



**Presented to the West Contra Costa Unified School District  
May 5, 2017**

**Requested Charter Term: July 1, 2018 – June 30, 2023**

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## Assurances

As the lead petitioner, I, Gautam Thapar, hereby certify that the information submitted in this petition for a California public charter school named Invictus Academy of Richmond (“Invictus Academy”), and to be located within the boundaries of the West Contra Costa Unified School District (“WCCUSD” or the “District”), is true to the best of my knowledge and belief; I also certify that this petition does not constitute the conversion of a private school to the status of a public charter school; and further, I understand that if awarded a charter, the Charter School will follow any and all federal, state, and local laws and regulations that apply to the Charter School, including , but not limited to:

1. The Charter School shall be non-sectarian in its programs, admissions policies, employment practices, and all other operations. [Ref. Education Code Section 47605(d)(1)]
2. The Charter School shall not charge tuition, or fees, for educational activities. [Ref. Education Code Section 47605(d)(1)]
3. The Charter School shall not discriminate on the basis of the characteristics listed in Education Code Section 220 (actual or perceived disability, gender, gender identity, gender expression, nationality, race or ethnicity, religion, sexual orientation, or any other characteristic that is contained in the definition of hate crimes set forth in Section 422.55 of the Penal Code or association with an individual who has any of the aforementioned characteristics). [Ref. Education Code Section 47605(d)(1)]
4. The Charter School will meet all statewide standards and conduct the student assessments required, pursuant to Education Code Section 60605, and any other statewide standards authorized in statute, or student assessments applicable to students in non-charter public schools. [Ref. Education Code Section 47605(c)(1)]
5. The Charter School will be deemed the exclusive public school employer of the employees of the Charter School for purposes of the Educational Employment Relations Act. [Ref. Education Code Section 47605(b)(5)(O)]
6. The Charter School will meet all requirements for employment set forth in applicable provisions of law, including, but not limited to credentials, as necessary. [Ref. Title 5 California Code of Regulations Section 11967.5.1(f)(5)(C)]
7. The Charter School will admit all students who wish to attend the Charter School, and who submit a timely application; unless the Charter School receives a greater number of applications than there are spaces for students, in which case each application will be given equal chance of admission through a public random drawing process. Except as required by Education Code Section 47605(d)(2), admission to the Charter School shall not be determined according to the place of residence of the student or his or her parents within the State. Preference in the public random drawing shall be given as required by Education Code Section 47605(d)(2)(B). In the event of a drawing, the chartering authority shall make

reasonable efforts to accommodate the growth of the Charter School in accordance with Education Code Section 47605(d)(2)(C). [ref. Education Code Section 47605(d)(A)-(C)]

8. The Charter School will adhere to all provisions of federal law related to students with disabilities including, but not limited to, Section 504 of the Rehabilitation Act of 1973, Title II of the Americans with Disabilities Act of 1990 (IDEIA) and the Individuals with Disabilities in Education Improvement Act of 2004.
9. The Charter School will ensure that teachers in the Charter School hold a Commission on Teacher Credentialing certificate, permit, or other document equivalent to that which a teacher in other public schools are required to hold. As allowed by statute, flexibility will be given to noncore, non-college preparatory teachers. [Ref. California Education Code Section 47605(I)]
10. The Charter School will at all times maintain all necessary and appropriate insurance coverage.
11. The Charter School shall comply with the Ralph M. Brown Act.
12. The Charter School shall comply with the Political Reform Act.
13. The Charter School shall comply with all applicable portions of the elementary and Secondary Education Act.
14. The Charter School shall comply with the Public Records Act.
15. The Charter School shall comply with the Family Educational Rights and Privacy Act.
16. The Charter School shall, for each fiscal year, offer at a minimum, the number of minutes of instruction per grade level as required by Education Code Section 47612.5(a)(1)(A)-(D).
17. If a pupil is expelled or leaves the Charter School without graduating or completing the school year for any reason, the Charter School shall notify the superintendent of the school district of the pupil's last known address within 30 days, and shall, upon request, provide that school district with a copy of the cumulative record of the pupil, including a transcript of grades or report card and health information. [Ref. California Education Code Section 47605(d)(3)]
18. The Charter School shall maintain accurate and contemporaneous written records that document all pupil attendance and make these records available for audit and inspection. [Ref. California Education Code Section 47612.5(a)]
19. The Charter School shall, on a regular basis, consult with its parents and teachers regarding the Charter School's educational programs. [Ref. California Education Code Section 47605(c)]

20. The Charter School shall comply with any jurisdictional limitations to locations of its facilities. [Ref. California Education Code Section 47605-47605.1]
21. The Charter School shall comply with all laws establishing the minimum and maximum age for public school enrollment. [Ref. California Education Code Section 47612(b), 47610]
22. The Charter School shall meet or exceed the legally required minimum of school days. [Ref. Title 5 California Code of Regulations Section 11960]
23. The Charter School embraces Section 47601 of the Education Code which establishes the intent of the Legislature to establish and maintain charter schools as a method to accomplish all of the following:
- Increase learning opportunities for all pupils, with special emphasis on expanded learning experiences for pupils who are identified as academically low achieving.
  - Improve pupil learning.
  - Encourage the use of different and innovative teaching methods.
  - Create new professional opportunities for teachers, including the opportunity to be responsible for the learning program at the school site.
  - Provide parents and pupils with expanded choices in the types of educational opportunities that are available within the public school system.
  - Hold charter schools accountable for meeting measurable pupil outcomes, and provide schools with a method to change from rule-based to performance based accountability systems.
  - Provide vigorous competition within the public school system to stimulate continual improvements in all public schools.

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Lead Petitioner Signature

Date

## Overview

Invictus Academy of Richmond (“Invictus Academy”) herby respectfully submits this new charter petition to the West Contra Costa Unified School District (“the District”). The term of the charter will be a five-year period, from July 1<sup>st</sup>, 2018 and ending on June 30<sup>th</sup>, 2023.

Invictus Academy will be a middle and high school serving students in grades 7-12 in Richmond, CA. Our mission is to prepare 100% of our students to thrive in the colleges of their choice, solve relevant problems, and communicate with confidence. We are committed to working with the District to ensure that every child within its boundaries receives an excellent education.

Our school model is the product of intense study of both the needs of Richmond and the methods of some of the strongest schools in the nation. Our founding team has had nearly 200 conversations with key stakeholders in Richmond, including parents, alumni of Richmond schools, teachers, education leaders, District officials, community organizations and leaders, and pastors. In addition, through the Building Excellent Schools Fellowship, our Lead Founder and proposed Executive Director Gautam Thapar has visited and studied nearly 40 high-performing urban schools around the country. Mr. Thapar, a Richmond resident and former teacher in Richmond, has also made visits to numerous traditional district and charter schools in Richmond.

Through our conversations in the community, study of high-performing schools, and research, we have arrived at a model that we believe is responsive to the needs of students in Richmond and incorporates best-practices from top schools across the country. Our model matches high expectations with high levels of student support, and the following elements anchor our design:

- Extended school day and school year
- Robust speech and debate program
- Focus on math and literacy in the middle grades
- Use of blended learning
- Discipline system rooted in Restorative Justice
- Strategically designed professional development for teachers
- Use of trauma-informed practices
- Daily tutoring
- Daily mentoring in Advisory periods
- Weekly community meeting to celebrate students and staff
- Time dedicated to develop non-academic skills
- Regular and frequent communication with parents
- Systems for incorporating student and parent voice

Our school design includes several innovative features to create a unique, new option for parents and families in Richmond. One feature which stands out as especially distinctive is our focus on oral communication. It is our mission that every student graduates from Invictus Academy able to communicate with confidence to diverse audiences and for diverse purposes. Our program supports students to achieve this element of the school’s mission over time through a required Speech and Debate course in both 7<sup>th</sup> and 8<sup>th</sup> grades, investment in a Speech and Debate Team in high school, regular class presentations, Socratic Seminars, historical debates, and peer instruction.

Through this focus on oral communication, and particularly public speaking, we envision that our students will be equipped with the essential knowledge and skills to be lifelong leaders in their communities.

Our team is committed to working in collaboration with the District to ensure an excellent education for every child within the District's boundaries. We agree with the West Contra Costa Unified *Strategic Plan Report* for 2014-2019, which states that "[t]he District should consider partnering with local charter schools to develop a set of guidelines for District-charter collaboration and shared learning. Both District schools and charters can learn from one another and should develop a healthy working relationship."<sup>1</sup> The areas in which we envision a collaborative relationship include, but are not limited to, expanding speech and debate opportunities in the District, strengthening professional development for teachers, and serving high-needs populations. We look forward to working with the District in the service of all students.

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<sup>1</sup> *West Contra Costa Strategic Plan Report, 2014-2019*. Publication. N.p.: Third Plateau Social Impact Strategies and Capitol Impact, n.d. Print.

## Founding Team

The founding team of Invictus Academy of Richmond (“Invictus Academy”) is deeply committed to our mission to educate all students in grades 7-12 to thrive in the college of their choice, solve relevant problems, and communicate with confidence. The group embodies diversity with respect to both skill-set as well as background, and a majority of the team has strong ties to Richmond through work, residency, or both. With a founding team deeply connected to the community of Richmond, Invictus Academy will be responsive and accountable to the needs of children and families in the community we plan to serve.

Our team encompasses educational, financial, community engagement, facilities, governance, legal, marketing, and technology expertise. For specific skills of individual team members, please see **Figure 1** below. Three of our nine members have direct classroom experience, and the entire team has relevant professional expertise in education. Our group comes to this work with humility, and has been deliberate in reaching out to key community stakeholders to shape the vision of Invictus Academy.

