

**Marstons Mills East  
Horace Mann Charter School**

**Accountability Plan**

**Marstons Mills East Horace Mann Charter School  
760 Osterville-West Barnstable Road  
Marstons Mills, Massachusetts 02648**

APPROVED: BOARD OF TRUSTEES 6/28/05

## Accountability Plan

### Marstons Mills East Horace Mann Charter School

Version: June 2005

#### MISSION STATEMENT:

*“The mission of the Marstons Mills East Horace Mann Charter School (MMEHMCS) is to be a whole school community that provides a challenging and enriching environment for all children Kindergarten through grade 4; and where all children achieve high academic standards and develop character. We support the whole child and continuous improvement in the teaching process, and consider a whole school community as integral to success.”*

The MMEHMCS meets the broad goals of the Mission Statement in many ways. As stated in the school’s charter, the Accelerated Schools Project (ASP), a nation wide whole school change model out of the University of Connecticut, provides the framework for governance and pedagogy at MMEHMCS. MMEHMCS is officially an ASP school, and an ASP school liaison and other professional development educators have guided our entire school community this year through the change to a Horace Mann Charter School. This assistance and training from ASP will continue for the duration of the current charter.

ASP provides schools with a distinctive approach both to governance and to pedagogy. According to the governance model, the entire school community is invited into the governance of the school, providing a unique opportunity for parents and staff to have a significant voice in the life and direction of the school. ASP schools use an approach to teaching called “Powerful Learning.” Successful implementation of Powerful Learning is key to the increased academic achievement for all students at MMEHMCS, and this increased achievement is the primary goal of the conversion to a Horace Mann Charter School. Since the governance structure is related to achievement in an ASP school, our Accountability Plan has a unique set of goals, both for student achievement and for governance, and each goal supports the school’s overall mission.

Five goals for the Accountability Plan are derived from the language in the charter that refines the main, broad elements of the school’s mission. The sixth goal of the Accountability Plan ensures that the school will be a “Thriving Institution” that is both well run and appreciated by the community.

These goals will be addressed under the three core questions of the Massachusetts Charter School Accountability Framework: Is the school an academic success? Is it a viable organization? Is it faithful to the terms of its charter?

Below are the five goals of the Accountability Plan derived from the language in the charter and correlated with the major elements of MMEHMCS’ mission statement.

## **Accountability Plan Mission Goals:**

### **A. Support the Whole Child**

#### ***1. The school will teach Core Competencies.***

**Mission Goal:** MMEHMCS graduates will be proficient in “Core Competencies” as defined in the MMEHMCS charter: to be accomplished, practical mathematicians, able readers, effective writers, problem solvers, and, critical thinkers.

#### ***2. The school will teach Enriched Competencies (also called Powerful Learning).***

**Mission Goal:** MMEHMCS graduates will be proficient in the “Enriched Competencies” as defined in the MMEHMCS charter: to be creative and complex thinkers who are able to apply learning from basics to authentic, real life issues; and, who are explorers of the arts as woven through the curriculum.

#### ***3. The school will emphasize Social and Character Development.***

**Mission Goal:** MMEHMCS will focus on the “Social and Character Development” of its students. Graduates will demonstrate self-discipline, the integration of life skills in daily behavior, advocacy for their own needs, with a high degree of respect for all, and the ability to take ownership for, and pride in, the whole school environment.

### **B. Continuous Improvement in the Teaching Process**

#### ***4. The school will work to improve teaching.***

**Mission Goal:** MMEHMCS will ensure that collaboration and planning are a systemic part of work routines and that the ASP Inquiry Process and the resulting governance structure results in continuously improving teaching practices.

### **C. School Community**

#### ***5. The school will incorporate the uniqueness of Cape Cod into its curriculum.***

**Mission Goal:** MMEHMCS will utilize the community as an arena for relevant and authentic experiences.

## IS THE SCHOOL AN ACADEMIC SUCCESS?

**Mission Goal 1:** MMEHMCS graduates will be proficient in the “Core Competencies” defined in the school’s charter: to be accomplished practical mathematicians; proficient readers; effective writers; problem solvers; and critical thinkers.

***Goal Statement 1:*** All students will be mathematically literate and will make continuous progress in mathematics.

### **Measurements:**

#### External

1. Students in grades K-4 will take the standardized test, Stanford 10. The average Normal Curve Equivalent score for math for each cohort of students who has been at the school for more than two years will increase each year until it reaches 75 NCE points.
2. The percentage of fourth grade students who have been at the school for two years or more, who are performing at the Proficient/Advanced level on the Grade 4 math MCAS, will increase each year, with the goal of having 80% of this cohort performing at the Proficient/Advanced level by 2008.
3. Eighty percent of the fourth graders who have been at the school since Kindergarten (starting in the 2004-2005 school year) will perform at the Proficient/Advanced level on the Grade 4 math MCAS test.
4. Each year MMEHMCS will have a higher percentage of students scoring at the Proficient/Advanced level on the grade four MCAS math test than other students from the Barnstable School District.

#### Internal

1. Students in grades 1-3 will take an end of the year math test selected or designed by their teachers, and 85% of the students in each grade who have been at the school for two or more years will score 75% or better on these tests.

***Goal Statement 2:*** All students will be proficient readers and skilled English Language Arts students.

**Measurements:**

External

1. Students in grades K-4 will take the standardized test, Stanford 10. The average Normal Curve Equivalent score for each cohort of students who has been at the school for more than two years will increase in reading each year until it reaches 75 NCE points.
2. Third grade students who have been at the school for more than two years will increase their performance on the Grade 3 MCAS reading test each year. This cohort of students will have an increased percentage of students performing at the Proficient level each year, with the goal of having 80% of this cohort performing at the Proficient level.
3. Within four years, 85% of third grade students who have been at the school since Kindergarten (starting in the 2004-2005 school year) will score in the Proficient category on the Grade 3 MCAS reading test.
4. Each year MMEHMCS will have a higher percentage of students at the Proficient level for the Grade 3 MCAS Reading test than other students from the Barnstable School District.
5. Fourth grade students who have been at the school for more than two years will increase their performance on the Grade 4 MCAS ELA test each year. This cohort of students will have an increased percentage of students performing at the Proficient/Advanced level each year, with the goal of having 80% of this cohort performing at the Proficient/Advanced level by the 2007-2008 school year.
6. Within four years, 85% of fourth grade students who have been at the school since Kindergarten (starting in the 2004-2005 school year) will score in the Proficient/ Advanced category on the Grade 4 MCAS ELA test.
7. Each year MMEHMCS will have a higher percentage of students at the combined Proficient/Advanced level in the Grade 4 MCAS ELA test than other students from the Barnstable School District.

Internal

1. Eighty-five percent of the students who have been at the school for two years or more will score 75% or better on the school administered end of the year McGraw Hill Reading Test.

***Goal Statement 3: All Students will be effective writers.***

**Measurements:**

External

1. Each year the cohort of students who has been at the School for two or more years will have an increased average score on the Grade 4 MCAS Composition test. Within five years, 85% of the students who have been at the school for more than two years will have a combined score, (based on the content and mechanics scores given on the test), of twelve or higher on the fourth grade MCAS Composition test.
2. Each year MMEHMCS will attain a higher score than the Barnstable School District on the Grade 4 MCAS Composition test.
3. Students who have been at the school since Kindergarten (starting in the 2004-2005 school year) will have a minimum average score of 12 on the Grade 4 MCAS Composition test.

Internal

1. Eighty percent of the students in Kindergarten through grade three who have been at the School for more than two years will perform at the proficient level or better on an end of year writing assessment based on school designed writing rubrics.

## **IS THE SCHOOL A VIABLE ORGANIZATION?**

**Mission Goal 2:** The school will be a thriving institution.

*Goal Statement 1: There will be a demand for students to attend MMEHMCS from parents whose children are eligible to attend other schools in the District.*

### **Measurements:**

1. At the start of each school year, MMEHMCS will have 100% of its seats filled, based on the number of seats determined by the Board of Trustees.
2. No more than 5% of the students will leave the school each year to attend another school within the Barnstable School District.
3. An annual parent survey will demonstrate that at least 80% of MMEHMCS parents who respond to the survey think that MMEHMCS is educating their children well and communicating adequately with parents.

*Goal Statement 2: The Board of Trustees will remain a responsible governing body.*

### **Measurements:**

1. An annual independent audit will demonstrate a balanced budget.
2. Each year the Board of Trustees will set goals and objectives for the School and for the Board, and each year 90% of these goals and objectives will be accomplished.

*Goal Statement 3: The School will be a site-based management organization.*

### **Measurements:**

1. Each year the number of staff in leadership positions will increase until 90% of the staff serves in a leadership position. Leadership positions include Steering Committee membership, participation in cadres (committees) and serving on the ASP School Leadership team.
2. One hundred percent of the decisions made by the cadres will be made after using the ASP “inquiry model” that requires that appropriate data be collected and analyzed before a decision is finalized.

## **IS THE SCHOOL FAITHFUL TO THE TERMS OF ITS CHARTER?**

**Mission Goal 3:** MMEHMCS graduates will be proficient in “Enriched Competencies” as defined in the MMEHMCS charter: to be creative and complex thinkers who are able to apply learning from basics to authentic and real life issues, and who are explorers of the arts as woven through the academic curriculum. (The School currently uses the ASP term “Powerful Learning Activity” instead of the term “Enriched Competencies” from the charter to define its emphasis on an enriched form of learning.)

***Goal Statement 1:*** *Each year all students will participate in a project that teaches and uses “Enriched Competencies/Powerful Learning Activities” as defined above.*

### **Measurements:**

1. Eighty percent of the students in each grade will score in the proficient range or better on teacher-designed Powerful Learning projects that are assessed using specific rubrics that ensure the use of “powerful learning.”
2. Copies of the rubrics for each grade will be sent to outside educators (or ASP consultants) who will assess, on an ascending scale of 1-5, the age appropriateness of the rubrics and the match between the rubrics and “powerful learning.” Each set of rubrics submitted for each grade level will achieve a score of 4 or 5.

**Mission Goal 4:** The School will focus on the “Social and Character Development” of its students. Graduates will demonstrate self-discipline, the integration of life skills in daily behavior, advocacy for their own needs, with a high degree of respect for all, and the ability to take ownership for, and pride in, the whole school environment.

***Goal Statement 1:*** *Students will be responsible members of the community.*

### **Measurements:**

1. The percent of discipline referrals for students will decrease each year for students who have been at the school for a minimum of one year.
2. The percentage of personal development-conduct grades of “good” or “excellent” will increase each year up to 90% of the student population by the end of the 2007-2008 school year.

**Mission Goal 5:** MMEHMCS will ensure that collaboration and planning are a systemic part of work routine and that the ASP Inquiry Process and the resulting governance structure results in continuously improving teaching practices

***Goal Statement 1:** Faculty will participate in school leadership and will demonstrate continuously improving teaching practices.*

**Measurements:**

1. Ninety percent of the teachers who have been at the school for more than two years will score proficient or better on the ASP rubric for teaching “powerful learning” as evidenced by a yearly assessment by the Head of School or other designated teacher evaluators.
2. Eighty-five percent of all teachers who serve on a cadre, (a committee that investigates a school issue), will indicate through a yearly survey that the work in the cadre helped improve student learning and achievement.
3. Ninety percent of teachers will have training in technology each year.

***Goal Statement 2:** Teachers will work collaboratively and be trained in the Accelerated Schools inquiry model of problem solving.*

**Measurements:**

1. Eighty-five percent of the staff will participate in the Accelerated Schools training each year, and on a survey with an ascending scale from 1-5, 80% of teachers will indicate that they think training helped them become better teachers by ranking the training 4 or 5.
2. The school week will be designed to include common planning time for minimally eighty percent of grade level teachers, Special Education teachers, and enrichment teachers.

**Mission Goal 6: MMEHMCS will utilize the community as an arena for relevant and authentic experiences.**

***Goal Statement 1: Students will participate in a project outside the school that introduces them to, or expands their knowledge of, the history, cultural diversity, ecology, geography, economy or the environment of Cape Cod.***

***Measurements:***

1. As a result of a Cape Cod community experience, students in each grade will create an age appropriate written response about the activity or project on which they worked. Teachers in each grade will prepare rubrics for this writing, and 80% of the students who have been in the school for two years or more will score proficient or better on the writing that is based on the project or activity.
2. The rubrics for each grade will be reviewed by teachers in the grades above and below the grade in which the rubric is used. All of the rubrics will earn a score from the evaluators of 4 or 5 on a scale from 1-5.