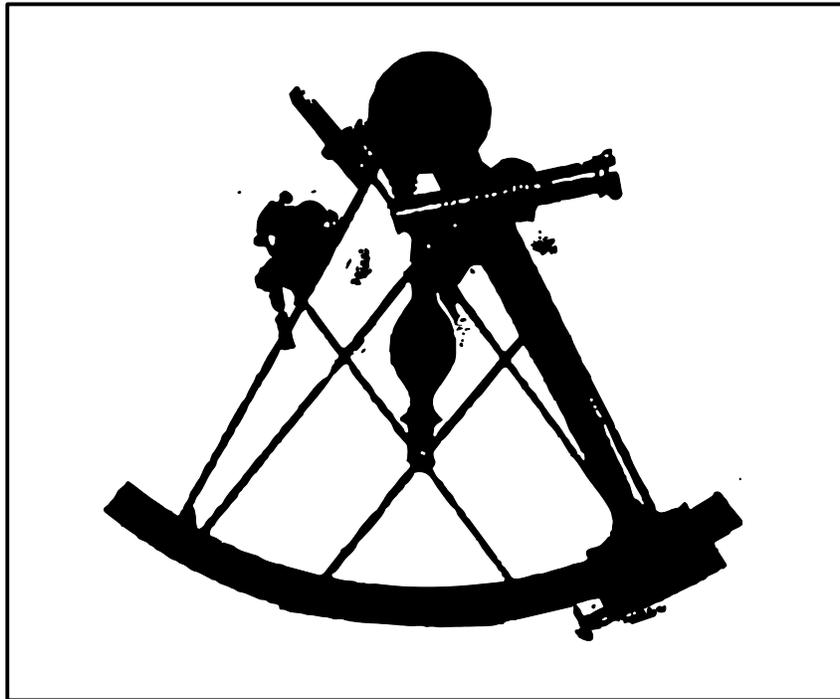


**STURGIS CHARTER SCHOOL**  
**ANNUAL REPORT**  
**2003-2004**



STURGIS CHARTER SCHOOL  
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# Sturgis Charter School

## Mission

Sturgis Charter School will be an independent public high school offering Cape Cod 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.

To foster international awareness and understanding and ensure world-class standards of academic achievement, Sturgis will apply for membership in the International Baccalaureate Organization.

To motivate its students to achieve at high levels, Sturgis will draw on Barnstable's marine environment and maritime heritage to develop the esprit de corps and individual curiosity, character and courage needed to succeed.

To be located in downtown Hyannis, within a short walk of athletic fields and the waterfront, Sturgis will serve a co-ed population of 350-400 students beginning with 150 freshmen in September 1998 and adding a grade each year.

Sturgis Charter School will exist to:

- Prepare students to meet world class standards of academic achievement at the secondary level.
- Enable teachers to contribute to the best practices of their profession.
- Support parents in raising their children to become responsible adults.
- Engage the community in thoughtful discussion of the goals and methods of public education.

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## **Letter from the President of the Board of Trustees**

On behalf of the Board of Trustees I am pleased to present the sixth Annual Report of the Sturgis Charter School. The school started its second five-year charter period in September of 2003 and graduated its third class in June 2004. In February of 2004 the school received full acceptance into the International Baccalaureate Organization, a founding mission for Sturgis. The school's enrollment and financial condition continue to be strong. The Board successfully amended the charter, changing the administrative structure from Principal and Assistant Principal to Executive Director and Assistant Directors of Academics and Operations. The Board of Overseers called for in the original charter was replaced with a Community Advisory Board that has attracted a wide membership drawn from the business, educational, non-profit and government sectors of Cape Cod. The Board also amended the organization's by-laws, bringing for the first time a faculty representative and the Executive Director onto the Board as voting members. Seven new members, including the addition of a teacher and the director as members, joined the Board, and five longstanding members have retired. I wish to thank Paul Soares, Rafi Chaprut, Hank Farnham, Paul Raymer, and Bob Wygonski for their efforts in bringing Sturgis to where it is today. A second charter amendment that will change Sturgis to a regional charter school encompassing all of Cape Cod has been voted by the board and submitted to the Board of Education.

Following the unexpected resignation of long-time Director David Crellin the Board of Trustees appointed an interim director for a one-year term to allow time for a national search. That search and the hiring of a new Executive Director along with the school's full acceptance into the International Baccalaureate Organization were the major focus of the Board and administration this year.

Academically the school has continued to improve. Our students showed outstanding performance on the MCAS, scoring higher than any high school on Cape Cod and in the top ten statewide. The results on these exams as well as the acceptances of our graduating seniors at top colleges are a direct reflection on the commitment of the faculty, administration, and Board of Trustees to a rigorous curriculum and high academic standards for all students.

Community involvement and public service continues to be a cornerstone of Sturgis' mission to help our students to become responsible adults. Our students are involved in many community programs in the area. They participated in the Main Street Clean-Up, Jane Goodall's North American Youth Summit, Barnstable County's Green Grant Youth Council, the Cape Cod Youth Council on Sustainability, MTV (my teen voice) Relay for Life, the Hyannis Christmas Stroll, the Father's Day Classic Auto Show, and numerous other activities.

The school's future plans are well underway. As a result of our thorough and thoughtful search process, the Board has appointed Eric Hieser as the new executive director. His years of experience as a school leader at International, IB and charter schools will help to ensure that Sturgis continues to succeed with a strong commitment to rigorous academic standards and a caring, nurturing environment that allows all students to thrive. The Board, along with the administration and faculty, continues to strive toward meeting the goals established within our charter, and we look confidently towards the future.

Respectfully submitted,

Olive Chase, President  
Board of Trustees

## **Executive Summary**

This was a year of great change at Sturgis Charter Public School. However, as we come to the end of this year, it has become evident that during this time we have been moving steadily forward toward achieving our mission.

In terms of governance, the Board accomplished several initiatives. In July, the Board successfully amended the charter, changing the administrative structure of the school from Principal and Assistant Principal to Executive Director and Assistant Directors of Academics and Operations. The Board of Overseers called for in the original charter was replaced with a Community Advisory Board that has attracted a wide membership drawn from the business, educational and government sectors of Cape Cod. The Board also amended the organization's by-laws, bringing for the first time a faculty representative and the Executive Director onto the Board as voting members. The results of the Board Development Committee became evident as the year progressed and new members, who were well informed and appropriate for the specific needs of the board, were accepted into membership. A community Advisory Board was also convened. The formation of this group of stellar community leaders fulfilled a promise to the DOE and the larger community to expand advocacy for the school and provide a source of resources for the board. The board reviewed enrollment procedures and has voted to submit a request to amend the charter to two applicant pools: siblings and all others, rather than three: siblings, Barnstable residents, and all others. The board also established a non-profit foundation. Finally, this board set a funding raising goal of thirty thousand dollars for the year. Through an annual appeal and golf outing, this goal has almost been met.

Finances remained stable during this year due to the foresight and conservative planning of the Finance Committee led by Frank Mello and Rich Dalrymple. A finance subcommittee is working with Mass Development and several banks for funding to purchase this building in the near future. A Walton Grant provided funding for computers in classrooms for teachers and MCSA leadership grant has ensured dissemination activities occurred throughout the year and summer. The current waiting list of perspective students ensures continued financial stability for next year.

The area of personnel has seen the most changes this year. The sudden and unexpected resignation of David Crellin in late July brought uncertainty as the school year was beginning. Dr. Fred Tirrell, a former board member, stepped forward to help the school open smoothly and hire an interim director. After much deliberation, the board decided to seek an outside interim director, and Edith LaBran was hired. Under her leadership, the compensation committee researched several salary options and benefit packages, the final proposal being accepted by the board for implementation in July. She also received a leadership grant through the MCSA to ensure that several dissemination activities occurred during this year. In December, an Executive Director Search Committee was formed and began meeting with stakeholders to define those qualities being sought in a new leader. After preliminary and final interviews, four candidates completed site visits. In February, Eric Hieser, a candidate with extensive IB and school leadership experience, was

named Executive Director. Finally, job descriptions for the director, assistant directors, and lead teachers were developed and approved; and personnel policies were presented and sent to our attorney for review.

The major academic achievement for this year was Sturgis's acceptance into the International Baccalaureate Organization in February. The successful site visit in October and this acceptance were the culmination of several years' work on the part of the staff and ensure that Sturgis will be able to be true to its charter. MCAS results showed Sturgis to be the top-performing high school on the Cape for this year, acknowledging the hard work and diligence of the staff and students to improve learning for all. Baseline scores for Grades 9-11 on the ERB Comprehensive Evaluation test placed Sturgis well over the national norm and in alignment with suburban and independent schools, quite a feat for a public school. Additionally, the Mass DOE conducted a Coordinated Program Review of special education and administration of civil rights that indicated numerous areas for improvement. A consultant has been engaged to guide Sturgis successfully through the corrective actions necessary to reach full compliance in all areas.

Several Open Houses and visits to school fairs have ensured a healthy waiting list of students who wish to attend Sturgis. Much positive press regarding our achievements with IB acceptance and performance on MCAS has contributed to the volume of inquiries and applications for admission. As Sturgis becomes a successful diploma-granting IB school, it is expected that this trend will continue. Our thirty-five seniors graduated on June 6. 97% of our students were accepted at a wide range of colleges, including Smith, University of Massachusetts-Amherst, Simmons, University of Vermont, Swarthmore, U.S. Air Force Academy, and Savannah College of Art and Design. One graduate is heading to the Air Force, and the rest will be attending college. We also had our first National Merit Scholar.

This school year has been a busy and challenging one; however, it has also been an immensely successful one. Sturgis Charter School looks forward to continuing progress in achieving, and surpassing, the goals set forth in our charter and accountability plan.

Respectfully submitted,

Edith LaBran  
Interim Executive Director

## School Performance in Relation to the Accountability Plan

The following section of this report lists our plan's ten goals and the measures designed to reflect the school's progress toward achieving them during the 2003 – 2004 school year. Where applicable, the report summarizes the data derived from the implementation of these measures.

The data for each measure and any discussion of that data are presented in *italics* throughout this section of the report.

### Is the Academic Program a Success?

Section 1: The academic and non-academic program – Have students made reasonable progress in attaining internally-established academic and non-academic standards?

Measures:

All students will pass all MCAS tests by spring of their senior year.

*All students in the class of 2004 passed the MCAS tests by the spring of their senior year. In fact all students had passed both tests by spring of their junior year.*

At least 80% of sophomores will score in the Advanced or Proficient categories on all MCAS sub-tests.

*94 percent of sophomores scored in the Advanced and Proficient categories of the English/Language Arts test and 77 percent scored in the same two categories on the Math test. This represents a ten percent increase in ELA and a one percent increase in mathematics over the former class's results.*

Sturgis will rank in the top 10% of secondary schools statewide on the basis of combined average MCAS scaled scores.

*Sturgis' ranked 11<sup>th</sup> (the top 3%) compared with all high schools in the state. A year earlier, Sturgis ranked 65th (top 19%) in the state.*

For the cohort of students for whom we have seventh or eighth grade scores, average scaled scores will increase by at least ten points on each MCAS sub-test.

*Of the ninety-nine test takers in the sophomore class, we had eighth grade scores for seventy-two. Their average E/LA eighth grade scaled score of 250.6 increased by 7 points to 257.6. Their corresponding Math score increased by 9.4 points, from 241.5 to 250.9. Although neither of these score*

*increases meets the standard of ten points, the 9-point improvement in mathematics has very closely approached the ten-point goal.*

At least 80% of Sturgis students will receive grades of C (70) or better in all subjects on their final report cards each year and at least 40% will receive grades of B (80) or better in all subjects on their final report cards.

*Fifty-nine percent of Sturgis students (58% in 2003) achieved grades of C or better on their final report cards and 23.6% (23% in 2003) earned all B's or better.*

*This discrepancy between our goal and our results may be due to the high expectations for all students and the rigor in the curriculum. Further examination of possible causes for the discrepancy and more regular utilization of student support scaffolding is planned in order to achieve this lofty goal.*

Sturgis students will improve by at least five percentile points in national rank on each sub-test of the Education Records Bureau test battery between grades nine and ten, and by at least five additional percentile between grades ten and eleven.

*Data for this measure is being shared from the first administration of the Education Records Bureau tests which we consider to be more appropriate for our students than the High School Placement Test and the Educational Development Series tests. The tests were given to all students in grades nine, ten, and eleven--the three grades for which the test is produced--in October 2003. Since this is a baseline year, no comparative data is available.*

*Baseline data indicates that all grades are performing above the national norms. Students in Grade 9 performed at or above national and suburban norms in verbal reasoning, vocabulary, and math 1 & 2. The lowest area of performance was in writing mechanics which was at the 63% for the national norm. Grade 10 students exceeded the national and suburban norms for verbal reasoning, vocabulary, reading comprehension, and Math 1 & 2. Students in Grade 11 surpassed national and suburban norms in all areas and matched independent norms for vocabulary and reading comprehension.*

Goal: Sturgis students will be well prepared to continue their education at the college or university level.

Measures:

Beginning with the class of 2005, all students will take the SAT II tests in at least two subjects.

*Data for this measure will be available in 2005, when these students complete their SAT II's.*

At least 95% of Sturgis seniors will attend college beginning in the year immediately following their graduation from Sturgis.

*The graduating class of 2004 consisted of thirty-five students. 34 graduates in the class of 2004, or 97%, have been enrolled in college. One student intends to defer admission until the fall of 2005 to save money for tuition, and the final graduate is entering the Air Force where he intends to take courses through the community college of the Air Force. 65 percent of the graduates will attend four-year colleges, and 35 percent will attend two-year schools.*

On a questionnaire survey completed during their freshman year in college, at least 90% of Sturgis students will indicate that they were well prepared for the academic challenges of college.

*Ninety-five questionnaires were sent to the students in the classes of 2002 and 2003 whose plans included attending college and forty-four were returned.*

*One question asked students to rate their preparation using a five point scale in each of eleven areas (either subjects or specific skills) in which they might be asked to demonstrate competence in college. The number of responses to each item varies depending on whether students were required to or elected to take a particular subject (e.g. math or foreign language) or demonstrate competence on a particular task (e.g. public speaking, research, or group work). Responses of “not applicable” have been removed from the total number of responses.*

*The measure prescribed by our Accountability Plan is that 90% of students consider themselves well prepared. Since “good” and “excellent” on the scale would constitute “well prepared,” the percentage responding in these two categories combined has been computed for each item.*

*The results for combined ratings of “excellent” (5) and “good” (4) range from 97.5 (college level reading) to 53.5 (computer skills). The scores for “reading”, “social studies”, and college study load” are those which meet or exceed the standard, but two others, “college written assignments” (89.7), and “group work” (86.8) are close.*

*The average rating, compiled by dividing the total number of four and five responses by the total of all responses is 80.85. When the total responses includes those responding “good” (3), however, this rating increases to 94.68, supporting our goal of having all graduates well prepared to meet the academic challenges of college.*

0	1	2	3	4	5		% 5, 4 only	% 3, 4, 5
-	-	-	1	10	30	College Reading Level	97.5	100
2	-	-	2	15	20	College Study Load	94.5	100
-	-	-	4	9	26	College Written Assignments	89.7	100
4	-	2	5	11	17	College Math Level	80.0	94.2
10	-	6	7	5	10	Computer Skills	53.5	78.6
1	-	4	8	8	18	Pub.Speaking/Presentation	68.4	89.5
-	-	5	8	8	18	College Research Skills	66.6	87.1
10	-	-	6	6	14	College Foreign Language	76.9	100
10	-	3	4	12	9	College Science Level	81.6	92.1
10	-	-	2	5	20	College Social Studies Level	92.6	100
-	-	-	5	14	19	Group Work Skills	86.8	100

0 = Does not apply, 1 = Poor, 2 = Fair, 3 = Average, 4 = Good, 5 = Excellent

*These results will continue to be used to evaluate the curriculum and the nature of assignments for opportunities to increase the scores, and to refine the questionnaire itself to gather more precise information.*

Goal: Sturgis will prize individual responsibility and initiative, respect for self and others, self-discipline and moral integrity, creativity and leadership.

Measures:

At least 85% of parents will agree that Sturgis has contributed to their children's sense of individual responsibility, respect for self, respect for others, self-discipline, moral integrity, creativity, leadership, and tolerance.

*Data from the annual Parent Survey in June 2004 indicated that parents believed their children's experience at Sturgis had contributed either "significantly" or "moderately" (as opposed to "not significantly") in all cases. Five of the eight areas (compared to three in 2003) exceeded the standard: Individual responsibility (95.1%), Tolerance (93.9%), Respect for self (91.5%), Respect for others (89.1%), and Moral integrity (85.5%). Self-discipline at 84.3% and Creativity at 84.3% very closely approached the standard. Only Leadership at 73.4% lagged behind.*

All students will complete at least 45 hours per year of activity in the three areas of creativity, action, and service.

*Students who submitted activity logs completed an average of 92 hours. Others will be encouraged to achieve this goal next year.*

## Is the School a Viable Organization?

Goal: Sturgis will maintain full enrollment.

Measures:

Sturgis will maintain an enrollment of 110 in its ninth grade class.

*In September, 110 students enrolled in Grade 9. Over the course of the year, several students left and, through January, students from the waiting list were admitted. There were 108 freshmen at the close of the school year representing 98% of our goal.*

*The Board of Trustees voted to cap the number of entering freshmen in 2004-05 at 92 due to physical constraints in the building. If upper classmen withdraw before the opening of school in September, the number of entering freshmen may be increased. However, at this time, we expect to admit only 92 freshmen.*

At least 85% of those who complete grade nine will return for grade ten; at least 85% of those who complete grade ten will return for grade eleven, and at least 85% of those who complete grade eleven will return for grade twelve and graduate from the school.

*As of the writing of this report, only one student in our ninth grade class has informed us that they will not return for grade ten: a 99% retention rate. Our tenth grade class consisted of 90 students at the end of the year. Five have indicated they will not return, giving us a retention rate of 94%. Three of our present 84 juniors have indicated they will not return for their senior year, a 96% retention rate.*

At least 85% of parents responding to an annual survey will report that they are either “very satisfied” or “somewhat satisfied” (as opposed to “uncertain” “not too satisfied” or “quite dissatisfied”) with each of the following features of the school: curriculum, quality of teaching, academic standards for students, individual attention by teachers, accessibility and openness, information provided to parents, administration, Board of Trustees, opportunities for parents to participate, sports program, extra-curricular activities, class size, school size, and school facilities.

*The data show that we met the standard in ten of the fifteen cases. Of the five areas in which the standard was not met, two areas, sports programs and extracurricular activities, are also the two areas cited most frequently by students as needing more development, though they have both shown clear improvement and have received significant attention in the past few years. A “needs assessment” in the fall will help determine ways we can more effectively cater to students’ interests in the context of the constraints*

*imposed by our facilities and transportation arrangements. Although the data show a fair amount of consistency in most cases across the five years of studies, several categories were identified with uncertainty in the parents' views. These ratings are expected to improve with the newly-appointed administration and board.*

	1999	2001	2002	2003	2004
<i>Curriculum</i>	89%	96%	99%	94%	92%
<i>Individual attention by teachers</i>	92	93	99	89	88
<i>Class size</i>	82	95	100	98	96
<i>School size</i>	90	88	100	96	84
<i>Sports program</i>	52	56	70	64	42
<i>Other extra-curricular activities</i>	42	66	64	64	48
<i>Administration</i>	74	80	90	87	74
<i>Board of Trustees</i>	56	70	70	64	70
<i>Opportunities for parents to participate</i>	88	88	91	87	86
<i>Academic standards for students</i>	93	92	96	94	89
<i>Quality of teaching</i>	92	95	93	92	92
<i>School facilities</i>	58	49	73	79	73
<i>Accessibility and openness</i>	84	94	95	92	94
<i>Information provided to parents</i>		87	92	93	89
<i>Lunch arrangements</i>		80	86	87	88

**Goal:** Sturgis' fiscal management will reflect sound practices that support fulfillment of its charter's essential commitments.

**Measures:**

The actual and proposed budget for each fiscal year will be sufficient to support membership in the I.B.O. and insure students' achievement of all related academic program goals.

*The FY 2003-04 budget fully funded the school's commitment to supporting all students in achieving high academic expectations. I.B.O. related expenses this year included the prospective coordinator's salary, the application fee, and teacher training by the I.B.O., were fully funded. The FY 2004-05 budget similarly accommodates all prospective expenses related to the school's pursuit of I.B.O. affiliation. The Finance Committee is actively pursuing a multi-year budgeting process to ensure that we continue to meet this goal.*

The Board will undertake an annual fund drive with the goal of raising \$30,000 in its first year and increasing its goal each year.

*For the 2003 – 2004 school year, the Board raised \$26,286.00 through an appeal drive mailed to every household in November and a golf outing held in the spring. This represents 80% of the goal raised by a relatively new Board.*

A yearly independent audit will give clear evidence of sound financial practices.

*An independent audit by the firm of Gianni and Freda found that as of June 30, 2003, "The accounting policies of Sturgis conform to accounting principles generally accepted in the United States as applicable to units." The auditors further stated "The results of our tests disclosed no instances of noncompliance that are required to be reported under Government Auditing Standards."*

Goal: The Board of Trustees will provide sound and effective governance.

Measures:

The Board, through the President and Vice-President, will evaluate the chief executive each spring and help set his / her goals for the coming year.

*The Board did establish goals for the interim director. A mid-year evaluation in January indicated progress in achieving the goals. The Board is currently establishing goals for the permanent director for the next year's cycle.*

The Board will annually have a retreat or special Board meeting for the purposes of setting Board goals for the coming year. At the May meeting, the Board will evaluate its progress in meeting its goals.

*The Board did not have a retreat in July 2003. It did however have a goals discussion at the October board meeting. Agreed upon goals were: establish search committee and hire permanent Director, establish 501(c)3 and purchase building, raise \$30,000 and create a new compensation policy for faculty. At its meeting in May 2004, Board performance expectations were reviewed and self-evaluation forms were given to Board members. At the June meeting, a set of performance expectations for Board members were approved. The Board has scheduled a half-day retreat in July 2004 for the purpose of developing 2004-2005 goals. Board members will complete the self-evaluation forms for the July 2004 meeting and retreat.*

The Board will establish and maintain a membership size that enables it to fulfill its goals and a system of appointments and terms of office that insures both continuity and renewal.

*Seven members left the Board during the year: one got married and moved away, two resigned due to time constraints with work, one resigned for significant health reasons, and four completed their terms in June 2004. Seven new board members were elected during the year, including the addition of a teacher and the director as a result of a charter amendment. A*

*new teacher and the new director have been elected for membership beginning in July. With this election, the Board size will stand at ten. The nomination of officers took place in May with election following in June. These officers assume service beginning in July according to established Board procedures.*

The Board Development Committee will create and maintain an orientation procedure for new trustees as well as a monitoring process.

*The Board Development Committee is one of the board's standing committees. It has functioned well to enlist, nominate, and provide orientation for potential members for election by the entire Board.*

The Board will convene an Advisory Council for the purpose of fostering productive relationships with the local community.

*The Board convened a Community Advisory Board comprised of stellar community leaders to expand advocacy for the school and provide a source of resources for the board. This council met twice during the year, once in August 2003 and once in April 2004. The mission of the Community Advisory Board is to provide an interactive forum for community leaders to make occasional contributions of their expertise, support and guidance to the Sturgis Charter School. Board members are asked to commit to attend the annual meeting, advocate for the school as a community ambassador, provide occasional expertise and guidance in their field of expertise, and contribute financially to the Sturgis Charter School Foundation.*

***Advisory Board Members:***

*Dave Chase- Chairman (President, Chase Solutions Inc. & Co-Owner of The Casual Gourmet)*

*Honorable Demetrius J. Atsalis- Massachusetts House of Representatives*

*Carlos Barboza- Owner, Colors of Cape Cod*

*Gary Blazis- Sturgis grandparent (former President, Barnstable Town Council)*

*Patrick M. Butler- Partner, Nutter, McClennen & Fish and Chairman, The Healthcare Foundation for Cape Cod*

*Chuck Carey- Owner, Carey Commercial Real Estate*

*Lanny Chase- National Sales Manager, Dexter-Russell cutlery*

*Cynthia Cole- Executive Director, Hyannis Main Street Business Improvement District & President, Cape Cod Maritime Museum*

*Hank Farnham- Vice President, Barnstable Town Council*

*Leo Fein- Manager, Cape Cod Mall*

*Maggie Geist- Executive Director, Association to Preserve Cape Cod*

*Sharon Hawkins- Senior Vice President, Dowling & O'Neil Insurance*

*John C. Klimm- Town Manager, Town of Barnstable*

*Tom McDonald- Interim Superintendent, Barnstable Public Schools*  
*Chris Murphy, CPA & Partner - DePaola & Begg*  
*Sean O'Neil- Director, Cape Cod Lighthouse Charter School*  
*Wendy Northcross- CEO, Cape Cod Chamber of Commerce*  
*Honorable Robert O'Leary- Massachusetts Senate*  
*Honorable Jeffrey Davis Perry- Massachusetts House of Representatives*  
*Lynn M. Poyant- Executive Director, Hyannis Area Chamber of Commerce*  
*Rick Presbrey- Executive Director, Housing Assistance Corporation*  
*Dr. Kathleen Schatzberg- President, Cape Cod Community College*  
*Phil Scudder- Owner, Hy-Line Cruises*  
*Robert F. Sennott, Jr.- President, Barnstable Patriot newspaper*  
*Robert Summersgill- Executive Director, The Cape Cod Symphony Orchestra*

**Goal:** Sturgis will maintain a stable faculty, who express a high degree of satisfaction with the conditions of their employment and are actively involved in professional development.

**Measures:**

Voluntary teacher turnover will not exceed 10% per year.

*Thirty teachers began the 2003-04 year serving in 30 FTE positions. One teacher is on temporary leave for active duty in the National Guard. Three teachers were not rehired at the end of the school year, three teachers retired, and ten left voluntarily at the end of the year for a retention rate of 47%. This percentage fails to meet the standard of no more than 10% turnover; however, it has afforded the school with the opportunity to hire staff trained and experienced in the IB curriculum, a pressing need for the school.*

At least 90% of teachers will respond, on annual surveys, that they are either “very satisfied” or “somewhat satisfied” (as opposed to “uncertain,” “not too satisfied,” or “quite dissatisfied”) with each of the following features of the school: educational philosophy, fellow teachers, students, parent involvement, administration, governing board, teacher participation in school decisions, physical facilities, instructional materials, staff development, non-teaching responsibilities, salary, fringe benefits.

*In this year's teacher survey, the 90% figure was not attained in the thirteen categories. As this year was one with interim leadership and new members on the Board of Trustees, the results are expected to improve in subsequent years. Satisfaction varied from a high “parental involvement” (76.6), “educational philosophy” (86), “fellow teachers” and “students” (73.3), with a number of other items far behind: “fringe benefits” and “physical facilities” (33.3).*

*As is the case with data analysis of this kind, the results are most appropriately regarded as “benchmarks” for subsequent years. The new administration and board will address several of these items in order to enhance school climate. A salary and benefit package that has been approved by staff and the board goes into affect in September that will resolve salary and fringe benefits concerns.*

Each teacher will establish professional growth goals at the outset of the year, meet with an administrator to review progress toward achieving those goals during the year, and prepare a written reflection at the end of the year on the achievement of the goals for review by an administrator as part of the staff evaluation process.

*This measure was completely fulfilled in the 02-03. In the 03-04 school year, teachers were evaluated using criterion from the standards for highly effective teachers to reinforce the RBT instructional strategies that staff learned during last school year. Beginning in SY 04-05, teachers will be evaluated using both measures plus criteria established in the Board approved job descriptions.*

Each teacher will participate in at least twenty-five hours of professional development activities during the course of the year.

*This measure was more than fulfilled by the participation of all teachers in the professional development days in the school calendar. Beyond the time spent in these training days meetings, teachers were required to spend many additional hours doing peer observations and meeting in non-coercive discipline groups.*

*In addition, twelve teachers attended International Baccalaureate Organization training sessions, and others took graduate courses at nearby colleges or participated in workshops on their own initiative.*

### **Is the School Faithful to the Terms of its Charter?**

Goal: To foster international awareness and understanding and ensure world-class standards of academic achievement, Sturgis will apply for membership in the I.B.O.

Measures:

Sturgis will apply for membership in the I.B.O. in June 2003 and gain membership in the spring of 2004.

*The school was accepted for membership in the I.B.O. in February 2004 and has begun to offer the I.B. curriculum.*

In Sturgis' first year of eligibility to administer the IB examinations, at least 20% of seniors will sit for two examinations (of the five Sturgis will be able to administer) and at least 20% more will sit for one exam. Of those who sit for exams, all students will earn at least one certificate.

*This measure cannot be assessed until August 2005.*

In Sturgis students' first year of eligibility to earn I.B. Diplomas, at least 10% of the members of the graduating class will attempt to fulfill all the requirements for the diploma and at least 80% of those who try will earn I.B. diplomas. The number attempting to earn diplomas will increase each year until 30% of the class aspires to earn the diploma and 80% of those are successful. All other students will sit for at least two exams and will earn at least one certificate.

*This measure cannot be addressed until August 2006.*

Goal: Sturgis' curriculum will reflect the Cape and Islands' marine environment and maritime heritage.

Measure:

An annual curriculum audit in each subject area will document the inclusion of materials and the implementation of activities related to these themes.

*This goal has been met by the curriculum revisions in the English and science curriculum developed during last year and over the summer.*

*Freshmen Environmental Science students, for example, have explored the ocean realm studying the evolution of ocean basins, hydrothermal vent communities, ocean currents, and the global distribution of productivity. The complex interactions of these systems were discussed in relation to the topics of El Nino, global warming, and radioactive waste disposal. A year-long study of a local estuary has generated data that will be the basis of a long-term study of estuarine variation. Chemical analyses determined pH, dissolved oxygen and salinity of samples taken at four locations in the late summer, winter and spring. Together with observations of temperature and general weather conditions, these data describe temporal and spatial variation of an estuarine system.*

*The English Department, as part of the curriculum it has developed to fulfill I.B.O. requirements, studies Moby Dick by Herman Melville; In the Heart of the Sea: The Tragedy of the Whaleship by Nathaniel Philbrick; short stories by Joseph Conrad, and The Sound of Waves by Yukio Mishima.*

Goal: Sturgis will engage the community in thoughtful discussion of the goals and

methods of public education.

Measures:

Teachers in each department will identify at least two Best Practices and formally document the results of their efforts to develop those practices.

*During the year, teachers prepared best practices lessons that were shared within departments and at professional development days.*

Each teacher will participate in at least one activity each year designed to share those practices with teachers in other schools (both charter and non-charter) as well as the larger public.

*Sturgis received a MCSA Leadership grant to develop a three-hour workshop to disseminate best practices on a state and local level and to provide mentoring for any schools that were interested in replicating these practices. Three workshops were scheduled: two in April and one in August. Three teachers and one administrator participated in these activities.*

## **School Profile**

### **Grade Levels and Ages Served**

Sturgis Charter School serves students in grades nine through twelve, ages 14 through 19.

### **Educational Philosophy**

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." Accordingly, all students are required to take and pass four years of each of the core disciplines: English, history, mathematics, and science. In addition, we require four years of either French or Latin and two years of the language not taken as the student's "four year language." Two years each of art appreciation and music appreciation are required as minor subjects in the first two years. Required electives in the last two years give students the opportunity to take additional course work in foreign language, 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 one's 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 scores in which every sophomore passed the English Language Arts and only two students failed mathematics, both of whom passed on the fall retest, and by the strong baseline data from the ERB testing reported in the accountability discussion of this report.

Our commitment to educating the entire person is expressed in our requirement of participation for all students in athletics, creative endeavor, or service to the school and community.

### **Number of Instructional Days and Hours of Operation**

The 2003-2004 school year consisted of 182 days of instruction from its opening day on September 2 to its final day on June 21. The school day began at 8:20 a.m. and concluded at 3:10 p.m.

### **Governance Profile**

The Sturgis Charter School is governed by an independent, self-perpetuating Board of Trustees. The term of office for a trustee is three years. Officers serve for one year at a time. The bylaws allow for up to 17 trustees including the Executive Director and one faculty representative. Terms of office run from July 1 through June 30. The Board meets monthly with the occasional exception of July. Meetings are usually third Tuesday evening of the month and are open according to the terms of the "Open Meeting Law." There are three standing Board committees; the, the Board Development (Nominating) Committee, the Finance Committee, and the Fundraising Committee. During the 2002-2003 year, there were two additional Board committees: the Compensation Committee and the Search Committee. The by-laws allow for an executive committee, which is made up of the Officers and the Executive Director, but the current Board does not feel it is needed.

This year the school has also formed an independent, 501(c)3, Educational Foundation to aid in the purchase of our building.

The Foundation is governed by a separate Board of Trustees that does not duplicate officers, and that includes fewer than 50% Sturgis trustees.

## **The Board of Trustees**

### **Members**

Olive Chase  
*Chair of the Board*  
President Casual Gourmet, Inc.  
Marstons Mills, MA  
Parent  
*Ex Officio all committees*

### **Terms**

April 2003 – June 2006

Paul Raymer  
*Vice-Chair*  
CEO Tamtech Inc.  
Falmouth, MA  
Alumni Parent  
*Audit Committee*

May 2000 – June 2004

Frank Mello  
*Treasurer*  
CPA, Managing Partner  
DePaola, Begg & Associates  
Hyannis, MA  
Community Member  
*Finance & Audit Committee*

November 2003 – June 2006

Frederick Work  
*Secretary*  
Falmouth, MA  
Parent  
*Compensation Committee*

April 2001 – June 2004

Thomas Bihl  
*Teacher Representative*  
Hyannis, MA  
*Search Committee*

June 2004 – June 2005

Gretchen Buntschuh  
*Teacher Representative*  
Pocasset, MA  
*Compensation Committee*

June 2003 – June 2004

Rafi Chaprut  
IT Manager, Putnam Investments  
Centerville, MA  
Parent

April 2001 – November 2003

Hank Farnham Retired Banker W. Barnstable, MA Community Member <i>Finance &amp; Board Development Committees</i>	June 2003 – February 2004
Steven Hayes Attorney at Law Sandwich, MA Community Member	February 2004 – June 2007
Eric Hieser <i>Executive Director Sturgis Charter School</i> Plymouth, MA <i>Compensation &amp; Finance Committees</i>	June 2004 – June 2007
Raye Kaddy Educator Hyannisport, MA Parent <i>Search &amp; Fundraising Committees</i>	October 2003 – June 2006
Edith LaBran <i>Interim Executive Director</i> Sturgis Charter School Cotuit, MA <i>Compensation &amp; Finance Committees</i>	August 2003 – June 2004
Kim Miller Educator at Cape Cod Healthcare Community Member Hyannis, MA	January 2003 – September 2003
Anne Rowland Executive Search Consultant Centerville, MA Parent <i>Search &amp; Fundraising Committees</i>	February 2004 – June 2007
Paul Soares Aquapoint Financial Consultants Parent <i>Finance &amp; Auditing Committees</i>	May 2000 – October 2003

Jay Woerdeman  
Manager American Express Financial  
Sagamore Beach, MA  
Parent  
*Fundraising Committee*

February 2004 – June 2007

Dan Wolf  
CEO Cape Air  
Hyannis, MA  
Parent

September 2003 – June 2005

Robert Wygonski  
Oral Surgeon  
Osterville, MA  
Alumni Parent  
*Board Development  
& Compensation Committee*

June 2001 – June 2004

### **Summary of Major Policy Decisions**

Major policy decisions made by the Board this year include amending the charter to substantially change the administrative structure of the school from Principal and Assistant Principal to Executive Director and Assistant Directors of Academics and Operations. The Board of Overseers called for in the original charter was also replaced with a Community Advisory Board that has attracted a wide membership drawn from the business, educational and government sectors of Cape Cod. The Board also amended the organization's by-laws, bringing for the first time a faculty representative and the Executive Director onto the Board as voting members. A national search was conducted resulting in the appointment of a new Executive Director. A revision was made to Policy # C-5, the policy regarding procurement giving the finance committee responsibility to develop a new internal control plan for the school's finances. A new compensation plan for faculty was developed and voted. New job descriptions for the executive director, assistant directors, faculty and board members were developed and voted.

The Board has also submitted two amendments to the charter that await DOE approval. The first request is a name change From Sturgis Charter School to Sturgis Charter Public School. The second request involves enrollment. This proposal will make Sturgis a regional school with no preferential admission to residents of Barnstable.

### **Summary of Official Complaints Received by the Board of Trustees**

During the 2003 - 2004 year, the Board received one official complaint. This complaint was received in February 2004, and concerned the suspension of four students for drug possession and use at school. A subcommittee of the board held hearings during February and agreed that the director had not violated these students' rights.

## Student Profile

### Student Demographics

We ended the year with 322 students enrolled. Fifty-seven percent of our population (185) were girls and forty-three percent (137) were boys; 95% were Caucasian, 3.1% African-American, 1% Native American, .9% Hispanic, 1% Asian. Free and reduced lunch applications were returned by none of our students. Forty-three students (13% of our total population) are identified as students with disabilities. Of these, twenty-five, representing 7.7% of the total population, have formal IEP's. The remaining eighteen students identified as students with disabilities are serviced by Section 504 Plans in the general education setting. No current students are classified as Limited English Proficient students or Linguistic Minorities.

### Total Number of Applications Received

Although we received 155 applications for Grade 9 with an application ratio of 1.7:1, only 108 have been enrolled or remain on our waiting list for Grade 9. Sixteen students are on the waiting list for Grade 10. The table below presents data by residence of the 108 Grade 9 students.

Barnstable	39
Bourne	2
Brewster	2
Dennis	8
Falmouth	15
Harwich	4
Mashpee	2
Plymouth	6
Sandwich	9
Yarmouth	20

### Student Turnover

The total number of students who left during the year was twenty-nine. Since the end of the school year seven additional students have withdrawn. The reasons for withdrawal are as follows.

	Gr. 9	Gr. 10	Gr. 11	Gr. 12
Academic difficulty		1	1	
Moving		1	2	
G.E.D.			3	3
Voc/Tech School		2		
Prefer District School	6	12	4	1

## **Number of Students Placed on Suspension or Expelled**

No students were placed on in-school suspension or expelled. 27 out-of-school suspensions were distributed among 22 students. Four suspensions were for fighting, one was for insubordination, one for possession of a lighter and knife, and thirteen were for drug possession/use.

## **Attendance Rate**

The average daily attendance rate was 92.5%.

## **Staff Profile**

### **Executive Director and other Administrative Positions**

Edith LaBran served as the school's Interim Executive Director. Elizabeth English served as Assistant Executive Director for Academic Programs. Richard Dalrymple was the school's Assistant Executive Director for Operations.

### **Summary of Teacher Qualifications**

The school employed 27 staff in classroom teaching positions, two staff to serve the needs of students with disabilities, and one College Counselor/I.B. Coordinator. Our student to classroom teacher ratio was 11.9/1 with an average class size of twenty. The average number of years of teaching experience for our staff was 9.8. Their average number of years of employment at Sturgis was 1.9. Seventy-seven percent (23/30) of our teachers would presently be designated as "Highly Qualified Teachers" under NCLB legislation by having at least a bachelors' degree and having passed the MTEL.

### **Teacher Turnover**

Thirty teachers began the 2003-04 year serving in 30 FTE positions. One teacher is on leave for active duty in the National Guard; three teachers were not renewed, three teachers retired, and ten teachers left voluntarily at the end of the year for a retention rate of 47%.

## **Financial Profile**

The following pages present the school's July 2003 - June 2004 Profit and Loss Statement (unaudited) and Balance Sheet (unaudited) and the FY 2005 Budget approved by the Board of Trustees.

3:14 PM  
 06/30/04  
 Accrual Basis

**Sturgis Charter School**  
**Balance Sheet**  
 As of June 30, 2004

	<u>Jun 30, 04</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
1000-02 · Savings-Library Fund	6,072.20
1000-01 · Savings 1	59,183.78
1210 · Savings-Walton Grant	28,076.95
1000-00 · Cash	<u>803,386.63</u>
<b>Total Checking/Savings</b>	896,719.56
<b>Other Current Assets</b>	
1201 · Security deposit-Computers	<u>3,639.68</u>
<b>Total Other Current Assets</b>	<u>3,639.68</u>
<b>Total Current Assets</b>	900,359.24
<b>Fixed Assets</b>	
<b>1600 · Accumulated Depreciation</b>	
1608 · Accum Deprac-2003	-18.00
1607 · Accum Deprac-Leaseholds 2002	-2,542.00
1606 · Accum Deprac-00-01	-6,003.00
1601 · Accum Deprac-Equipment	-107,011.44
1603 · Accum Deprac-Furniture & Fixtures	-5,058.85
1602 · Accum Deprac-LHI 1998	-52,514.93
1604 · Accum Deprac. L/I 1999	-25,538.00
1605 · Accum deprac-00	<u>-17,646.00</u>
<b>Total 1600 · Accumulated Depreciation</b>	-216,332.22
<b>1700 · Leasehold Improvements</b>	
1707 · Leaseholds Impr-2004	7,944.41
1706 · Leaseholds-2003	97,706.80
1701 · Leasehold Improv-1998	408,445.13
1702 · Leasehold Improvements-1999	285,775.00
1703 · Leaseholds -2000	239,367.89
1705 · Leaseholds-2002	113,297.00
1704 · Leasehold Improvements-2001	<u>146,085.20</u>
<b>Total 1700 · Leasehold Improvements</b>	1,298,621.43
<b>1503 · Equipment</b>	31,416.28
<b>1502 · Furniture &amp; Fixtures</b>	18,809.17
<b>1501 · Computers/language lab</b>	<u>84,942.49</u>
<b>Total Fixed Assets</b>	1,217,457.15
<b>Other Assets</b>	
1801 · Deferred Expense	<u>650.00</u>
<b>Total Other Assets</b>	<u>650.00</u>
<b>TOTAL ASSETS</b>	<u><u>2,118,466.39</u></u>

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06/30/04  
Accrual Basis

**Sturgis Charter School**  
**Balance Sheet**  
As of June 30, 2004

	<u>Jun 30, 04</u>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Other Current Liabilities</b>	
2509 - MCSA Grant	4,028.17
2050 - Accrued Sick Pay	22,880.00
2506 - 240 Grant	2,591.81
2504 - 274 Grant	4,805.00
2000-01 - Accrued Wages	203,964.88
<b>Total Other Current Liabilities</b>	<u>238,269.86</u>
<b>Total Current Liabilities</b>	238,269.86
<b>Long Term Liabilities</b>	
2501 - Account Payable Leaseholds	142,484.90
2602 - Equipment Lease-Copier	1,189.00
2603 - Lease Obligation-Computer/lab	7,039.70
<b>Total Long Term Liabilities</b>	<u>150,713.60</u>
<b>Total Liabilities</b>	388,983.46
<b>Equity</b>	
3030 - Walton Grant-2002	28,076.95
3020 - Library Fund	6,072.20
3000-00 - Net Assets	1,322,414.33
Net Income	372,919.45
<b>Total Equity</b>	<u>1,729,482.93</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>2,118,466.39</u></u>

**Sturgis Charter School**  
**Profit & Loss**  
 July 2003 through June 2004

	<u>Jul '03 - Jun 04</u>
Ordinary Income/Expense	
Income	
4000-00 · Tuition	2,754,869.00
4600-00 · Contributions Income	
4606-00 · Annual fund drive	18,453.75
4650-00 · Unrestricted	8,356.65
4605-00 · Misc contributions	3,109.71
Total 4600-00 · Contributions Income	<u>29,920.11</u>
Total Income	2,784,789.11
Expense	
6000-00 · Salaries & Benefits	
6010-00 · Salaries	1,675,034.36
6015-10 · Payroll Processing Fees	3,516.54
6125-00 · Benefits	
6125-02 · Health Insurance	143,257.23
6125-11 · Social Security	26,821.76
6125-13 · MA Unemployment	8,886.08
6125-31 · Worker's Compensation	11,896.00
Total 6125-00 · Benefits	<u>190,861.07</u>
6150-00 · Stipends for Part-Time Pos	
6150-01 · Tutors	1,055.00
6150-50 · Other Part-time	19,565.62
Total 6150-00 · Stipends for Part-Time Pos	<u>20,620.62</u>
6175-00 · Professional Development	18,299.82
Total 6000-00 · Salaries & Benefits	<u>1,908,332.41</u>
6200-00 · Services & Contracts	
6201-00 · Testing & Assessment	4,840.41
6210-00 · Student Services	14,978.79
6220-00 · Professional Services	
6220-01 · Accounting/Audit	10,600.00
6220-05 · Educators Liability Insurance	4,922.00
6220-10 · Legal Services	17,400.00
6220-20 · Consulting	7,984.80
6220-00 · Professional Services - Other	2,200.00
Total 6220-00 · Professional Services	<u>43,106.80</u>
6300-00 · Other Services	
6300-01 · Telephone	7,764.50
6300-30 · Computer Contract	12,926.15
6300-40 · Copier Lease	5,991.07
Total 6300-00 · Other Services	<u>26,681.72</u>
Total 6200-00 · Services & Contracts	89,607.72
6400-00 · Supplies & Equipment	
6410-00 · Instructional Supplies	
6410-01 · Textbooks	20,119.40
6410-10 · Library Books & Materials	4,666.14
6410-30 · Other Materials	26,475.20
6410-40 · Furniture & Fixtures	11,015.78
Total 6410-00 · Instructional Supplies	<u>62,276.52</u>
6420-00 · Administrative Supplies	
6420-01 · Software	22,113.45
6420-10 · Office Supplies	11,975.89
6420-15 · Dues and Subscriptions	8,822.25
6420-5 · Postage & Shipping	3,081.50
6420-99 · Miscellaneous	2,192.05
Total 6420-00 · Administrative Supplies	<u>48,185.14</u>

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 06/30/04  
 Accrual Basis

Sturgis Charter School  
**Profit & Loss**  
 July 2003 through June 2004

6430-00 · General Supplies	
6430-02 · Custodial Supplies	4,702.66
6430-11 · Medical Supplies	1,028.23
6430-90 · Miscellaneous	2,326.20
<b>Total 6430-00 · General Supplies</b>	<u>8,057.09</u>
<b>Total 6400-00 · Supplies &amp; Equipment</b>	118,518.75
6600-00 · Marketing & Development	
6600-08 · Search Committee	2,985.22
6600-01 · Printing	1,290.19
6600-05 · Advertizing	7,952.70
<b>Total 6600-00 · Marketing &amp; Development</b>	<u>12,228.11</u>
6700-00 · Co-Curriculum	
6700-01 · Orientation	-15.00
6700-10 · Sturgis Athletic Assn.	50,329.03
6700-20 · Sturgis - Summer School	3,376.75
<b>Total 6700-00 · Co-Curriculum</b>	<u>53,690.78</u>
6800-00 · Physical Plant	
6800-01 · Rent	194,324.00
6800-05 · Property Taxes	15,614.63
6800-07 · Property Insurance	14,553.72
6800-10 · Water	1,113.40
6800-20 · Gas	24,493.56
6800-25 · Electricity	16,997.14
6800-30 · Security Alarm	1,237.56
6800-35 · Maintenance & Repairs	22,847.07
<b>Total 6800-00 · Physical Plant</b>	<u>291,181.08</u>
6900-00 · Loan Repayments	
6900-01 · Debt Service	0.00
<b>Total 6900-00 · Loan Repayments</b>	<u>0.00</u>
<b>Total Expense</b>	<u>2,473,558.85</u>
<b>Net Ordinary Income</b>	311,230.26
<b>Other Income/Expense</b>	
<b>Other Income</b>	
7000-00 · Other Income	
7001-00 · Grants	140,421.00
7010-00 · Interest Income	5,184.19
<b>Total 7000-00 · Other Income</b>	<u>145,605.19</u>
<b>Total Other Income</b>	145,605.19
<b>Other Expense</b>	
8000-00 · Other Expenses	
8002 · Grant expenses	83,916.00
<b>Total 8000-00 · Other Expenses</b>	<u>83,916.00</u>
<b>Total Other Expense</b>	83,916.00
<b>Net Other Income</b>	61,689.19
<b>Net Income</b>	<u><u>372,919.45</u></u>

Sturgis Charter School

Approved  
Budget 2004-05

Revenue:

Tuition	\$	2,772,464
Grants		65,000
Interest Income		5,000
Total Revenue	\$	2,842,464

Approved  
Budget 2004-05

Expenses:

Salaries:		
Faculty	\$	1,766,829
Substitutes/Other		25,000
Benefits/Taxes		250,000
Professional Development		35,000
Miscellaneous Services:		
IB Fees		8,900
IB Exams		27,720
Testing & Assessment		6,000
Student SVS/Summ.Sch.		16,000
Accounting		12,000
Consulting		
Search Committee		
Legal		15,000
Insurance D&O		6,000
Computer		13,000
Copier Lease		6,000
Instructional Supplies		
Textbooks/software		56,000
Other Supplies		40,000
Furniture & Fixtures		12,000
Library Books		8,000
Admin Supplies		
Payroll Charges		3,500
Postage		4,000
Office Supplies		25,000
General Supplies		
Custodial Supplies		5,500
Medical Supplies		2,000
Misc Supplies		5,000
Advert/Develop		10,000
Athletics		50,000
Rent		202,097
Property Tax		16,000
Utilities/Maintenance		
Gas		40,000
Electric		25,000
Telephone		6,500
Water		1,800
Property/Liability Ins.		18,000
Maintenance		25,000
Debt Service		50,000
Grant Expenditures		25,000
<b>Total Expenses</b>		<b>\$2,817,846</b>
Temporary Surplus		\$24,618

## **Dissemination**

Five dissemination activities took place this year. Two involved presentations by the school's director in conjunction with the board president. All were opportunities to inform either teachers in other schools or the public at large about Sturgis' philosophy and program. The director and board president were invited, on separate occasions, to address staff and perspective students and parents, once at the St. Francis School and once at the Waldorf School. Both of these events were very well attended.

Three workshops ranging in length from two to three hours were offered on "Leveling the Playing Field: Supporting Student Learning". This workshop was created and presented by three teachers and the interim director under a grant from the MCSA and was presented in Worcester at the MCSA Annual conference, in Hyannis to local educators, and will be presented in Northampton at the MCSA Leadership Institute August 5, 2004. It is hoped that some schools will contract with us to mentor them through the process of adopting these best practices for their schools.