**Figure 1. Founding Team Expertise**

Director Name	Finance	Law	Marketing and Outreach	Facilities	Board Governance	Technology	Education
Jessica Covarrubias	X		X				X
Jesse Madway				X			X
Tana Monteiro			X				
Karen Norwood				X	X		
Charles Oshinuga		X			X		
Mitzi Perez			X				
Ashwin Ravi	X				X	X	
Gautam Thapar	X						X
Julia Wasserman	X				X	X	

## Founding Team Biographies

As of May of 2017, the Founding Team includes the proposed Executive Director and eight proposed Board of Directors:

**Gautam Thapar, proposed Executive Director** and Richmond resident, is currently a Fellow with Building Excellent Schools, through which he has studied nearly 40 high-performing charter schools across the country to learn best practices. Mr. Thapar joined Teach For America in 2010 and taught for four years, most recently as a U.S. History and Advanced Placement U.S. History teacher at Leadership Public Schools-Richmond. At LPS-Richmond, Mr. Thapar’s 11<sup>th</sup> grade U.S. History students had the highest proficiency rates of any open-enrollment school in the district. He



graduated with honors from Stanford University with a Bachelor of Arts Degree in Political Science and earned a Master's in Business Administration from the University of Michigan.

**Jessica Covarrubias, a proposed Board member**, leads strategy and marketing for YouTube Kids, a Google platform designed for young people to discover and learn from video content. Prior to Google, she worked in marketing and strategy roles for PepsiCo on its Gatorade and Quaker brands. A native of the south side of Chicago and an alumna of Chicago Public Schools, Ms. Covarrubias is passionate about providing an equitable education and resources for all students to ensure that they live up to their full potential. She has served on the board for Chicago Run, a nonprofit organization that promotes the health and wellness of Chicago children through innovative, engaging, and sustainable youth running programs. Ms. Covarrubias also served as a fellow for the Revive the Dream Institute, a nonprofit organization that grows emerging community leaders by developing them into enthusiasts for education reform to improve the life prospects of underserved children. Additionally, she has dedicated time to do pro-bono work for public schools in Chicago and Detroit. Ms. Covarrubias graduated from Stanford University with both a Bachelor of Arts in Sociology and Communication and holds a Master of Business Administration and a Master of Arts in Education Leadership & Policy from the University of Michigan.

**Jesse Madway, a proposed Board member**, is in his 25th year working in urban public schools. He is currently the Head of Operations and Facilities, as well as the Testing Coordinator at Leadership Public Schools-Richmond, in Richmond California. From 2007-2016, Mr. Madway was the Dean of Students at LPS-Richmond, and prior to that he was an English teacher at the school. LPS-Richmond is one of the highest performing schools in the nation, having been ranked in the top 1% of all public schools for the past three years in a row according to *US News and World Report*. Mr. Madway has worked extensively in several middle schools and high schools as both a teacher and an administrator. Mr. Madway grew up in the Bay Area and attended the University of California, Santa Cruz where he earned his Bachelor of Arts in American Studies.

**Tana Monteiro, a proposed Board member**, is a Richmond resident, and is currently the Parent Engagement Coordinator at Richmond College Preparatory School, where she builds and maintains connections with parents and families, involving them in the broader school community. Ms. Monteiro loves working with families and strives to make their voices heard as they work together to make a safer, healthier, and happier community. Ms. Monteiro has lived in Richmond and nearby San Pablo for the past 19 years and is raising four sons, all of whom have attended public schools. Previously, Ms. Monteiro served as the Community Wellness Coordinator at YES Families from 2013 to 2016 after serving as a parent organizer and community liaison at Richmond College Preparatory School for seven years. Ms. Monteiro led YES's Wellness Program and coordinated 15-20 adult Wellness Navigators annually to advocate for health and wellness in their communities. Ms. Monteiro received professional certifications in Healthcare Administration and Culinary Arts from Chabot College and Contra Costa Community College, respectively. As evidenced by her extensive professional experience, Ms. Monteiro is committed to working with families and strives to make their voices heard as they work together to make a stronger community.

**Karen Norwood, a proposed Board member,** currently serves as the Facilities Services Manager for Kaiser Permanente School of Allied Health Sciences in Richmond, CA. She is responsible for providing daily leadership in facility operations for the school. Ms. Norwood has always had a passion for working in healthcare to eliminate health disparities in California, and has been active in the community to create positive change. She serves on the Board of Directors for Rubicon Programs, Inc. and the Hercules Academic Athletic Board. Ms. Norwood is also a member of the Kaiser Permanente African American Professional Association, and is a Kaiser Permanente Care Volunteer. She graduated from the University of Central Arkansas with a Bachelor of Science degree in Health Education and earned a Master's in Business Administration from Aspen University.

**Charles Oshinuga, a proposed Board member,** is a Richmond resident, and was born in Louisiana to Nigerian immigrant parents and raised primarily in the Mojave Desert. After graduating from UC Berkeley with a double major in Molecular Cell Biology and Legal Studies, he worked with youth, including teaching for a year at a charter school in Southern California. Mr. Oshinuga then went on to the UC Davis King Hall Law School where he focused on public interest law. After graduation, Mr. Oshinuga applied his skills at the Mendocino Public Defender's Office where he realized that many clients were in the system due to unstable housing situations. As a result, Mr. Oshinuga decided to work on housing issues, joining the Eviction Defense Collaborative and later Bay Area Legal Aid. Both jobs have allowed him to keep finger on the pulse of pertinent housing issues and to advocate for low-income, disabled tenants, as well as tenants in Public Housing, and to educate the general public about landlord/tenant issues.

**Mitzi Perez, a proposed Board member,** is a Richmond resident and alumnus of West Contra Costa Unified public schools. She is currently the communications specialist for Students For Education Reform (SFER). In 2015, Ms. Perez co-founded the SFER chapter at the University of California, Berkeley campus. As part of SFER, Ms. Perez has engaged in community organizing in advocacy of reforms that would benefit students in the District. In addition to her role with SFER, Ms. Perez is a reporter and photographer for the *Richmond Pulse*. She is deeply invested in ensuring that students in Richmond and the community at large thrive. Ms. Perez graduated from UC Berkeley with a Bachelor of Arts in Media Studies.

**Ashwin Ravi, a proposed Board member,** is an experienced technology leader and financial analyst, with a commitment to improving educational opportunity and outcomes at a community level. A Detroit native, Mr. Ravi managed growth at Lumosity, the leading online program to train core cognitive abilities, helping reach over 75 million users. He previously worked as an investor at Norwest Venture Partners with a focus on supporting high-potential education services companies. Mr. Ravi has held several roles on the leadership team of Minds Matter of San Francisco, a volunteer-run mentorship organization helping low-income, high-achieving students in the Bay Area reach college success. Mr. Ravi graduated from the Honors College at the University of Michigan with a Bachelor of Arts in Economics.

**Julia Wasserman, a proposed Board member,** is a Berkeley native and works with the Google for Education Solutions Team, driven by a commitment to improving educational outcomes for students everywhere. In the two years before Ms. Wasserman joined Google for Education, she worked to shift her focus from a career in finance where she was a Senior Portfolio Management

Analyst at a fund of hedge funds towards a career in education due to her deeply held belief that a great education is a most fundamental human right. During that time, she worked as a Summer Associate and Education Pioneers Summer Fellow for AltSchool in San Francisco, helping them develop their micro-schools model. She has held volunteer positions with Junior Achievement and spent a semester helping loveLife, a South African youth organization develop online, skills-based, certificate-granting programs for young people across South Africa. She holds a Bachelor of Arts degree in Economics from the University of Virginia and a Master's in Business Administration from Berkeley-Haas Business School.

## **External Partners**

Invictus Academy will seek to draw upon the experience and expertise of external partners to ensure the fulfillment of our mission. The following represent formal partners from whom we will receive support and/or resources. Each of the following partners has authored a letter of support outlining the nature of our partnership, which can be found in **Appendix 3: Letters of Support**.

### **Building Excellent Schools (BES)**

Building Excellent Schools is a national non-profit that trains high capacity leaders to take on the demanding and urgent work of leading high-performing charter schools. Invictus Academy's lead founder, Gautam Thapar, is currently a BES Fellow. By the end of the Fellowship, he will have visited and studied nearly 40 high-performing charter-schools across the country, undergone intensive leadership coaching and development, and completed two leadership residencies at high performing charter schools. Following authorization, BES provides Follow-On Support during the school's planning year and first two years of operation in the form of dedicated leadership and governance coaches. BES coaches make a minimum of three visits to the school each year, have weekly check-ins with the Executive Director, and provide direct training in governance to the school's Board of Directors.

### **EdTec**

EdTec is an established back office support provider for more than 325 charter schools and charter developers, supporting over 90,000 students across 60 districts in over 40 counties and seven states. It is widely used throughout California and has been recommended to our founding team by multiple charter school operators in West Contra Costa Unified School District, and Richmond, specifically. EdTec lends its expertise in a variety of ways, including supporting the development of this charter petition, school launch and operations, board governance, strategic planning, student/school performance, and charter renewal.

### **Silicon Schools Fund**

Silicon Schools Fund's mission is to "fund the creation of new schools throughout the Bay Area that foster innovation and personalization to discover the next generation of schools in America."<sup>2</sup> The organization has invested in over 15 schools throughout the Bay Area, including charter, district, and independent schools that serve a diverse mix of student demographics. Silicon Schools

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<sup>2</sup> <http://www.siliconschools.com/>

Fund has invested in three charter operators in WCCUSD: Aspire Public Schools, Summit Public Schools, and Caliber Beta Academy.

### **Mindful Life Project**

The Mindful Life Project’s mission is to “empower underserved children through mindfulness and other transformative skills to gain self-awareness, confidence, self-regulation and resilience, leading to lifelong success.”<sup>3</sup> Founded in Richmond, the Mindful Life Project has served over 25,000 students across schools throughout the East Bay. It has a strong track record of effectiveness with both District and charter schools in Richmond, as well as positive testimonials from numerous parents with whom our founding team has connected.

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<sup>3</sup> <http://www.mindfullifeproject.org/mission-and-vision.html>

## **Element 1: Educational Program**

**“The educational program of the charter school, designed, among other things, to identify those whom the charter school is attempting to educate, what it means to be an “educated person” in the 21st century, and how learning best occurs. The goals identified in that program shall include the objective of enabling pupils to become self-motivated, competent, and lifelong learners.” (Ed. Code § 47605(b)(5)(A)(i).)**

**“The annual goals for the charter school for all pupils and for each subgroup of pupils identified pursuant to Section 52052, to be achieved in the state priorities, as described in subdivision (d) of Section 52060, that apply for the grade levels served, or the nature of the program operated, by the charter school, and specific annual actions to achieve those goals. A charter petition may identify additional school priorities, the goals for the school priorities, and the specific annual actions to achieve those goals.” (Ed. Code § 47605(b)(5)(A)(ii).)**

**“If the proposed charter school will serve high school pupils, a description of the manner in which the charter school will inform parents about the transferability of courses to other public high schools and the eligibility of courses to meet college entrance requirements. Courses offered by the charter school that are accredited by the Western Association of Schools and Colleges may be considered transferable and courses approved by the University of California or the California State University as creditable under the “A” to “G” admissions criteria may be considered to meet college entrance requirements.” (Ed. Code § 47605(b)(5)(A)(iii).)**

## **Mission**

Invictus Academy of Richmond prepares 100% of students in grades 7-12 to thrive in the colleges of their choice, solve relevant problems, and communicate with confidence.

## **Education Philosophy**

Invictus Academy of Richmond (“Invictus Academy”) is anchored by a set of seven core beliefs that compel our team to relentlessly pursue our mission and vision, and are the foundation of our education philosophy. These beliefs are guiding principles that must be shared by all staff to ensure a positive school culture focused on student achievement and build upon best practices from a deep study and analysis of nearly 40 high-performing schools both locally and nationally, including Cornerstone Academy Preparatory School in San Jose, CA and Excel Academy in Boston, MA.<sup>4</sup> These foundations are consistent with the vision and objectives set forth by the West Contra Costa Unified School District in its *Strategic Plan and Report*. When successfully executed upon, these beliefs ensure the mission and vision of the school—students thriving in the colleges of their choice, solving relevant problems, and communicating with confidence.

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<sup>4</sup> At Cornerstone Academy, 62% of students met or exceeded standards on the SBAC Exam in Math and 66% met or exceeded standards in ELA in the 2015-2016 school year, significantly exceeding the school’s surrounding district as well as California state averages. Excel Academy East Boston and Excel Academy Chelsea were ranked as two of the top 15 schools in Massachusetts, according to their student achievement results on the PARCC Exam.

## 1. Excellent teaching is the bedrock of student achievement.

“Teachers should have the support and training needed to become great teachers.” –WCCUSD Strategic Plan Report, 2014-2019<sup>5</sup>

In agreement with West Contra Costa Unified School District (“WCCUSD”), Invictus Academy is committed to hiring and developing an outstanding teaching staff. As stated by Stanford Professor Eric Hanushek, “The quality of teachers in our schools is paramount: no other measured aspect of schools is nearly as important in determining student achievement.”<sup>6</sup> Thus, our top priority is recruiting, hiring, developing, and retaining outstanding teachers.

We have identified multiple teacher education programs from which we will recruit a qualified, mission-driven staff, including the Stanford Teacher Education Program, the UC Berkeley Developmental Teacher Education Program, and Teach For America. We have budgeted to pay our teachers a competitive salary, but we also recognize that compensation alone will not assure us the faculty we envision.<sup>7</sup>

In a survey of 40,000 teachers conducted by the Gates Foundation, 96% of teachers said supportive leadership is a major factor in their decision to stay at a school site. Another 89% expressed the importance of having time to collaborate with peers, and 85% expressed the same regarding quality professional development (PD).<sup>8</sup> As a result, we will invest heavily in supporting and developing our teachers to ensure that we have the highest quality teachers in every classroom.

To grow and develop our staff, each teacher will be observed and receive feedback weekly from an experienced instructional leader. There is strong evidence that this professional development cycle has a significant, positive, and lasting impact on teacher effectiveness. In a study launched in Cincinnati, OH, teachers were given specific feedback on their instructional practices, ranging from the level of classroom discourse to the quality of the questions they asked. The study found that students’ performance improved in the years after teachers received this program of focused feedback.<sup>9</sup> This structured feedback cycle is consistent with best practices used both nationally as well as in California, and it is the key component of our professional development plan.<sup>10</sup>

In addition to individual teacher coaching and observations, Invictus Academy teachers will also partake in both summer professional development (15 days) and targeted weekly professional development (66 total hours), including structured peer collaboration, as well as nine full-day professional development days dedicated to data analysis and instructional planning.

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<sup>5</sup> West Contra Costa Strategic Plan Report, 2014-2019. Publication. p. 2.: Third Plateau Social Impact Strategies and Capitol Impact, n.d. Print.

<sup>6</sup> Hanushek, Eric. “Valuing Teachers.” *Education Next* (Summer: 2011).

<sup>7</sup> See complete budget in **Appendix 7: Budget Base Case—School of the District**.

<sup>8</sup> Bill and Melinda Gates Foundation. College-Ready Education. *40,000 Teachers Give Their Views on Education Reform in “Primary Sources: America’s Teachers on America’s Schools”* GatesFoundation.org. 2013. Web.

<sup>9</sup> Green, Elizabeth. *Building a Better Teacher: How Teaching Works (and How to Teach It to Everyone)*. New York; London: Norton Et, 2015. Print. p. 300.

<sup>10</sup> <https://learningforward.org/docs/pdf/nsdcstudy2009.pdf> and <http://www.cnn.com/2016/12/06/world/pisa-global-education-rankings/>.

We know that the quality of our school cannot exceed the quality of our teachers, and this belief will drive our approach to teacher development.

## **2. A rigorous, engaging, and relevant college preparatory curriculum supports student growth.**

“Objective 4: Put every student on the path to graduate high school with opportunity for post-secondary education.” *WCCUSD Strategic Plan Report, 2014-2019*<sup>11</sup>

Students must have exposure to college preparatory work to enter college ready to excel. To that end, we will align our end-of-year and quarterly benchmark assessments to match the depth and breadth of the California Common Core State Standards (CCSS). In accordance with the CCSS, students will regularly read complex fiction and non-fiction texts, form arguments using textual evidence, solve multi-step word problems, and test hypotheses using scientific research and data.

To ensure all students, especially those from traditionally underserved groups, have access to college preparatory work, we will have an extended school day and school year. This extra time will be devoted to increased English and Mathematics instruction in middle school and a daily tutorial and Advisory period in all grades to offer individualized support to all students. As a result, students will receive nearly 300 hours of additional instruction annually in middle school and high school, each, relative to the California minimum requirements. Over six years at Invictus Academy, students receive nearly two full additional instructional years through this extended day model. By the time our students are in 12<sup>th</sup> grade, they will be doing college-level work and be poised to thrive when they arrive in college.

## **3. Students must be challenged to think critically and problem solve creatively.**

In *Most Likely to Succeed*, Tony Wagner explains, “Now, adults need to be able to ask great questions, critically analyze information, form independent opinions, collaborate, and communicate effectively. These are the skills essential for both career and citizenship.”<sup>12</sup> As technology reduces the importance of factual recall and increases that of analytical skills, schools must increasingly focus on teaching students *how* to think. Therefore, to fully prepare students for college and career success, we must challenge students with complex, relevant, multi-day assignments without finite solutions in addition to ensuring fluency in foundational content. This includes defending a position in a research paper, engaging in an evidence-based debate in a history class, or applying mathematical concepts to solve a problem without a single right answer. Indeed, “a study of more than 2,000 students in 23 restructured schools found much higher levels of achievement on complex performance tasks for students who experienced instruction focused on active learning in real-world contexts calling for higher-order thinking, consideration of

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<sup>11</sup> *West Contra Costa Strategic Plan Report, 2014-2019*. Publication. p.19.: Third Plateau Social Impact Strategies and Capitol Impact, n.d. Print.

<sup>12</sup> Wagner, Tony, and Ted Dintersmith. *Most Likely to Succeed: A New Vision for Education to Prepare Our Kids for Today's Innovation Economy*. New York, NY: Scribner, 2015. Print.



alternatives, extended writing, and an audience for student work.”<sup>13</sup> We will support our teachers in building students’ knowledge and skills to the point where they can find success with this level of rigor. This support includes, but is not limited to, calibration exercises in evaluating student work samples, close study of model lessons, and best practices workshops.<sup>14</sup>

#### **4. Individual student support is crucial, and can be strengthened through intentional use of technology.**

“Objective 32: Strategically integrate technology into the classroom, school-site, and District.”—*WCCUSD Strategic Plan Report*, 2014-2019, p. 58<sup>15</sup>

Through strategic use of blended learning and student achievement data, we will close student knowledge and skill gaps with precision across subgroups. Though we do not view technology as a panacea, we recognize the potential for it to empower teachers to meaningfully enhance their instruction and target individual student needs. For this reason, we have budgeted to have a laptop for every student in every class.<sup>16</sup> Our station-rotation approach is research-based and has shown to increase academic achievement. A seven-state, 18,000 student study of a diverse population by the RAND corporation and the Department of Education found that “the rotation blended-learning model boosted the average high school student’s performance by eight percentile points by year two, which equates to roughly doubling math learning in a year for those students.”<sup>17</sup>

Invictus Academy has identified software programs with track records of success in content delivery, facilitation of student practice, and management of student achievement data to offer students extra practice, instant feedback, and an efficient use of data. Our blended learning model also creates space for more small group and one-on-one instruction. Across classes, teachers will receive training in using instant response systems, instructional video-creation software, and assessment and learning management systems so they can provide students with opportunities to work at their own pace, where appropriate, allowing teachers to work with small groups or individual students. The software programs Invictus Academy plans to utilize can be found in **Appendix 11: Technology Platforms Chart**. With the unique supports provided by technology, students will graduate as self-driven, independent learners capable of assessing their own progress and taking ownership of their learning.

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<sup>13</sup> Darling-Hammond, Linda. *The Flat World and Education: How America's Commitment to Equity Will Determine Our Future*. New York, NY: Teachers College, 2010. Print. p. 69

<sup>14</sup> Lewis, Catherine C., et al. "Improving Teaching Does Improve Teachers." *Journal of Teacher Education* 63.5 (2012): 368-75. Web.

<sup>15</sup> Ibid.

<sup>16</sup> See line item “Computers” in **Appendix 7: Budget Base Case—School of the District**.

<sup>17</sup> Horn, Michael B., Heather Staker, and Clayton M. Christensen. *Blended: Using Disruptive Innovation to Improve Schools*. San Francisco: Jossey-Bass, 2015. p. 80.



## 5. Academic and personal habits are crucial to students' success.

“Student success is not limited to classroom performance; social and emotional development are necessary complements to academic achievement.”—*WCCUSD Strategic Plan Report, 2014-2019*<sup>18</sup>

We have made careful study of the recent, growing body of research that shows that students' academic and personal habits play a pivotal role in students' success in college. Indeed, measures of self-discipline have been shown to be more predictive of college persistence than I.Q. scores.<sup>19</sup>

We firmly believe that academic skills and personal habits, taken together, will allow students to thrive in college and lead lives of opportunity. As a result, this research, as well as conversations with Richmond stakeholders, informs our ten core values, which can be found in **Figure 2**.

During our academic classes and Advisories, students and staff will engage in curricula, discussions, and reflections around core values. This element of our program aligns closely with the District's vision of robust social and emotional learning opportunities for students.

**Figure 2. Invictus Academy Core Values**

Core Value	Meaning
Purpose	We are resolute in our focus on achieving our mission; the most important question at our school is “why?”
Perseverance	We continue to put forth our best effort in pursuit of goals despite obstacles or setbacks.
Productivity	We utilize our time, energy, and attention to accomplish as much as possible each day.
Growth Mindset	We believe our knowledge, skills, and abilities grow with dedication, effort, and practice.
Integrity	We do what is right even when no one is watching.
Leadership	We recognize that our words and actions impact those around us, and seek to maximize our positive impact.
Joy	We find pleasure and happiness in our work and our community.
Gratitude	We make time to recognize and affirm goodness in the world. <sup>20</sup>
Mindfulness	We are conscious of our thoughts, emotions, and behaviors, and use this awareness to be our best selves.
Kindness	We are friendly, generous, and considerate of others.

<sup>18</sup> *West Contra Costa Strategic Plan Report, 2014-2019*. Publication. p.2: Third Plateau Social Impact Strategies and Capitol Impact, n.d. Print. p. 2.

<sup>19</sup> Duckworth, Angela, and Martin Seligman. “Self-Discipline Outdoes IQ in Predicting Academic Performance of Adolescents.” *Psychological Science* 16.12 (2005): 939-44. Web.

<sup>20</sup> Emmons, Robert A. *Thanks!: How Practicing Gratitude Can Make You Happier*. NY: Houghton Mifflin, 2008. Print.

## 6. Students thrive in a culture of joy.

“WCCUSD believes all stakeholders—students, teachers, employees, partners and community members—are fundamental to creating and maintaining safe and effective learning environments.”—*WCCUSD Strategic Plan Report, 2014-2019*<sup>21</sup>

We believe that joy is an indispensable element of any strong school culture. In accordance with this belief, we will foster a culture that celebrates students’ success and builds partnerships between students, staff, and families.

Within the school building, we will foster a sense of joy in a safe and structured environment. Teachers will be trained to give praise to students in relation to core values and formally track each instance as “recognitions” using an online platform, such as Kickboard. We will closely monitor the ratio of recognitions as compared to behavioral corrections, and work towards a 4:1 praise-to-correction ratio, which has been demonstrated through research to be desirable for the creation of a positive culture.<sup>22</sup> This data will also be monitored for individual students, and for students with a negative balance (more behavioral corrections than recognitions), the school leadership team, in conjunction with teachers, will devise and implement an intervention plan.

Each Friday, the whole school will gather for a community meeting that celebrates a **Student of the Week** in each grade as well as a **Staff Member of the Week** for the whole school, and engage students in community building activities. These can include student speeches, musical performances, and game-based competitions between grades. When appropriate, the programming at community meeting will be relevant to current events.

Invictus Academy engages families as partners in this work. To reach our mission of 100% of students thriving in college, family involvement is critical. Family involvement in school has been correlated with higher student grade point averages, better performance on standardized exams, enrollment in more rigorous coursework, higher attendance rates, and better behavior in school.<sup>23</sup>

To begin building relationships with students and families, staff members of Invictus Academy, spearheaded by the leadership team (Executive Director, Dean of Students, and Director of Operations in Year 1), will visit the home of every incoming student before the first day of school. The goal of this **Home Visit** is to foster the important school and family relationship by having a clear and shared sense of our mission and vision, to hear about families’ hopes for their child, to better understand our students’ home environments, and to share clear expectations of Invictus Academy. Prior to and during the first week of school, we hold two **Parent University** days to offer parents concrete strategies to support their children towards success in school, regardless of their own educational background. During the academic year, we communicate with parents weekly, hold two family events each month, and have parent conferences each semester. Through these strategies, we aim to engage families as partners and respect the importance of their voice.

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<sup>21</sup> *West Contra Costa Strategic Plan Report, 2014-2019*. Publication. p.8: Third Plateau Social Impact Strategies and Capitol Impact, n.d. Print.

<sup>22</sup> Beck, Kylie. "Behavior-Specific Praise in the Classroom." p. 1 *Tennessee Behavior Supports Project*. Vanderbilt University. Web. 8 Feb. 2017.

<sup>23</sup> <http://www.sedl.org/connections/resources/evidence.pdf> p. 24.

## 7. Communication is crucial to students' future opportunities.

“The District would benefit immensely from a culture of innovation and experimentation, one in which the District does not shy away from difficult issues or settle for the status quo.”—WCCUSD *Strategic Plan Report, 2014-2019*<sup>24</sup>

Strong communication skills, especially public speaking ability, are essential to accessing leadership opportunities in college and beyond. However, it is widely known that Americans are fearful of public speaking. In a poll conducted by Chapman University in 2014, public speaking was found to be the most common fear amongst American adults, outranking other phobias like heights, snakes, and drowning.<sup>25</sup> Those who embrace and develop skill in public speaking often have a lifelong advantage, starting with admittance to college. Strong performance in competitive speech and debate in high school is correlated with higher acceptance rates to top tier colleges, and colleges look upon speech and debate favorably relative to other extracurricular activities.<sup>26</sup>

Because of the strong evidence of the impact of public speaking ability on future opportunities, every student will take a speech and debate course in both their 7<sup>th</sup> and 8<sup>th</sup> grade years at Invictus Academy. During these years, students are exposed to a variety of speech and debate formats, including Story-Telling, Original Oratory, Oratorical Interpretation, and Congressional-style debate. Our planned Speech and Debate course trajectory can be found in **Appendix 10: Speech and Debate Course Map**. Beginning in 9<sup>th</sup> grade, all students are encouraged to join our **Speech and Debate Team**, which will compete regionally and nationally with top schools in the state and country. For students who choose not to join the Speech and Debate Team, public speaking will be integrated into core content courses, with students regularly engaging in debates, presentations, and class discussions. By the time our inaugural class of students graduate in 2024, every student who walks the graduation stage will be a capable, confident public speaker.

### How Learning Best Occurs

At Invictus Academy, we believe every child has a right to an excellent education. Utilizing best practices from high-performing charter schools in California and around the nation<sup>27</sup>, we will create a focused, achievement-oriented, and warm school culture through which students gain and develop the knowledge, skills, and habits to thrive in the college of their choice and have lifelong access to opportunity.

Based on our study of high performing schools across the country, including those in California and in Richmond, there are seven core practices that we believe will be successful in placing historically underserved students firmly on the path to college.

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<sup>24</sup> *West Contra Costa Strategic Plan Report, 2014-2019*. Publication. p.11: Third Plateau Social Impact Strategies and Capitol Impact, n.d. Print.

<sup>25</sup> Ingraham, Christopher. "America's Top Fears: Public Speaking, Heights and Bugs." *The Washington Post*. WP Company, 30 Oct. 2014. Web.

<sup>26</sup> Minh A. Luong, Yale Professor. "Forensics and College Admissions." PBS.org.

<sup>27</sup> Lake, Robin. "Identifying and Replicating the "DNA" of Successful Charter Schools." *Center on Reinventing Public Education* (May: 2007): Web.

## 1. Great teaching drives student learning.

We know that the quality of Invictus Academy cannot exceed the quality of its teachers. The importance of teacher quality to student learning is indisputable, and carries with it a host of impacts. Stanford Professor Eric Hanushek has estimated that an even slightly better than average teacher (one in the 60<sup>th</sup> percentile instead of the 50<sup>th</sup> percentile, as measured by year-over-year gains in student test scores) raises the lifetime income of each student in his or her class by \$5,300.<sup>28</sup> Across multiple teachers over multiple years, this effect becomes sizeable for students. Thus, we will work tirelessly to recruit, train, and retain strong teachers.

- **Recruitment:** To create a pipeline of talent, Invictus Academy of Richmond will establish ties with the Stanford Teacher Education Program (STEP), Education Pioneers, Reach Academy, the Bay Area Teacher Training Institute, and Teach For America, amongst others. We will manage our budget such that we can pay a competitive salary and benefits, ensuring that we can hire top talent. Our complete budget can be found in **Appendix 7: Budget Base Case—School of the District**.

Our hiring process will include both a rigorous interview and a demonstration lesson so that we are able to find teachers who are in alignment with our mission and vision as well as those who demonstrate a growth mindset. We are a practice-based organization,<sup>29</sup> and in being consistent with this identity we will ask prospective teachers to participate in role plays of various, challenging scenarios that can arise in a school environment. These scenarios can include disagreeing with a colleague, speaking with a concerned parent, or having a restorative conversation with a student who has been disruptive.

We will be aggressive in finding teachers to interview but selective in hiring, ensuring we onboard only those who are aligned with the mission, vision, and core beliefs of the school.

**Training:** At Invictus Academy, we believe that through developing our teachers we will both increase student achievement as well as teacher satisfaction. Strong teacher development depends on supportive leadership, collaboration with peers, and high quality professional development opportunities.<sup>30</sup> Invictus Academy will work to ensure teachers are supported by school leadership, have sufficient time to collaborate with peers, and partake in meaningful professional development opportunities. Teachers in both the middle and high school will each have two planning periods each day to ensure there is time within the school day for teachers to tend to grading, lesson planning, coaching meetings, and other critical work needed to ensure excellent instruction. These, along with other attributes of a healthy school staff culture, will be measured on an anonymous quarterly staff survey.

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<sup>28</sup> Hanushek, Eric. "Valuing Teachers." *Education Next* (Summer: 2011). Web.

<sup>29</sup> Lemov, Doug, Erica Woolway, and Katie Yezzi. *Practice Perfect: 42 Rules for Getting Better at Getting Better*. San Francisco, CA: Jossey-Bass, 2012. Print.

<sup>30</sup> Bill and Melinda Gates Foundation. College-Ready Education. *40,000 Teachers Give Their Views on Education Reform in "Primary Sources: America's Teachers on America's Schools"* *GatesFoundation.org*. 2013. Web.

We provide robust opportunities for teachers to hone and develop their craft, both as individuals as well as a collective group. Invictus Academy will have three weeks of rigorous, practice-based PD at the start of the school year to ensure we open each school year strong. During the school year, staff will participate in weekly PD, which includes a both instructional PD and collaboration time for our teachers. In addition, following quarterly interim assessments, we have calendared “Data Days” to allot time for teachers and coaches to reflect on benchmark exams. Finally, we ensure teachers are observed and given feedback weekly, at a minimum, by an instructional coach. Teachers meet with their coaches each week to debrief observations, discuss formative assessment data, and receive lesson planning support. A more robust description of our PD plan can be found in **Appendix 17: Professional Development Plan.**

- **Retention:** The most predictive factor of teacher quality is having three years of experience.<sup>31</sup> Therefore, retaining teachers must be a priority at Invictus Academy. In order to retain teachers, we will utilize a number of strategies, including the creation of performance-based tiers, which enable teachers to earn salary-increases and additional leadership opportunities at Invictus Academy. There are five performance tiers: Beginning Proficiency, Proficiency, Advanced Proficiency, Master Teacher Track, and Master Teacher. Based on a combination of student achievement data, rubric-based evaluation, and a Portfolio of Practice prepared by teachers, teachers can advance through the five tiers, which are tied to pay increases and opportunities for additional leadership responsibilities within the school.<sup>32</sup> Master Teachers will have the opportunity to serve as peer coaches as well as join the Instructional Leadership Team or the School Culture Leadership Team.

In addition to pay increases and leadership opportunities, we will create a culture in which every teacher is valued, respected, and supported. We will celebrate staff members during our PD check-ins as well as during community meetings, hold staff culture-building events to build and strengthen adult culture, and have an open-door policy so teachers can bring ideas, feedback, and concerns directly to the leadership team. In addition, starting in our second year, we will have an Instructional Leadership Team and a School Culture Leadership Team, both composed of school leadership, department heads, and/or Master Teachers, which gives teachers a voice in the direction of the school. These teams are responsible for collecting and responding to school-wide data on instruction and school culture, respectively, and support the planning of PD to address gaps that are exposed in the data.<sup>33</sup>

## **2. Students learn and grow most through a rigorous, data-driven curriculum.**

For 100% of students to graduate from high school prepared to thrive in college and beyond, we will closely and regularly analyze student data so that we can better target our instruction, ensuring

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<sup>31</sup> "Bill Gates: "How Do You Make a Teacher Great?" Part 1." *TED-Ed*. Web. 07 Mar. 2017.

<sup>32</sup> This model is based on the one that has proven effective at recruiting highly qualified staff at Leadership Public Schools-Richmond.

<sup>33</sup> *Ibid.*

we are able to meet the learning needs of all students across all subgroups.<sup>34</sup> Invictus Academy teachers will administer daily, weekly, quarterly, and end-of-year assessments aligned to the Common Core State Standards and the Next Generation Science Standards. Each of these will enable teachers and the leadership team to monitor individual and whole-group progress towards mastery of the standards and make adjustments to both whole and small group instruction necessary for student mastery. Quarterly and end-of-year assessment data will be analyzed with the support of instructional coaches using a structured data reflection protocol. Analysis of these assessments will include a deep dive into student performance on individual assessment items, identification of patterns or trends in the data, hypothesis of root causes for misconceptions, and development of a re-teaching plan to address whole class misconceptions and plan small group and/or individual student remediation. This close and thoughtful attention to data will support student mastery and achievement in all content areas.

In addition, by the school's second year, an Instructional Leadership Team (ILT) will be established consisting of department heads<sup>35</sup> from each subject area (ELA, math, science, social studies, and Speech and Debate/electives), which may include Master Teachers, and school leadership. This group, in concert with school leadership will be responsible for conducting classroom observations, monitoring student data, and developing targeted instructional professional development, such that the school is being responsive to both qualitative and quantitative measures of student achievement.

For a complete accounting of Invictus Academy's data systems and structures, see **Element 3: Data Analysis**.

### **3. Students are regularly challenged to think critically and problem solve creatively.**

"By creating opportunities for exploration, challenging students to think critically, and empowering students to teach and learn from their peers, students will have a greater sense of ownership over their education."—*WCCUSD Strategic Plan Report, 2014-2019*<sup>36</sup>

In a time when a world of knowledge is regularly at students' fingertips in the form of a smart phone, colleges and employers are increasingly placing a premium on students' critical thinking and problem-solving abilities over their factual knowledge. As Tony Wagner and Ted Dintersmith write in *Most Likely to Succeed*, "Technology is turning our economy upside down...[C]areer options for creative problem solvers will become ever more abundant, while options for hoop-jumpers will be dismal."<sup>37</sup>

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<sup>34</sup> Marsh, Julia A., John F. Pane, and Laura S. Hamilton. *Making Sense of Data-Driven Decision Making in Education*. RAND Corporation, 2006. Web.

<sup>35</sup> Department heads earn a stipend for their additional responsibilities, including service on the ILT. This expense is accounted for in our budget under line item "Professional Development", which can be found in **Appendix 7: Budget Base Case—School of the District**.

<sup>36</sup> *West Contra Costa Strategic Plan Report, 2014-2019*. Publication. p.19: Third Plateau Social Impact Strategies and Capitol Impact, n.d. Print.

<sup>37</sup> Wagner, Tony, and Ted Dintersmith. *Most Likely to Succeed: Preparing Our Kids for the Innovation Era*. NY: Scribner, 2016. Print. p. 62



To develop these increasingly important skills, we will challenge students with complex, multi-day assignments in which students apply their knowledge and skills to defend their positions using evidence and solve problems without finite answers. In math and science classes, students will tackle case studies that challenge them to pair their quantitative and qualitative reasoning skills to form and defend a solution to problems without finite solutions. In English and history classes, students will be asked to synthesize multiple fiction and non-fiction texts or historical documents of varying perspectives to form and defend an argument in response to discussion questions. This vision explicitly moves students away from the world that valued rote memorization and regurgitation to the one we live in now, which rewards critical thinking and analytical capacity. Endemic to this vision is ensuring that students:

- Attack meaningful, engaging challenges
- Have open access to resources
- Grapple with problems and ideas, often for days, and learn to recover from failure
- Form their own point of view
- Engage in frequent debate
- Collaborate
- Display accomplishments publicly
- Work hard because they are intrinsically motivated<sup>38</sup>

With an intentional focus on critical thinking, by the time students at Invictus Academy graduate in 12<sup>th</sup> grade, their higher order thinking skills will be at a college level. As a result, in college and beyond, students will be equipped with the quantitative and qualitative reasoning skills to solve relevant problems across various disciplines.

#### **4. Intentional use of technology personalizes student learning.**

Though we do not believe that technology represents a silver bullet to our students' educational challenges, we do believe it can facilitate and enhance instruction in ways that otherwise might be impossible. Strategic and thoughtful use of technology can shift the cognitive load from teachers to students when used appropriately. For a list of the specific technologies we plan to use, please see **Appendix 11: Technology Platforms Chart**. There are three ways in which technology will enhance instruction and therefore student outcomes at Invictus Academy of Richmond:

- **Empowering teachers to use real-time data:** Instant response systems, such as the platform Gooru, allow teachers to check students' understanding and individual and class-wide data in real-time.<sup>39</sup> By supporting teachers in identifying precisely which students have grasped a concept and which are still struggling, teachers can tailor their instruction to the needs of their classes immediately and address any whole-class misconceptions. This also allows for teachers to identify and address individual misconceptions with students who are struggling with specific concepts during class, based on data.

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<sup>38</sup> Most Likely to Succeed, p. 205.

<sup>39</sup> Software programs are grouped as a lump-sum expense in our budget under "Books and Software," which can be found in **Appendix 7: Budget Base Case—School of the District**.

- **Empowering students to learn at their own pace:** Programs like ST Math and Khan Academy allow students to work on content, particularly in math, appropriate for their skill level. Students learn best when tackling work that is within this ‘zone of proximal development,’ the level at which work is appropriately difficult for a given child.<sup>40</sup> In large classes in which students are at widely varying skill levels, providing appropriately difficult work at each level can be difficult, which is especially important in 7<sup>th</sup> grade because students will arrive at Invictus Academy with varying levels of content mastery and skill. Thus, we will use a blended approach to ensure that students work at the appropriate level, so that they can grow as quickly as possible.
- **Providing students with more practice:** One of the major advantages of technology is that it can enable students to get more practice and feedback than when a class of students is tied to the same pacing.<sup>41</sup> When students complete a problem, software enables them to move on to the next one, rather than having to wait for the rest of the class to progress. In addition, the same software that is used in class can be made available after school or at home, including on mobile devices, so students can seek out extra practice when they need it. To ensure that this practice is meaningful, we will provide teachers with access to and training with effective software platforms to provide students with extra practice when appropriate.

## 5. Students thrive within purposeful structures that cultivate strong academic habits.

Students’ academic and personal habits are just as critical to their success in college and in life as their academic knowledge and skills.<sup>42</sup> To develop these habits, we will pursue the following:

- **Purposeful and gradual release of responsibility over time:** We know from our observation of the highest performing charter schools around the country that students thrive in structured environments. At the same time, structure must be released over time so that students learn to take ownership and accountability for their own trajectory as they move towards the independence required of post-secondary students.<sup>43</sup> Thus, we will intentionally and strategically release structure as our students progress through Invictus Academy. For example, in 7<sup>th</sup> grade, students who fail to complete their homework will be assigned to Homework Center during lunch and their parents will be notified. By 10<sup>th</sup> grade, we expect that students will have internalized the importance of homework completion, and they will be expected to complete their homework without a structured support. This gradual release of responsibility will be executed with systems including homework completion, transitions, and Tutorial, such that when they enter their senior year

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<sup>40</sup> Subban, Pearl. "Differentiated Instruction." *International Education Journal* 7.7 (2006): 935-47. Web and Lemov, Doug. *Teach like a Champion: The Complete Handbook to Master the Art of Teaching*. San Francisco, CA: Jossey-Bass, 2011. Print.

<sup>41</sup> Tullis, Jonathan G., and Aaron S. Benjamin. "On the Effectiveness of Self-Paced Learning." *Journal of Memory and Language* 64.2 (2011): 109-18. Web. 4 Mar. 2017.

<sup>42</sup> Tough, Paul. *How Children Succeed: Confidence, Curiosity and the Hidden Power of Character*. London: Arrow, 2014. Print.

<sup>43</sup> Tough, Paul. "What It Takes to Make a Student." *The New York Times*. *The New York Times*, 25 Nov. 2006. Web. 22 Feb. 2017.



students are accustomed to and able to navigate the independence that accompanies college.

- **Cognitive development through deliberate practice:** Though academic achievement drives the design of Invictus Academy, we recognize that strengths developed in non-academic settings often permeate academics in a positive manner, as was explained by Paul Tough in *Helping Children Succeed*.<sup>44</sup> Thus, each teacher will design and lead a 10-week enrichment that will build students' discipline and persistence in a non-academic activity daily.

The exact course offerings will be determined by teachers, who will select, with school leadership approval, the offering they want to lead. For teachers, this represents an opportunity to bring a passion of theirs outside of school into the school building. Students will provide preferences based on offerings determined by teachers, and school leadership will, to the best of its ability, strive to honor students' choice for their three 10-week rotations of Deliberate Practice. However, every student will partake in at least one 10-week rotation of coding, as we view exposure to computer programming as a vital part of a student's education in the 21<sup>st</sup> century (see **Element 1: An Educated Person in the 21<sup>st</sup> Century** below). Some examples of possible Deliberate Practice courses may include, but are not limited to:

- Coding
- Music
- Chess
- Basketball
- Yoga
- Dance
- Running
- Mindfulness
- Soccer

The cognitive development generated through deliberate practice in non-academic settings will support students in developing the habits of mind that will, in turn, engender academic success. School leadership will support teachers in the design and implementation of their deliberate practice courses, ensuring high-quality execution of deliberate practice. The cognitive skills developed through this enrichment are the same that drive academic performance, and as a result, supports the development of academic skills and habits.

- **Explicit conversations about character and identity:** To support students in their development of character, we must have a space in which teachers and students can explicitly engage in dialogue about key issues and challenges. This will be one of the primary functions of our daily Advisory period. In Advisories, Advisors lead students in lessons that spur critical conversations around our core values. These lessons begin with reflective questions followed by a reading or activity, and then close with a class discussion, with students seated in a circle. These discussions are designed to foster

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<sup>44</sup> Tough, Paul. *Helping Children Succeed: What Works and Why*. N.p.: n.p. n.d Print.

authentic social and emotional learning opportunities. The curriculum will be designed based on a successful pilot at Leadership Public Schools-Richmond (modeled after the Penn Resiliency Program), where survey data indicated the vast majority of teachers and students viewed the program as effective.<sup>45</sup> These critical conversations about core values are essential to students' success both academically and interpersonally. Central to these discussions is the idea that issues of values, beliefs, and character are relevant for everyone, adults and students alike. These conversations are framed thematically by grade level, as shown in **Figure 3**.

**Figure 3. Advisory Themes by Grade Level**

Grade level	Advisory Theme
7 <sup>th</sup>	Core Values
8 <sup>th</sup>	Ethics
9 <sup>th</sup>	Privilege
10 <sup>th</sup>	Gender
11 <sup>th</sup>	College
12 <sup>th</sup>	Career

In academic classes, and as outlined below, specific core values are practiced within the first five minutes of class. Following a short set of academic questions that students answer when class begins, called the launch, students stand and teachers select and lead students in a ritual rooted in one of our core values. These rituals are selected by teachers from the options featured in **Figure 4**.

**Figure 4. Classroom Core Values Rituals**

Core Value	Exercise
Mindfulness	Teacher leads students in a mindful minute. <sup>46</sup>
Gratitude	Teacher solicits three items of gratitude from three students using the sentence stem, "I am grateful for...because..."
Purpose	Teacher solicits three student goals for the class period using the sentence stem, "My goal in this period is to...and this goal matters because..." <sup>47</sup>
Joy	Three students share one good thing, each, about their day.
Kindness	Three students each give one "shout out" of another student, staff member, or teacher.

<sup>45</sup> Seligman, Martin E. P. *Authentic Happiness: Using the New Positive Psychology to Realize Your Potential for Deep Fulfillment*. London: Nicholas Brealey, 2013. Print.

<sup>46</sup> Research indicates mindfulness practices in schools increase students' attention, focus, and emotional regulation. This is consistent with the strong positive effects of the Mindful Life Project in Richmond. See: Sedlmeier, P., Eberth, J., Schwarz, M., Zimmermann, D., Haarig, F., Jaeger, S., & Kunze, S. (2012). *The psychological effects of meditation: A meta-analysis*. *Psychological Bulletin*, 138(6), 1139.

<sup>47</sup> Research has consistently shown the verbal or written expression of gratitude to increase self-reported wellbeing. See: Sansone RA, et al. "Gratitude and Well Being: The Benefits of Appreciation," *Psychiatry* (Nov. 2010): Vol. 7, No. 11, pp. 18–22.

Purpose, perseverance, integrity, productivity, and growth mindset	Teacher reads quote pertaining to core value, and asks 1-2 students to reflect on its meaning and/or importance.
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To support with the development of academic habits, Invictus Academy intentionally scaffolds academic expectations of students throughout their middle and high school years. With appropriate scaffolding by grade level, students will complete longer assignments with fewer interim deadlines, have opportunities to make more independent choices, assume leadership responsibilities within the school, and take initiative and ownership of the supports that will best help them in their academic courses. These experiences will challenge students to exhibit core values in authentic settings, complementing explicit discussion of core values in Advisories. We believe that these traits will live with students well beyond their time at Invictus Academy, enabling them to be prudent in their decision-making, resilient in the face of professional and personal obstacles, and successful in their careers.

## 6. A structured, joyful school community allows students and staff to thrive.

We believe that a structured and joyful school community aides students' academic pursuits as well as in the growth and development of staff. At Invictus Academy, we are committed to developing a school culture that values the strengths of individuals as well as the collective group within a structured and joyful community. This kind of environment is established by celebrating student and staff success, openly showing gratitude and appreciation for one another, and building a culture that rests on positivity. For both students and staff, this culture is critical, as it is shown to have strong positive effects on intellectual, social, and physical well-being.<sup>48</sup> Three key components of our plan to establish this environment follow:

- **Community meeting:** Each week, the school will gather together in a common space for our Community Meeting. At each meeting, we will have community building activities as well as a celebration of one **Student of the Week** in each grade level and one **Staff Member of the Week**. When appropriate, these meetings may also serve to showcase student talents in art, music, or other potential enrichment areas.
- **Discipline system rooted in restorative justice practices:** Invictus Academy will have an environment that is both warm and strict. This mix will be accomplished through a discipline system that emphasizes positive reinforcement and praise. Teachers will be trained to set clear expectations and give clear directions, looking to positively narrate students who meet expectations before correcting those who are not. Additionally, staff will be trained in having positive, restorative conversations with students who violate classroom norms and/or expectations. For a full description of our discipline policies and practices, including our use of trauma informed practices, see **Element10: School Culture**.

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<sup>48</sup> Fredrickson, Barbara. *Positivity: Groundbreaking Research to Release Your Inner Optimist and Thrive*. Oxford: Oneworld, 2011. Print.

- **A purposeful system of recognitions and corrections:** Like the top schools in the country, we will employ a system that is tied to student rewards and consequences.<sup>49</sup> Recognitions for achievements and positive behaviors will be given to students publicly, joyfully, and using wording that links each recognition to one of the school’s core values. For example, a teacher might say, “Shawn, you’re receiving a recognition for kindness—offering help to a peer strengthens our community. Thank you.” By contrast, corrections will be administered quickly, calmly, and, whenever possible, privately. One of the major advantages of this system is that it enables our leadership team to track data regarding recognitions and corrections using an online platform, such as Kickboard.<sup>50</sup> Through a combination of quantitative and observational data, we can ensure that school culture is positive while maintaining high expectations for student conduct.
- **Robust support and appreciation of staff:** We believe that for Invictus Academy to achieve its mission, it must be a place where staff are supported and appreciated. This type of work environment aligns with our core values as a school and will help us attract top talent. At the outset of each weekly professional development session, we make 10 minutes for staff to respond, as a whole group, to three check-in prompts that enable staff to learn more about one another, recognize a colleague, or express gratitude. One of the three check-in questions carries over across all meetings: “Express gratitude for or recognize another staff member.” In addition, each week at community meeting we celebrate a **Staff Member of the Week**. The Staff Member of the Week receives a commemorative t-shirt and has one student and one other staff member speak to his/her merits in front of the whole school community. During **Teacher Appreciation Week**, we show our gratitude for the tremendous efforts of our teachers in a variety of ways each day including hosting a special community meeting in which we celebrate each teacher publicly.

In addition to personal recognition, we will ensure our staff is supported professionally. Each quarter, we will offer our staff an anonymous survey modeled upon research-backed survey items from *12: The Elements of Great Managing*.<sup>51</sup> Starting in our second year of operation, responding to survey data will be the responsibility of the School Culture Leadership Team. The Executive Director will also have one-on-one check-ins with every staff member before the start of the school year and at least once each semester to ensure all voices are heard and all staff concerns are addressed.

## 7. Students learn to communicate confidently, and communicate confidently to learn.

Confident communication is a critical skill for college-bound students, and it has been identified by numerous Richmond alumni as a gap that steepened their learning curve during their first year of college. Our model is responsive to this need, and our instructional design is constructed to support students towards communicating with confidence to diverse audiences and for diverse

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<sup>49</sup> Our approach is modeled after Leadership Public Schools-Richmond and Valor Academies in Nashville, TN, both of which have strong positive cultures and exceptional student achievement results.

<sup>50</sup> Use of an online Student Information Systems platform is accounted for in the budget under “Student Information System” in **Appendix 7: Budget Base Case—School of the District**.

<sup>51</sup> Wagner, Rodd, and James K. Harter. *12: The Elements of Great Managing*. New York: Free, 2007. Print. See our planned staff survey in **Appendix 14: Staff, Parent, and Student Surveys**.

purposes. The following structures and systems ensure that students develop their communication skills, particularly public speaking, extensively.

- **Speech and Debate:** Every 7<sup>th</sup> and 8<sup>th</sup> grader takes a Speech and Debate course at Invictus Academy. The course map for this subject can be found in **Appendix 10: Speech and Debate Course Map**, and builds student skills to enable them to deliver progressively longer speeches with increasingly original content over time. Once students transition to high school, we allocate resources to enable interested students to join the Speech and Debate Team, which will compete in the high school National Speech & Debate Association.<sup>52</sup> In addition to the benefits of developing strong public speaking ability, many local tournaments are held on college campuses across the Bay Area and bring together a diverse body of students. We believe it is crucial to provide our students access to opportunities that broaden their horizons, and competing with top students around the Bay Area at prestigious colleges, including Stanford University, UC Berkeley, and Santa Clara University, offers our students one such opportunity.
- **Socratic Seminars:** Across classes, our teaching staff will be trained to execute Socratic seminars on a regular basis. At Invictus Academy, a Socratic seminar is defined as a formal, open-discussion rooted in text(s) in which the discussion leader asks open-ended questions and participants are free to share their views, backed by evidence. Responses offered in Socratic seminars are evaluated according to an objective rubric and scored for grading purposes. These discussions challenge students to build strong habits of reading and discussion, providing time and space for students to think critically, state and defend arguments, evaluate evidence, evaluate claims, and refine their viewpoints on critical issues. These discussions are possible across disciplines, but will be featured most prominently in humanities classes, and can take multiple forms at teachers' discretion.
- **Class Presentations:** The foundational skills students develop in their Speech and Debate courses will be activated in their other academic classes through frequent class presentations. Across content areas, students will be asked to present work to the whole class, which will take multiple forms. For example, in English classes, students might develop and deliver a presentation that synthesizes a research paper they have written. In science classes, students might deliver a similar presentation on a recent lab experiment they conducted in class. Teachers may also opt to have students deliver less formal presentations without slides at their discretion. However, in all classes, students are required to deliver a minimum of one formal presentation per semester on an assignment selected by teachers.

## The Educated Person in the 21<sup>st</sup> Century

Invictus Academy is committed to equipping students with the knowledge, skills, abilities, and mindsets to thrive in the changing economic and social landscape brought about since the turn of

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<sup>52</sup> In our staffing model, we hire two middle school Speech and Debate teachers, who will lead the high school team. We allocate \$500/student for entry fees and travel starting in the 2020-2021 school year. Budgeting for the Speech and Debate team can be found in **Appendix 7: Budget Base Case—School of the District** under the line item “Enrichment program.”

the century. In particular, we recognize that the growth of technology has catalyzed a shift in the skills and abilities most in demand in the modern workplace. Our design is responsive to these modern demands, which are encompassed by the following elements of our program.

### **Students develop technological literacy and data analysis skills.**

The growing role of technology places an increased onus on schools to support students in developing technological literacy and data analysis skills. In October of 2016, LinkedIn revealed its top ten skills most sought after by employers<sup>53</sup>:

1. Cloud and distributed computing
2. Statistical analysis and data mining
3. Web architecture and developmental framework
4. Middleware and integration software
5. User interface design
6. Network and information security
7. Mobile development
8. Data presentation
9. Search Engine Optimization/Search Engine Marketing
10. Storage Systems and Management

The list above underscores the growing need to provide students with exposure and understanding of computers and data, as a strong foundation of technological understanding and data analysis is increasingly indispensable to economic opportunity. Our program is designed to provide students with this strong foundation.

In our Deliberate Practice period in 7<sup>th</sup> and 8<sup>th</sup> grades, students partake in introductory web design and introductory Python courses. These modules are self-paced using free online courses provided by Udacity, Code Academy, and Code.org, which were selected because of their pedagogical strength, as evaluated by our leadership team.<sup>54</sup> In 9<sup>th</sup> grade, all students are required to take Computer Programming, and starting in their sophomore years, students also have the option to take a Computer Science elective course, which will build on the required course from 9<sup>th</sup> grade. Additionally, all seniors will take either Advanced Placement Statistics or College Preparatory Statistics. Together, these opportunities set students up to navigate a world increasingly influenced by technology, whether they pursue careers in the field of data science and technology or not.

### **Students can quantitatively and qualitatively reason to solve interdisciplinary problems without finite solutions.**

Whereas the transmission of knowledge was a primary driver of schooling in the 20<sup>th</sup> century, the development of skills is taking precedence in the 21<sup>st</sup>, largely because the Internet has reduced the importance of memorization and regurgitation of facts. The modern workplace requires that professionals be able to apply their learning in new contexts and be comfortable using their skills

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<sup>53</sup> <https://blog.linkedin.com/2016/10/20/top-skills-2016-week-of-learning-linkedin>.

<sup>54</sup> <http://blog.udacity.com/2012/08/high-school-offers-credit-for-udacity.html>; Code.org has been used to garner positive results in Oakland Unified School District: <https://code.org/educate/partner/district-partners>.



to navigate uncertainty.<sup>55</sup> Our instructional model is designed to meet these demands, with a problem-solving focus in all math and science classes.

In mathematics, in middle school, students benefit from both a personalized skill-building period as well as a case-based, analytical problem-solving period daily. This model ensures that students develop procedural mathematical understanding and are challenged to apply their mathematical tools to solve real-world problems. Our coursework builds to the point where students can, by 8<sup>th</sup> grade, read a multi-page case with exhibits and apply their reasoning skills to present and defend a solution where no single right answer exists, coupling qualitative and quantitative reasoning with the ability to produce multiple solutions to problems.

In science classes, students will be asked complex questions and required to form research-based hypotheses and design experiments to test these hypotheses, all in accordance with the scientific method. This inquiry-based approach mimics upper-level coursework and moves away from teaching science as simply a body of knowledge. Taken together, our instructional design prepares students to apply their learning to solve relevant problems both in college and beyond.

### **Students are able to use evidence to form and defend an argument to diverse audiences.**

Across professions, the ability to form and defend an argument is critical to opportunity, particularly in the age of big data. From classrooms to boardrooms, it is crucial that persons in the 21<sup>st</sup> century are able to consult a range of evidence and discern patterns and/or trends to form conclusions. At Invictus Academy, we believe in the importance of defending an argument across disciplines, and have designed our coursework to match this ever-important need through our Speech and Debate courses, class discussions, and writing exercises in multiple content areas.

Our innovative Speech and Debate program is uniquely suited to support students in this area. In both 7<sup>th</sup> and 8<sup>th</sup> grade, students deliver speeches and engage in debates in a variety of formats to develop their understanding of audience, purpose, and presence. One of the significant benefits of the course is that it is designed for students to develop their proficiency in code-switching, or communicating to different audiences.

Skills that students develop in argumentation and presentation are then activated in core content courses throughout middle school (7-8) and high school (9-12). The foundation of our English and history classes is text-based analysis. In English classes, students will read seminal texts and analyze their content in the context of essential questions. In history classes, students will synthesize historical documents to form arguments in response to historical questions. Through small group and class discussions, students will hone their skills in crafting and defending arguments. Collectively, our program provides students with the knowledge, skills, coaching, and practice to make communication a strength that will support their success in college and beyond.

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<sup>55</sup> Schmidt, Eric. *How Google Works*. Place of Publication Not Identified: Grand Central, 2016. Print. p. 17-20

## Population to be Served by the Charter School

According to the most recently available enrollment information, West Contra Costa Unified School District enrolled 28,598 students in 2015-2016. The demographics of these nearly 30,000 students are shown in **Figure 5** below.

**Figure 5. WCCUSD Demographics by Percentage**

Subgroup	WCCUSD
African American	18%
Asian	11%
Filipino	5%
White	11%
Hispanic or Latino	51%
Pacific Islander	1%
English Language Learners	34%
Socio-economically Disadvantaged	71%
Special Education	12%

Invictus Academy aims to enroll a high-needs population that meets or exceeds the District's demographic percentages with respect to historically underserved students, including English Language Learners, students who are socio-economically disadvantaged, students with special needs, and vulnerable student populations including, but not limited to, foster youth and newcomers.

Invictus Academy has chosen to locate in Richmond, as it has a high number of students who have not been academically successful in elementary school and strong parent demand for a high performing, college preparatory middle and high school. These factors resonated with the founding team of Invictus Academy, which has deep roots in Richmond. The majority of the founding team works in, has worked in, and/or lives in Richmond, and the entire founding team has relevant professional experience in education. As a result, we recognize and understand the challenges to providing a great education to the students of Richmond, specifically.

Recently, there have been increases in student achievement on both the math and ELA Smarter Balance Consortium (SBAC) Exams within WCCUSD. With that said, there remain significant gains to be made in *both* District and charter schools, as a majority of students in Richmond are not meeting the college readiness benchmarks on both the Smarter Balance Consortium (SBAC) Exams and the Early Assessment Program (EAP). On the SBAC Exam, less than one in four students in Richmond are currently demonstrating college readiness in math and one in three are doing the same in English, as outlined in **Figure 6** below.



**Figure 6. 2015-2106 Richmond Middle and High School SBAC Proficiency<sup>56</sup>**

School Name	Math SBAC	ELA SBAC
Aspire Richmond Ca. College Preparatory Academy	29%	59%
Caliber: Beta Academy	27%	34%
De Anza High	13%	30%
Greenwood Academy	1%	6%
John F. Kennedy High	3%	17%
Leadership Public Schools: Richmond	30%	74%
Lovonya Dejean Middle	5%	7%
Making Waves Academy	27%	41%
Manzanita Middle	20%	28%
Richmond Charter Academy	40%	49%
Richmond High	10%	40%
<b>WCCUSD Averages</b>	<b>23%</b>	<b>32%</b>
<b>California Averages</b>	<b>37%</b>	<b>48%</b>

Prior to the implementation of the SBAC Exams, the Early Assessment Program (EAP) was commonly used as a metric for college readiness. On this assessment, more than seven in 10 students were deemed not ready, or not conditionally ready, for college in English, and more than six in 10 were deemed not ready for college in math. The data from these assessments, which can be found in **Figure 7**, also revealed stark disparities in achievement across subgroups, with performance amongst historically underserved minorities, students from low-income households, and English Learners trailing the average performance for the general student population.

**Figure 7. 2013-2014 Early Assessment Program Student Performance<sup>57</sup>**

Subgroup	Ready/Conditionally Ready for College in ELA	Ready/Conditionally Ready for College in Mathematics
African American	21%	27%
American Indian	0%	0%
Asian	45%	57%
Filipino	36%	52%
Hispanic	18%	24%
Pacific Islander	0%	8%
White	43%	51%
English Learners	0%	4%
Low-Income	19%	26%
Special Education	1%	5%
<b>Average</b>	<b>27%</b>	<b>38%</b>

<sup>56</sup> Los Angeles Times Staff. "California's New K-12 Test Scores: What They Are, Why They Matter and How Your School Scored." *Los Angeles Times*. 24 Aug. 2016. Web. 02 Feb. 2017. Proficiency is defined as students who meet or exceed the SBAC standard.

<sup>57</sup> <http://www.wccusd.net/Page/5385>.

There remains significant work to be done to academically prepare all students, particularly those from historically disadvantaged subgroups, for college. Invictus Academy is committed to providing increased learning opportunities for all learners, and particularly subgroups who have struggled academically and who have been low-achieving. The model of Invictus Academy is designed based on best practices observed at nearly 40 high-performing schools across the country that serve historically underserved students. In particular, extra instructional time in ELA in middle school in conjunction with the communications and speech and debate focus of our school is uniquely supportive of English Language Learners (see alignment of ELD standards and Speech and Debate course map in **Appendix 10: Speech and Debate Course Map**).

For students to thrive in the college of their choice, Invictus Academy of Richmond will work relentlessly to ensure students are prepared, both academically and with the appropriate habits to succeed in college. As a school, we are committed to students completing the A-G course requirements, ensuring students are eligible for admission at UC/CSU institutions. Currently in WCCUSD, a majority of students are ineligible for admission based on these requirements. In 2014-2015, 42% of high school graduates completed the requisite A-G courses for UC/CSU eligibility. As with student achievement data, there were significant gaps between subgroups on this measure, with socio-economically disadvantaged, English Learner, African American, and Hispanic students falling below their more affluent white and Asian peers in college preparation rates.

**Figure 8. WCCUSD A-G Completion Rate by Subgroup<sup>58</sup>**

Group	A-G Completion Rate	Cohort Graduation Rate
African American	26%	81%
Asian	55%	92%
Filipino	60%	97%
Hispanic/Latino	43%	82%
White	44%	87%
English Learners	6%	76%
<b>Overall</b>	<b>42%</b>	<b>85%</b>

The lack of completion of college preparatory coursework, along with significant disparities in achievement across subgroups, has driven significant demand for college preparatory schooling options across grade levels in Richmond, and particularly at the high school level. This demand is reflected by lengthy waitlists at existing charter schools.<sup>59</sup> WCCUSD identified the aforementioned areas for growth in its *Strategic Plan Report*, published in 2013. The report stated that “[t]he achievement gap between white students and students of color persists, and District-wide there is an urgent need to dramatically increase and improve student learning.”<sup>60</sup> This problem is not unique to the District, but rather, one that is observable nation-wide.

<sup>58</sup> *West Contra Costa Kids Can First Annual Student Outcomes Report*. Rep. GO Public Schools, West Contra Costa, 25 Jan. 2017. Web. 25 Jan. 2017.

<sup>59</sup> Ioffe, Karina. "Richmond considering Regulations of Charter Schools." *East Bay Times*. East Bay Times, 15 Aug. 2016. Web.

<sup>60</sup> *West Contra Costa Strategic Plan Report, 2014-2019*. Publication: Third Plateau Social Impact Strategies and Capitol Impact, p.4.

Invictus Academy is committed to supporting the achievement of its students and, to the extent possible, supporting broader efforts within the District towards the achievement of all students in WCCUSD. Further, we hope to support the District in achieving Objective 31.4 of the same *Strategic Plan Report*: “Partner with Charter Schools: The District should consider partnering with local charter schools to develop a set of guidelines for District-charter collaboration and shared learning. Both District schools and charters can learn from one another and should develop a healthy working relationship.”

### Community Support for the Proposed School

We believe strongly in the importance of family and community engagement to the success of Invictus Academy. Through outreach to key local stakeholders, we have worked to develop a model that is uniquely responsive to the needs of students and families in Richmond, and also incorporates best practices with track records of success. In building the model and vision for Invictus Academy, we have worked to engage the community and create channels of communication to inform our plan and this petition.

Through our outreach, we have collected 10 signatures of teachers who are meaningfully interested in joining the staff of Invictus Academy, which we submit in accordance with the legal requirement for charter compliance. These signatures can be found in **Appendix 1: Teacher Signatures**. We have also collected 38 signatures of 5<sup>th</sup> grade parents who are meaningfully interested in enrolling their child at Invictus Academy in our opening year as 7<sup>th</sup> grade students, demonstrating parent demand for the school. These signatures can be found in **Appendix 2: Parent Signatures**. In addition, we have collected 48 signatures of parents with children who are in 4<sup>th</sup> grade or below who are meaningfully interested in enrolling their children at Invictus Academy once the school has opened and is in operation. These signatures can also be found in **Appendix 2: Parent Signatures**. Together, these signatures reflect the significant parent demand for a grade 7-12 option in Richmond. We expect that, with continued outreach, we will continue to find that parent demand for Invictus Academy is high.

### Community Input

Through our conversations with stakeholders, we have affirmed or modified our model in significant ways. Key aspects of Invictus Academy’s proposed program that have been influenced or affirmed by community input include, but are not limited to:

- Family engagement plan
- Double-periods in math and English
- Daily tutoring embedded in the school day
- Inclusion of an Advisory period focused on core values
- Inclusion of mindfulness education
- Contents of Parent University
- Race, Class, Gender, and Justice elective course in 9<sup>th</sup> grade

Our model includes systems and structures for soliciting continued parent and student input on our school model, and we plan to continue to utilize this input to ensure we fully serve the families with which we work.

There are three pillars that have guided our community outreach thus far:

1. **We communicate and refine core elements of our proposed model.** The foundation of Invictus Academy's model was developed by lead petitioner Gautam Thapar through his study of high-performing urban charter schools across the country as part of the Building Excellent School's Fellowship, as well as through his experience as a teacher in Richmond at Leadership Public Schools-Richmond. This model includes, but is not limited to:

- Extended school day and school year
- Additional instructional time in math and English in the middle grades
- Intentional use of technology
- Daily tutoring and advising
- Partnership with families
- Robust speech and debate program

In communicating our model with local stakeholders, we have focused on these core elements and solicited input, ideas, and feedback openly. Over the course of our outreach, multiple elements of our design have evolved, including, but not limited to:

- Partnership with the Mindful Life Project to offer mindfulness education
- Extension of the tutorial period in our daily schedule
- Offering of Deliberate Practice on a daily basis
- Inclusion of a mandatory Race, Class, Gender, and Justice course in 9<sup>th</sup> grade
- Content of Parent University
- Creation of a Family Advisory Council
- Our discipline system's consequence ladder, including our restorative justice protocol

As an independent, start-up school, we are committed to designing a model that is built for Richmond, specifically. Ours has evolved over time to unite the insights of multiple perspectives within the community, and we are committed to continuing to refine our practices in response to local needs.

2. **Through grass-roots organizing, we are building awareness and investment.** Over the past nine months, Invictus Academy has proactively reached out to stakeholders throughout the Richmond community, including students, alumni, parents, teachers, school leaders, churches, local government officials, and leaders of community organizations. Our outreach has taken a variety of forms, which include:

- Individual meetings with Richmond students, alumni, community leaders, teachers and school leaders, and other community stakeholders

- Broad dissemination of flyers to community members and community organizations, including churches
- Tabling events led by representatives of Invictus Academy to distribute information about the school
- Facebook advertisements targeted to the Richmond community for the Invictus Academy Facebook Page and website
- Holding of information sessions for parents and other stakeholders
- Attendance by Invictus Academy founding team members at local events

A summary of select metrics indicative of this outreach is available in **Figure 9** below.

**Figure 9. