appropriate data to inform decision-making.
- Empowers leaders to create a culture of teaching and learning, with an emphasis on learning.

Educator Groups Which Will Participate in this Activity

Role	Grade Level
<ul style="list-style-type: none"> • Classroom teachers • Principals / asst. principals • School counselors • Other educational specialists 	<ul style="list-style-type: none"> • Early childhood (preK-grade 3) • Elementary (grades 2-5)

Follow-up Activities	Evaluation Methods
<ul style="list-style-type: none"> • Team development and sharing of content-area lesson implementation outcomes, with involvement of administrator and/or peers • Analysis of student work, with administrator and/or peers • Creating lessons to meet varied student learning styles 	<ul style="list-style-type: none"> • Classroom observation focusing on factors such as planning and preparation, knowledge of content, pedagogy and standards, classroom environment, instructional delivery and professionalism. • Student PSSA data • Standardized student assessment data other than the PSSA • Classroom student assessment data • Participant survey • Review of participant lesson plans • Review of written reports summarizing instructional activity

- Peer-to-peer lesson discussions
- Lesson modeling with mentoring

Status: In Progress — Upcoming

Activity: Weekly Professional Development

Description: Weekly professional development occurs every Wednesday for 2 hours.

Person Responsible	Timeline for Implementation	Resources
Hall, Christopher	Start: 9/1/2010 Finish: 9/2/2013	-

Professional Development Activity Information

Number of Hours Per Session	Total Number of Sessions Per School Year	Estimated Number of Participants Per Year
2.00	36	50
Organization or Institution Name	Type of Provider	Provider's Department of Education Approval Status

Mastery Charter Schools-
Mann Campus

- School Entity

Approved

Knowledge and Skills	Research and Best Practices	Designed to Accomplish
<ul style="list-style-type: none"> • Responding to students in crisis (truancy, behavioral issues, academic failure, etc) • Writing across the curriculum • Review of topics covered during teacher orientation 	<p>Topics are aligned to PDE's Standards Aligned System.</p>	<p><i>For classroom teachers, school counselors and education specialists:</i></p> <ul style="list-style-type: none"> • Enhances the educator's <u>content knowledge</u> in the area of the educator's certification or assignment. • Increases the educator's <u>teaching skills</u> based on research on effective practice, with attention given to interventions for struggling students. • Provides educators with a variety of classroom-based <u>assessment skills</u> and the skills needed to <u>analyze and use data</u> in instructional decision-making.

- Empowers educators to work effectively with parents and community partners.

For school and district administrators, and other educators seeking leadership roles:

- Provides the knowledge and skills to think and plan strategically, ensuring that assessments, curriculum, instruction, staff professional education, teaching materials and interventions for struggling students are aligned to each other as well as to Pennsylvania’s academic standards.
- Provides leaders with the ability to access and use appropriate data to inform decision-making.
- Empowers leaders to create a culture of teaching and learning, with an emphasis on learning.
- Instructs the leader in managing resources for effective results.

Educator Groups Which Will Participate in this Activity

Role	Grade Level
<ul style="list-style-type: none"> • Classroom teachers • Principals / asst. principals • School counselors • Other educational specialists 	<ul style="list-style-type: none"> • Early childhood (preK-grade 3) • Elementary (grades 2-5)

Follow-up Activities **Evaluation Methods**

<ul style="list-style-type: none"> • Team development and sharing of content-area lesson implementation outcomes, with involvement of administrator and/or peers • Analysis of student work, with administrator and/or peers 	<ul style="list-style-type: none"> • Classroom observation focusing on factors such as planning and preparation, knowledge of content, pedagogy and standards, classroom environment, instructional delivery and professionalism. • Student PSSA data • Standardized student assessment data other than the PSSA • Classroom student assessment data • Participant survey • Review of participant lesson plans • Review of written reports summarizing instructional
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- Creating lessons to meet varied student learning styles activity
- Peer-to-peer lesson discussions
- Lesson modeling with mentoring

Status: In Progress — Upcoming

Statement of Quality Assurance

Charter school has not met AYP.

Charter school has not created a School Improvement Plan.

Charter school has not submitted and reviewed its School Improvement Plan with the Intermediate Unit designee.

There are currently no supporting documents selected for this section.

SECTION III. QUALITY OF SCHOOL DESIGN

Rigorous Instructional Program

PROGRAM STRUCTURE

Mastery's education model is designed to:

1. Develop an excellent foundation of academic skills and ensure all students master PA standards
2. Develop social-emotional and independent thinking skills

Scaffolded Course Structure: Multiple Entry Points, Single Exit

Mastery's entire academic program is back-mapped to deliver the PA Standards as described in section 4.12 of 22 Pa. Code as well as the academic and personal skills required by colleges and the modern workplace. However, we recognize that students enter Mastery at dramatically varying skill levels — from functionally illiterate to above grade level. To effectively meet students at their incoming skill levels, we differentiate instruction throughout the school day.

Mastery Grading & Promotion

Traditional A thru F grading is not consistent with Mastery's goal of ensuring all students master skills and content. Instead, Mastery uses a "Mastery" and "Incomplete" system. Students "Master" a course by attaining a grade of 76% or above. Anything less is considered "Incomplete" and must be revisited.

ACADEMIC SUPPORT & INTERVENTION

We consistently strive to develop a "success through hard work" ethic in our students. Students are told that they are expected to master all of their classes and that we will do anything necessary to support their success. Many supports and interventions are scheduled after school and on Saturdays.

Students that are identified as having a barrier to their academic success are referred to the Student Assistance Program (SAP) team. The SAP team is responsible for evaluating the issues and identifying supports and services to aid the student in overcoming these barriers.

Thus by embedding State standards in our curriculum and our competency-based student promotion, we are assured that every student will master the standards outlined under section 4.12 of 22 Pa. Code. Moreover, our promotion and grading structure is designed to ensure all students acquire the skills they need, and every student receives the time and support they require.

INSTRUCTION

· *Standards-Based, Skills-Focused Curriculum & Assessments*

Mastery translates Pennsylvania state standards and the skills and knowledge we believe students require for college into clear and measurable standards. These standards are embedded in course curricula with each course strategically building upon the skills mastered in the previous course.

Each course is sub-divided into six week blocks that cover a specific set of skill standards. The scope and sequence is structured around these standards and lays out which standards students need to master by when.

Mastery adopted this intentional, focused, standards-based approach because it clarifies for teachers and students what skills and content need to be taught and mastered. It enables coherence and consistency across classrooms to support student learning.

· *Achievement Criteria*

Perhaps the most useful of these assessments are Mastery developed benchmark assessments that are delivered at the end of every six week marking period in core courses. Most major assessments such as unit exams and end of report period benchmarks are centrally developed to ensure consistency in measuring student progress. These benchmarks are intended to be the assessment tie between Mastery's curriculum and Pennsylvania standards. The benchmarks provide a clear measure of what students need to learn. Consequently, teachers use the results of the benchmarks to prioritize and organize their instruction, ensuring that they direct attention where students have need. In addition, reading inventories are conducted routinely throughout the school year in grades K-3.

A full professional development day is dedicated after each benchmark so teachers can meet with the school leadership and colleagues to review their classes' data and develop plans for re-teaching and reassessment.

· *Mastery Instructional Model*

Mastery instructors are focused on students' mastery of the standards. We teach and support until students learn. To enable the most effective instruction, Mastery has developed an Instructional Model.

At the heart of the Instructional Model are a few simple themes:

- o *Urgency*: Instructors teach with rigor and zest. Time is not wasted.
- o *Objective-Assessment Alignment*: Instructors identify a clear and measurable objective and then assess whether students mastered that objective

- o *Focus:* Instructors target the standards students need to learn. Assessment data is used to determine students' areas of need.

In upper elementary grades, most lesson flows follow Madeline Hunters' Direct Instruction - Guided Practice - Independent Practice format. While there are variations on this format, all instruction at Mastery maintains a tight connection between the standards and the assessment.

In general, we find that instruction at the earlier grades is quite focused on fundamental academic skills, while at the upper grades, the focus shifts towards critical thinking and analysis.

- *Professional Development*

Teachers are our greatest asset and therefore supporting and developing our teachers is a paramount priority. We do this through a number of forms:

- a) *Planning Time*

To be effective, we know that teachers need time to plan and work collaboratively with colleagues. Available time includes:

- *Planning periods:* Teachers have one or two planning periods daily

- *Wednesday Afternoons:* Students are dismissed early every Wednesday leaving approximately 2.5 hours for co-planning and internally driven professional development.

- *Benchmark Conference Days:* Every six weeks a full PD day is held to review benchmark data and plan for the upcoming report period.

- b) *Instructional Feedback and Support*

Mastery believes that to grow as professionals, we all need frequent, specific, thoughtful feedback. All Mastery teachers receive a minimum of nine informal and formal observations per year. Mastery's Instructional Standards provide a common language and observable data with which to provide constructive feedback and dialogue. The Principal, AP for Instruction and AP for Special Education take responsibility for supervising and supporting the teaching staff. In addition, Master Teachers provide non-supervisory coaching and instructional support. This leadership structure ensures that teacher support receives top priority. Mastery seeks to foster an "open classroom" culture of mutual respect and appreciation between administrative and instructional staff.

- c) *Professional Development*

In August before the school year begins, teachers receive 8-10 days of training and Professional Development focused on Mastery's Instructional Model, curriculum, and school culture programs. Sessions are delivered by outside providers as well as Mastery's Chief Academic Officer's staff. These sessions continue periodically throughout the year and at the semester break.

- d) *Continuing Education Reimbursement*

Mastery encourages staff to continue developing their instructional practice by taking coursework and workshops related to their field. Up to \$1,000 annually is available to all instructional staff to reimburse for educational coursework or certification testing and related expenses. Up to \$400 is available for education related workshops/seminars (and travel to those seminars). The total amount an employee can receive in any one year between coursework and workshop reimbursement is \$1,000.

- e) *Peer Visits:*

Throughout the year, teachers conduct peer visits in an effort to share strategies and get feedback.

- *Social-Emotional Learning*

Given Mastery's mission to prepare all students to compete in the global economy, students' social-emotional skill development is central to our program. Mastery has developed a social-emotional instructional program that fulfills chapter 4 requirements to "promote high levels of student behavioral development, social competency, vocational skill proficiency and academic achievement." Social emotional coursework occurs in all grades.

CURRICULUM MATERIALS

Reading Mastery and Envision Math are our two core curricular components. Texts and curricular materials are reviewed annually.

Rigorous Instructional Program - Attachments

- Induction Plan Approval 10-12
- Professional Ed Plan Approval 09-13

English Language Learners

Mastery Charter Mann Campus had 24 students requiring ELL supports for the 2010 —2011 school year.

To ensure Mastery is meeting the needs of English language learners, a comprehensive Home Language Survey (HLS) is completed by the parents of incoming students during the registration process. Students answering any question on the HLS with a response of a language other than English are assessed using the W-APT, Pennsylvania's suggest screener to identify the needs of English Language Learners.

Students who are fluent in English and have not been identified as Limited English Proficient from previous schools, but identify a home language other than English on the HLS, will have their records reviewed for the following information to determine individual need:

- Results of previous school's WIDA assessment.
Final grades of a B or better in the core subject areas;
- Scores on district-wide assessments that are comparable to the Basic performance level on the PSSA
- Scores of Basic in Reading, Writing, and Math on the PSSA

In order to be exempt from the English language proficiency assessment, students must meet two of the above criteria in addition to receiving approval from a teacher familiar with the student's academic performance. While we do not have any identified students requiring ELL supports at this time, we have developed an ELL support program that meets regulatory requirements.

ELL Program Summary

The LEP/ELL Program offers:

- standards-based English instruction as a second language at the appropriate proficiency level,
- content area instruction aligned with the corresponding standards and adapted to meet the needs of the students, and supplemental reading support assessment processes that reflect the standards and instruction.

Students and their parents are afforded the opportunity to meet with the school staff, so parents, with the assistance of an interpreter, can understand Mastery's program. Students are assessed, and an instructional program is developed.

Instruction in ESL includes listening, speaking, reading, and writing at different levels of proficiency: beginning, intermediate, and advanced. Standards will be addressed and objectives developed for ESL classes at all levels depending upon the individual students' levels of language development and proficiency. ESL will replace language-arts and English instruction. The type and amount of standards-based ESL instruction provided to students will depend upon their level of language development and proficiency as determined by an appropriate English language proficiency instrument. However, guidelines for amounts of daily ESL instructional time:

- for non-English-speaking students—2 to 3 hours
- beginner—2 hours
- intermediate—1 to 1½ hours
- advanced—1 hour

English Language Learners - Attachment

- C. 1112 LEP & Immigrant Enroll ACS

Graduation Requirements

The school does not have a 12th grade and does not graduate students.

Special Education

Mastery believes the individualized perspective, focused curriculum, and progress measurement mandated by special education law should be a feature of the regular educational program. Accordingly, Mastery integrates special education into the regular structure of the academic program to the maximum extent possible.

Mastery employs primarily an Inclusion Model for the delivery of Special Education services. Services are delivered to each child with a disability in the least restrictive environment, which is determined by the student's IEP Team. Additional supports may include a "pull out" model of direct instruction.

Students with significant reading deficits in 9th grade take an English fundamentals course that is designed to address adolescents with low reading skills. The course utilizes remedial curricula including Cambium Learning's Language! and teacher developed material. The goal is for students to progress at least 2 grade levels per year. These accelerated courses have a smaller teacher to student ratio and may include co-teaching or in-class support with a special education teacher. Many students make the transition to grade level coursework by 10th grade. A period of additional reading support is available for students with significant need.

In Math, students with significant deficits receive additional after-school support twice weekly. Students who continue to struggle in math can take a pre-algebra course in 9th grade and then transition to algebra in 10th grade. Manipulatives, alternate curricula and small group or individual instruction are utilized to support students. Individualized support is delivered both in-class or as a pull-out with a support/special education teacher.

IEP's are distributed to all teachers. Special Education staff conference with regular ed teachers weekly during the Wednesday afternoon professional development block to discuss instructional strategies and accommodations for students with disabilities. In this way, teachers can coordinate their instructional strategies and engage in an ongoing dialogue on how best to meet students' needs. Teachers also discuss appropriate assessment strategies, accommodations and adaptations for identified students.

Junior and Senior high school students who are cognitively unable to take high school level coursework enroll in our Transition program. The goal of the Transition plan is to prepare students for work. Students in the transition program take some in-school coursework and may spend part of their day in a job setting.

Special Education - Attachment

- Special Ed Policies and Procedures

Special Education Program Profile - Chart I

Teacher	FTE	Type of class or support	Location	# of Students	Other Information
Jennifer Conner	1	Learning and/or Emotional Support	MCS-Mann	6	N/A
Jessica Murphy	.5	Learning and/or Emotional Support	MCS-Mann	27	N/A
Rachel Kochinsky	1	Learning and/or Emotional Support	MCS-Mann	15	N/A

Special Education Program Profile - Chart II

Organization FTE Type of class or support Location # of Students Other Information

Camelot Inc.	.8	Learning Support	Wynnefield 1		N/A
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Special Education Program Profile - Chart III

Title Location FTE

Assistant Principal of Student Services	MCS-Mann	1
Social Worker	MCS-Man	1

Special Education Program Profile - Chart IV

IU, Public Agency, Organization, or Individual Title/Service Amount of Time Per Week

Resources for Human Development	School Based Counseling	3.5 days
CORA Services	School Psychologist	2.5 days
Abington Speech	Speech and Language Therapy	2.5 days
Catapult Learning	Occupational Therapy	.5 day

SECTION IV. ACCOUNTABILITY

Student Assessment - Primary

Test/Classification	K	1	2	3	4	5
PSSA	No	No	No	Yes	Yes	Yes
PASA	No	No	No	No	No	No
4Sight	No	No	No	Yes	Yes	Yes
F & P Reading	Yes	Yes	Yes	Yes	Yes	Yes

Student Assessment - Secondary

Test/Classification	6	7	8	9	10	11	12
PSSA	Yes	No	No	No	No	No	No
PASA	No	No	No	No	No	No	No
4Sight Math and Reading	Yes	No	No	No	No	No	No
Fountas/Pinnell	Yes	No	No	No	No	No	No

Student Assessment

A. Evidence of Improved Student Progress

PSSA READING AND MATH PROFICIENCY SCORES

*2012 scores based on preliminary data

Reading PSSA	2011 Mastery (%prof/adv)	2012* Mastery (%prof/adv)	Change
3 rd Grade	49.3	66.7	+17.4%
4 th Grade	43.4	54.2	+10.8%
5 th Grade	42	47	+5%
6 th Grade	NA	59.1	NA
TOTAL	44.9	60.4	+11.06

Math PSSA	2011 Mastery (%prof/adv)	2012* Mastery (%prof/adv)	Change
3 rd Grade	55.2%	81.9%	+26.7%
4 th Grade	59.0%	72.2%	+13.2%
5 th Grade	72.7%	79.7%	+7.0%
6 th Grade	NA	81.8%	NA
TOTAL	61.7%	78.8%	+17.1%

PERCENTAGE OF STUDENTS SCORING BELOW BASIC ON PSSA

*2012 scores based on preliminary data

Reading PSSA	2011 Mastery	2012* Mastery	Change
	(% BB)	(% BB)	
3 rd Grade	34.3%	15.3%	-19.0%
4 th Grade	35.0%	16.7%	-18.3%
5 th Grade	29.1%	17.2%	-11.9%
6 th Grade	NA	15.2%	NA
TOTAL	33.0%	16.1%	-16.9%

Math PSSA	2011 Mastery	2012* Mastery	Change
	(% BB)	(% BB)	
3 rd Grade	23.9%	5.6%	-18.3%
4 th Grade	19.7%	12.5%	-7.2%
5 th Grade	40%	50%	+10%
6 th Grade	NA	6.1	NA
TOTAL	20.2%	6.9%	-13.3%

Impact of Data on Annual Goals, Improvement Plans, & Curriculum

1) ACADEMIC ACHIEVEMENT IN READING

DATA: Reading scores are showing steady improvement. Students are growing academically according to the PSSA score reports. Below Basic percentages are decreasing and Proficient/Advanced scores are increasing.

GOAL REVISION: 2013 goals for each Grade

Reading PSSA Goals	2013
3 rd Grade	65%
4 th Grade	60%
5 th Grade	60%
6 th Grade	60%

IMPROVEMENT PLAN:

- a) Step 1 to Improving reading levels in the upcoming 2012-2013 School Year — Increase guided reading time at all grade levels by 50%.
- b) Step 2 to Improve reading levels in the upcoming 2012-2013 School Year —Mann campus has hired an onsite literacy coach to ensure all aspects of our reading curriculum are implemented successfully.

c) Step 3 to improving reading levels in the upcoming 2012-2013 School Year- Mann will implement a support schedule, which will include an extra teacher to push into intervention classes one to two times more a week.

2) ACADEMIC ACHIEVEMENT IN MATH

DATA: Math scores have exceeded our goals significantly in grades 3-6.

GOAL REVISION: 2013 goals for each Grade

Math PSSA Goals	2013
3 rd Grade	75%
4 th Grade	75%
5 th Grade	75%
6 th Grade	75%

IMPROVEMENT PLAN:

- a) Step 1 to Improve Math Next Year — Implement a cooperative learning period to apply skills to real life situations.
- b) Step 2 to Improve Math Next Year — Send math lead teachers to professional development sessions to gather best practices and effective teaching strategies to implement into the classroom.
- c) Step 3 to Improve Math Next Year — Increase the number of word problems students are exposed to.

Impact of Local & Standardized Assessments on Student Progress Plans

All student performance evaluations, in addition to the six-week benchmark assessments, are recorded in Mastery's data system which is available to teachers and administrators. The staff reviews student grades and benchmark assessments every six weeks, in addition to the ongoing assessment that occurs during formative evaluation. Teachers use this data to fine tune instructional and curricular strategies and to identify students in need of extra help. Teachers also meet weekly in subject team/ grade level team meetings where they discuss curricular and student issues and trouble-shoot problems. Additionally, the data has been broken out by teacher and a plan of support has been put into place for those teachers who may be struggling to achieve high levels of proficiency in their classrooms.

Students who are weak performers are reviewed and, if appropriate, given additional support (office hours, tutoring, etc.), placed in a different class for academic support, evaluated in the Child Find process, referred to the Director of School Culture or Social Worker, and/or given alternate support interventions.

B. Strategies For At-Risk Students

Mastery had implemented several support systems for students with special needs and for students who are at risk for being retained. These support systems include:

Small Group Reading and/or Math Instruction — Small group instruction is given to students with special needs who are better served in a small group environment.

After School Tutoring Hours — Students are offered tutoring hours. During this time, teachers meet with individual students or targeted groups of students who need additional support.

Student Assistance Program (SAP) — Staff members may make a student referral to the SAP team if they feel a student is in need of additional support. Referrals remain confidential and are discussed at a weekly SAP meeting. When appropriate, students are referred to outside mental health or social service agencies or to Mastery's special education team for evaluation.

Counseling — We use RHD to provide counseling for students in school. RHD provides individual and group counseling to students as needed.

Social Worker —School Social Workers manage the iTeam, coordinate with the RHD counselor, and provide support at home and in school.

CAPS program — We partner with the Camelot program to provide an intervention, positive-behavior support program for students who displayed a pattern of mental health concerns. In the CAPS program, students still participate in Mastery's rigorous academic program, but also participate in behavior programs and counseling sessions. Class size is dramatically reduced to approximately 12 students with 2 adults in the classroom.

EVIDENCE OF EFFECTIVENESS

The broad test score gains described above indicate that the strategies described are effective. Our continuous progress monitoring of IEPs indicates students are meeting their individual goals and objectives as outlined in their plans.

Student Assessment - Attachment

- F. 1112 Student Assessment ES

Teacher Evaluation

Main Features Of Teacher Evaluation Plan

Support for teachers and teacher coaching is essential to our student's success at Mastery. Clear expectations, an articulated instructional model, and frequent classroom observations are major components of Mastery's teacher evaluation system. All teachers receive two days of training on our instructional model and observation rubric at the start of the year and additional workshops in PD sessions throughout the year.

Teachers are evaluated on 35 instructional standards encompassing 4 broad areas:

- Objective Driven Lesson: including using data to inform lesson planning, creating measurable objectives, insisting on high rigor, and assessing student mastery of the objective.
- Instructional Quality: including effective modeling, guided practice and independent practice, checking for understanding, higher order questioning, and effective student engagement.
- Classroom Systems: including classroom procedures, room set-up, effective visuals, student organizational processes and preparation.
- Student Motivation: including lesson pacing, classroom management, student rapport, and classroom presence.

The Leadership Team observes each teacher's classroom — both informal feedback visits and formal evaluations -- a minimum of 8 times annually. All feedback and observations are documented and involve a face-to-face debrief. Mastery uses its teacher observation forms in conjunction with the PDE evaluation 426 Form. After formal evaluations, the teacher and supervisor meet to debrief.

In addition, school leaders meet with each teacher every six weeks to review students' grades and benchmark test data for the teacher's classes. These discussions are focus on the teacher's instructional strategies.

Struggling teachers receive a Professional Improvement Plan to help the teacher improve his/her practice. This Individual Professional Improvement Plan lays out clear goals and benchmarks for the teacher. It further indicates specific training, reading, classroom videotaping, and/or new practices required of the teacher as s/he develops.

Individuals Responsible For Teacher And Staff Evaluation

Stan Bobowski - Principal - Principal Certification in Process

Rashaun Reid - Assistant Principal for Instruction - Certification program complete - Principal Certificate application submitted

Elizabeth Farruggia - Assistant Principal for Special Education - Emergency Certified Principal K-12 - Enrolled in certification program

Teacher Evaluation - Attachment

- G. 1112 Teacher Evaluation Plan see Handbook

SECTION V. GOVERNANCE REQUIREMENTS

Leadership Changes

The following changes occurred during the 2011-12 school year:

BOARD CHANGES:

- During 2011-12, Angela Duckworth resigned from the Board.

SCHOOL LEADERSHIP CHANGES:

- Siobhan Leavy-Buttil transferred from Assistant Principal of Special Education at Mann to Mastery CS - Clymer Elementary when it opened in July of 2011.

Board of Trustees

<u>Name of Trustee</u>	<u>Office (if any)</u>
Charles Corpening	Treasurer
Ron Biscardi	Secretary
Stephen Cohn	Member
Brook J. Lenfest	Member
Jordan Meranus	Member
Graham Finney	Member
Michael Major	Member
Judith Tschirgi	Chair

Professional Development (Governance)

New Board members are oriented to the Board's role and responsibilities by Judith Tschirgi, Mastery's Board Chair. Bob O'Donnell, Mastery's legal counsel, attends Mastery's board meetings five times annually and reviews Board governance responsibilities and ethics considerations. The school complies with Sunshine Law requirements by posting our meetings in the Philadelphia Daily News at the beginning of the school year. Finally, the Board approved a resolution stating Mastery's compliance with the Public Officials Act; all members complete the Statement of Financial Interest as required by the Public Officials Act.

Coordination of the Governance and Management of the School

Mastery's CEO Scott Gordon is appointed by the Board and is responsible for the day-to-day operations and management of the school. Mr. Gordon supervises the Principal who is responsible for academic leadership and supervision at the school. Mr. Gordon reports directly to the Board and speaks regularly with Judy Tschirgi, the Board Chair and the Executive Committee of the Board. Key issues - such as the overall business plan, curriculum strategy, standards, annual budget, hire approval, and the school's discipline posture - are discussed and decided at the Board level. The Board has the following committees that meet on an ongoing basis between Board meetings:

- The Executive Committee of the Board meets monthly and is empowered to act in the Board's behalf when Board oversight is required between Board Meetings. The Executive Committee handles outstanding student issues, disciplinary hearings, and parent complaints. The committee also nominates prospective Board members, and conducts the CEO's annual review.

- The Finance Committee of the Board supervises the financial processes and reviews monthly financial statements. The Audit Committee, which is a subcommittee of the Finance Committee, supervises the audit.
- The Development Committee is responsible for coordinating Mastery's fundraising efforts.
- The Strategic Planning Committee advises the Board and CEO on key leadership, organizational and strategic direction issues.
- The Academic Committee provides input oversight of the school's academic program.
- The Community Committee provides input into the schools efforts to engage parents and the larger community.

RELATIONSHIP WITH SCHOOL DISTRICT OF PHILADELPHIA

Mastery enjoys a good working relationship with the School District of Philadelphia (SDP) as our authorizer. Mastery's CEO and key staff have met with the School Reform Commission and other members of the District leadership on several occasions this year to discuss ways Mastery could effectively work with the School District. Mr. Gordon and speaks regularly with the charter school office and key departments within the District if any issues arise.

The District allowed us to add 6th grade in fall 2011 and voted to allow Mann students to feed Mastery Shoemaker campus at grade 7 in fall 2012 based on parent demand in the neighborhood.

Coordination of the Governance and Management of the School - Attachment

- H. 1112 Board of Trustees Meeting Schedule

Community and Parent Engagement

At Mastery, parents/guardians are partners in their child's academic success. Our model includes:

- o Parent Communication related to academic work occurs via take-home planners with key assignments and homework, an online parent portal, and several on-site parent-teacher conferences.
- o Parent Training related to supporting their child's learning at home is provided.
- o Parental Involvement in School Governance is strongly encouraged through the Parent Association, PTA, and/or School Advisory Council. Parent Association representatives are invited to meetings of the Board of Trustees and trainings are held throughout the year to help parent leaders be more successful.
- o Parent Friendly Schools — warm, personal reception staff is important to make parents comfortable engaging with their child's school.

- o Survey Feedback — the annual survey gauges parent satisfaction with the school and helps us to better serve parents the following year.

There are a minimum of 6 Parent Association, PTA, or School Advisory Council meetings per school year and the topics vary from academic progress, fund-raising, volunteering, and parent leadership.

SECTION VI. FINANCIAL RESPONSIBILITIES

Major fund-raising activities

Mastery's 2011-12 fundraising activities focused on supporting the start up of the new schools this year. These initiatives were centered on curriculum and program development, staffing enhancements, and facilities renovations. Mastery's operations and growth are supported by the Mastery Charter Schools Foundation, a separate 501c3 organization. Board members and current contributors introduced new prospective donors to Mastery during the school year. School tours were conducted to familiarize prospective donors with the school.

More than \$767,000 dollars were raised for Mann Elementary this year, with major contributions coming from the following sources:

- \$731,170 from a federal School Improvement Grant for Restart
- \$36,000 from the Mastery Charter Schools Foundation from a number of public and private philanthropic sources.

Fiscal Solvency Policies

Mastery defines fiscal solvency as the ability to grow and to sustain itself in the long term and the ability to cover all debts and expenses. Mastery ensures that its programs are sustainable by projecting revenues and expenses at least 5 years into the future. The projections reveal predictable break even dates for all schools. As our schools reach full enrollment, they are able to cover general operating expenses with per pupil revenue from the School District of Philadelphia through the PA Department of Education. Our Board approves projects that support the mission and strategic goals for the year; Mastery raises private funds to cover the costs of these projects and the administrative costs of the management office.

Mastery has a Finance Policy and Procedure Manual. Policies include reserves to prepare for future maintenance issues and reserves to prepare for future required retirement contribution increases. Mastery ultimately ensures solvency by frequent analysis of programmatic and financial model sustainability, by maintaining target levels of cash at each school, and by active monthly analysis of cash required to cover expenses and debts. Mastery does not have any current issues with fiscal solvency or cash flow.

Accounting System

Mastery uses the accrual system of accounting in accordance with Generally Accepted Accounting Principles (GAAP). Mastery records all transactions in its Blackbaud Financial Edge

accounting database. Mastery uses the Pennsylvania State Chart of Accounts for Pennsylvania Public Schools.

Preliminary Statements of Revenues, Expenditures & Fund Balances

Preliminary Statements of Revenues, Expenditures & Fund Balances - Attachment

- I. 1112 Preliminary Statements of Revenues, Expenditures & Fund Balances

Audit Firm, Date of Last Audit, Auditor's Opinion, and Any Findings Resulting From the Audit

Our audit firm is Clifton Larson Allen. We are audited each year as required. The date of our last complete audit is for the year ending June 30, 2011. Our 2011-12 audit is in progress. The auditor's last opinion was clean. There were no material findings in the audit. We have not been audited by the state. A copy of our last audit is attached. Our audit firm contact info is as follows:

Bruce Braunewell
Partner
CliftonLarsonAllen LLP
Nonprofit and Government
267-419-1156, cell 215-588-8813
Bruce.braunewell@cliftonlarsonallen.com

610 West Germantown Pike, Suite 400, Plymouth Meeting, PA 19462

Main 215-643-3900, Fax 215-643-4030, www.cliftonlarsonallen.com

Please find attached the most recent audited financial statements (FYE 6/30/11).

Audit Firm, Date of Last Audit, Auditor's Opinion, and Any Findings Resulting From the Audit - Attachment

- J. 1112 Auditor's Annual Report

Citations and follow-up actions for any State Audit Report

Mastery has not yet had a State financial audit of its operations.

SECTION VII. FACILITY RESPONSIBILITIES

Acquisition of Facilities, Furniture, Fixtures, and Equipment During the Last Fiscal Year

Mastery did not acquire any major facilities during FY2011-12. The school converted to Voice Over IP (VOIP) over the summer.

Future Facility Plans and Other Capital Needs

The Mann Campus is a partnership with the School District of Philadelphia and is housed in the School District's Harity Elementary School building. Mastery Charter Mann Campus leases the facility at 5376 West Berks Street Philadelphia, PA 19131 and intends to continue this agreement in the future.

The school reserves approximately \$70,000 per year to prepare for future capital improvements and/or repairs.

SECTION VIII. HEALTH AND SAFETY RESPONSIBILITIES

Compliance With Health and Safety Requirements and Maintenance of Health and Immunizations Records for Students

Compliance with Health and Safety Requirements and Maintenance of Health and Immunizations Records for Students

Mastery Charter conducted regular monthly fire drills to comply with safety regulations. City License and Inspections examined the building for safety and fire code violations and issued a Certificate of Occupancy, finding no material deficiencies. Mastery filed PDE-4101 — Certificate of Fulfillment of Fire Drill and School Bus Emergency Evacuation Drill Requirements — with PDE.

Health and Immunization records were collected for all students. Records for all students are kept on file at Mastery. Mastery filed the School Immunization Law Report with PDE. Information on file includes:

- Medical/Health Information form to be completed by the parents/guardians requesting general health information
- Private Physician's Report of Physical Examination of a Pupil of School Age (must be submitted prior to the students first day of attendance). This form covers Medical History on Immunizations and Tests such as Diphtheria/Tetanus, Polio, Measles, Mumps, Rubella, Hepatitis B, and Tuberculosis. Also covered is a Report of Physical Examination and Significant Medical Conditions, including but not limited to allergies, asthma, chemical dependency, diabetes, hearing disorder, hypertension, respiratory illness, and seizure disorders.
- Private Dentist Report of Dental Examination of a Pupil of School Age (must be submitted prior to the students first day of attendance).
- Vision and hearing screens. Mastery Charter invites volunteer physicians to conduct vision and hearing screenings for all students.

WELLNESS POLICY IMPLEMENTATION

Mastery has completed and submitted the Local Wellness Policy Checklist and Student Wellness Policy which was accepted by the School District of Philadelphia. Mastery pursued the implementation of the Guidelines for Nutritional Standards for Competitive Foods in Pennsylvania Schools. The program is monitored by our physical education and nutrition instructors, our cafeteria manager, and our school nurse. Mastery has already executed the following initiatives:

- **Physical Education & Physical Activity** Mastery provides students with physical education courses taught by certified teachers. Age appropriate activities including

aerobics, weight-training, dance, and various other recreational sports. These activities are used to positively reinforce the importance of physical activity in a balanced lifestyle. In addition to our physical education courses, we sponsor various after-school activities such as football, soccer, drill team, dance, step class, track, basketball, yoga, and karate.

- **Other School Based Activities** Mastery's students are offered well balanced meals in a safe clean environment monitored by the cafeteria manager. The cafeteria manager also oversees the fundraising activities during the lunch hour. In lieu of candy bars, high fat snacks, and caffeinated sodas, students are able to sell soft pretzels, popcorn, fruit, fruit juices, water, and milk.
- **Safe Routes to School** Our administrative and teaching staff team up with local police departments and public safety agencies to ensure that students have safer routes to school. Crosswalks, sidewalks, and streets are monitored for safety, making walking and bicycling to school easy.

Compliance With Health and Safety Requirements and Maintenance of Health and Immunizations Records for Students - Attachments

- K.SHARRS 1112 M
- L.Wellness Policy

Current School Insurance Coverage Policies and Programs

HEALTH INSURANCE:
Aetna HMO and PPO

DENTAL INSURANCE:
Guardian Dental Guard Preferred

LONG & SHORT TERM DISABILITY:
Guardian

LIFE:
Guardian

COMMERCIAL PROPERTY
Philadelphia Insurance Company

GENERAL LIABILITY INSURANCE:
Philadelphia Insurance Company

COMMERCIAL AUTOMOBILE
Philadelphia Insurance Company

WORKERS COMPENSATION
PMA Insurance Company

COMMERCIAL UMBRELLA
Philadelphia Insurance Company

Current School Insurance Coverage Policies and Programs - Attachments

- M. 1112 ACCORD or Declarations Page
- M.Insurance 12-13 M

SECTION IX. ADMINISTRATIVE NEEDS

Quality of Teaching and Other Staff

2011-2012 Teaching Staff

- 28 of 32 Teachers employed in June 2011 returned for the 2011-12 school year
- 8 new teachers were hired for 2011-12 school year
- 1 new teachers were hired mid-year

39 instructional staff members were employed during the 2011-12 school year. 38 remained for the entire school year and 1 left mid-year.

2011-2012 Administrative Staff:

- Stan Bobowski served as Principal
- Rashaun Reid served as the Assistant Principal of Instruction
- Elizabeth Farruggia served as the Director of Special Education
- Dionne Hayes served as the Director of Operations
- Meredith Howell served as the Director of School Culture

76.9% of our 39 professional staff members (teachers, assistant principals, principal) are certified.

Staff Retention Patterns and Reasons:

Mastery takes deliberate steps to create a strong professional learning community. Mastery conducts a staff satisfaction survey each January and June and our teachers have rated their job satisfaction with 63.7% as very satisfied or satisfied and 81.9% as at least somewhat satisfied. Many of the teachers that are attracted to our educational model are young, energetic, and early in their careers and family plans. In addition, Mastery has very high standards for our teaching staff. As a result, some turnover is expected. For 2011-2012:

- 2 staff members was dismissed
- 0 staff member was promoted to a leadership position within Mastery
- 3 staff members relocated outside of the greater Philadelphia area
- 2 staff members felt that Mastery was not the best fit for them
- 1 staff members left education and changed careers
- 1 staff member left due to family commitments

Quality of Teaching and Other Staff - Attachments

- O. 1112 LEA Staff Profile ACS
- N.PDE 414 Mann 2012

Student Enrollment

We have reviewed our admissions and enrollment procedures with attorneys familiar with Charter School Law to ensure our procedures comply with both the spirit and practice of the law.

All students who live in the neighborhood catchment area were welcome to enroll beginning October 2011 for school year 2012-2013.

Since we serve as a neighborhood school under the Renaissance agreement with the School District of Philadelphia all of our students must live within the neighborhood's catchment area. All students who fill out the application are accepted, provided they live within the catchment area and none are discriminated against for any reason. Students are only placed on the waiting list when we reach our cap for that grade level.

Kindergarten Age Policy: Students entering kindergarten must be at five years old on or before Sept 1.

Enrollment Procedures

Prospective students are asked to submit an application to the school along with academic, health, and demographic records. All students who complete the enrollment process are accepted if there are available seats in their grade.

As of October 2011; banners were placed outside of the school building to advertise the start of enrollment for the school year 2012-2013.

Applications were made available at the front desk/receptionist area of the school building Monday — Friday between the hours of 8:00AM — 12:00PM.

4 Information sessions were held so that parents could gain more insight with regards to our school's mission, curriculum, and partnership with families.

Flyers were distributed to Samuel Gompers Elementary School so that if parents that lived in Mastery Charter School's catchment area tried to secure enrollment, the school officials would have the necessary information to give parents.

Parents were able to return completed applications to the school building daily.

Families of students that completed applications who did not reside in the school's catchment area were not able to be enrolled at our school. A letter was mailed and telephone calls were made to these families to communicate the non-acceptance to them.

Enrollment History

	K	1	2	3	4	5	6	Total
Re-enrolled from 2010 - 2011	4	73	73	64	66	62	61	403
# of newly enrolled for 2011-2012	72	7	6	9	7	4	6	111
Total enrolled at start of school year (2011-2012)	76	80	79	73	73	66	67	514
# added during the year	9	3	4	4	5	6	6	37
# withdrawn during the year	12	8	2	2	4	4	5	37
# students at year end (June 2012)	73	75	81	75	74	68	68	514
# students who did not re-enroll	3	1	3	1	1	1	68	78
# of students who re-enrolled in June 2012	70	74	78	74	73	66	0	436

TRENDS IN STUDENT TURNOVER & RETENTION

Our student retention for 2011-12 was 91.5% (47) 8.5% of students either withdrew during the year or decided not to reenroll.

2011-12 (551 students)

Student withdrawal during the year 37 (6.7%)

Students not re-enrolling for upcoming year 10 (1.8%)

TOTAL TRANSFER OUT RATE: 47 (8.5%)

Out of the 37 students who withdrew during the year-

36 withdrew voluntarily and 1 student left involuntarily due to expulsion.

The reasons for withdrawing from Mastery during the year include:

13 Students enrolled into another school due to academic reasons.

19 Students moved to an area out of state

01 Student was expelled.

04 Students left due to 10 day rule absent /drop from attendance. (Did not have forwarding information for parent. (Whereabouts unknown)

The reasons for not re-enrolling at Mastery Mann include:

- 02- Students family was not satisfied with the Mastery Charter School — Mann Campus
- 01 — Student is moving out of state
- 07 — Students families moved out of the school's catchment and decided to enroll students into another school.

Student Enrollment - Attachment

- P.Admissions Process 2012

Transportation

In Philadelphia County, students in grades K-6 living 1.5 miles or more from the school building are entitled to free transportation services through the School District of Philadelphia. This transportation is either school bus service or a free transpass at the discretion of the District.

Students who are homeless are eligible to receive transportation.

Food Service Program

Mastery Charter participates in the Free and Reduced Lunch Program through the School District of Philadelphia who fully services and staffs Mastery's food service program.

Student Conduct

A) EXPECTATIONS FOR STUDENT BEHAVIOR AND DISCIPLINE

Mastery places a very heavy emphasis on appropriate behavior in the classroom and hallways. Our school culture strategy relies on institutional systems that support students to take ownership for the school and responsibility for their classmates. Key elements include:

- Code Of Conduct and Whatever it Takes contract: Prior to enrolling at Mastery, each student agrees to abide by the code of conduct below:

CODE OF CONDUCT
I choose to be here.
I am here to learn and achieve.
I am responsible for my actions.
I come with a clear mind and healthy body.
I contribute to a safe, respectful, cooperative community.
This is my school... I make it shine.

- A school-wide Merit/Demerit system: This system supports appropriate student behavior. Students carry lanyards with cards where staff can record merits and demerits. When students receive six demerits in a marking period, they receive a detention. After three detentions, a parent-staff conference is held to identify the source of the student's problem. The merit system is used to acknowledge individual acts of character, growth and service. Accumulated merits are rewarded on PayDays, held every six weeks to reward students for positive behavior.
- School Culture Rituals and Programs
 - Community Meetings: A grade level community meeting (up to 100 students) is held weekly. At the community meeting, public recognition of student accomplishments is highlighted, community problems are addressed, and announcements are made.
 - Awards: Students who demonstrate elements of the Code of Conduct are recognized at Community Meetings. In the middle school, class cohorts receive a behavior rating from each teacher. At the end of the week the cohort with the highest rating receives recognition and privileges.
 - Uniform: All students must be in school uniform (blue/black slacks and gray Mastery shirt tucked in) at all times.
 - School-Wide Classroom Rules: All teachers post the same rules and are expected to enforce those rules consistently.
 - Restorative Practices: Restorative Practices are an approach to wrongdoing that emphasizes relationships and raises attention to the harm done to victims, offenders, and the overall community. Restorative Justice means that individuals who hurt the school community must make amends and give back to the community for their infraction.
 - Progressive Discipline: Students who have repeated disciplinary problems are called in for a team meeting with the entire instructional team and the student's parents. If additional disciplinary problems occur, privileges are withheld. Continued discipline problems require a parent conference and may result in a student being assigned to work in an independent learning area or suspension from school.
- Deans of Students: Mastery schools have a Dean of Students for every 200-250 students. The Deans are responsible for school culture, serving as disciplinarians, student coach/guides, teacher supporters, community/parent liaisons, and services coordinators. The Deans work closely with teachers to identify struggling students, discipline problems, and general school culture issues.

B) CHAPTER 12 COMPLIANCE AND DUE PROCESS

Mastery Charter's discipline policies have been reviewed by a lawyer familiar with public school code to assure compliance with all aspects of Chapter 12. See attached Handbook for a full description of Mastery's expectations for student behavior and discipline, school rules, due process, and student rights and responsibilities.

The following due process is in place for expulsions or extended suspensions:

- An Expulsion Hearing must be held before a recommendation to expel is made. The student's parent or representative must be given 3 days written notice of the hearing.
- Expulsion decisions are made by the Board of Trustees upon recommendation by the CEO.
- Special Education students will not be expelled until their IEP Team has conducted a "Manifestation Determination Hearing" to determine whether or not their classification impacted their infraction.

C) NUMBER OF SUSPENSIONS AND EXPULSIONS

86 students were involved in 140 suspension incidents and 1 student was expelled.

Student Conduct - Attachment

- Q.Handbook Mann

Signature Page

Assurance for the Operation of Charter School Services and Programs

School Year: 2013

The Mastery CS-Mann Campus within Philadelphia IU 26 assures that the charter school will comply with the requirements of 22 Pa. Code Chapter 711 and with the policies and procedures of Pennsylvania Department of Education (PDE). PDE will specify, in writing, policies and procedures to be followed. Requests for any deviations from these regulations, policies, and procedures must be made in writing to PDE. The charter school assures:

1. There are a full range of services, programs and alternative placements available for placement and implementation of the special education programs in the charter school.
2. The charter school has adopted a "child find" system to locate, identify and evaluate children who are thought to be a child with a disability eligible for special education residing within the charter school's jurisdiction. "Child find" data is collected, maintained, and used in decision-making. Child find process and procedures are evaluated for effectiveness. The charter school implements mechanisms to disseminate child find information to the public, organizations, agencies, and individuals on at least an annual basis.
3. The charter school has adopted policies and procedures that assure that students with disabilities are included in general education programs and extracurricular and non-academic programs and activities to the maximum extent appropriate in accordance with an Individualized Education Program.
4. The charter school will comply with the PA Department of Education annual report requirements including special education information.
5. The charter school follows the state and federal guidelines for participation of students with disabilities in state and charter school-wide assessments including the determination of participation, the need for accommodations, and the methods of assessing students for whom regular assessment is not appropriate.
6. The charter school assures the Pennsylvania Department of Education that funds received through participation in the medical assistance reimbursement program, ACCESS, will be used to enhance or expand the current level of services and programs provided to students with disabilities in this local education agency.

This assurance must be signed by the Board President and the Chief Executive Officer for the charter school to operate services and programs.

Board President

Date

Chief Executive Officer
2012 - 2013 Annual Report for Pennsylvania Charter Schools

Date

Verify that all DATA reports to PDE are complete

YES _____ NO _____

Assurance for Compliance with the Public Official & Employee Ethics Act

The original Public Official and Employee Ethics Act (the "Ethics Act") was amended and reenacted in 1989 by Act 9 of 1989 and in 1998 by Act 93 of 1998. (See Act 9 of 1989, 65 P.S. §401, *et seq.* and Act 93 of 1998, Chapter 11, 65 Pa.c.s. §1101 *et seq.*) The Act provides that public office is a public trust and that any effort to realize personal financial gain through public office is a violation of that trust. The Act was passed to strengthen the faith and confidence of the people of the Commonwealth in their government. The Act established the State Ethics Commission to administer and enforce the provisions of the Act and to provide guidance regarding the standards established by the Act.

The Mastery CS-Mann Campus assures that it will comply with the requirements of the Public Official and Employee Ethics Act (the "Ethics Act") and with the policies, regulations and procedures of the Pennsylvania State Ethics Commission. Additional information about the "Ethics Act" is available on the Ethics Commission's website at:
<http://www.ethics.state.pa.us/ethics/site/>

The assurance must be signed by the Chief Executive Officer and Board of Trustees President of the charter school.

Identify the charter school's Chief Executive Officer.

Name: Scott Gordon **Title:** CEO
Phone: 215-866-9000 x1056 **Fax:** 215-866-9141
E-mail: scott.gordon@masterycharter.org

Signature of the Chief Executive Officer and Date

Identify the charter school's President of the Board of Trustees.

Name: Judith Tschirgi **Title:** Board President
Phone: 610-324-1361 **Fax:** 215-866-9141
E-mail: jtschurji@gmail.com

Signature of the President of the Board of Trustees and Date

Identify the charter school's Special Education Contact Person.

Name: Siobhan Leavy-Buttil **Title:** Director of Special Education
Phone: 215-435-4664 **Fax:** 215-866-9141
E-mail: siobhan.leavy-buttil@masterycharter.org

Signature of the Special Education Contact Person and Date

Signature Page - Attachment

- R. 1112 Assurance Signature Pages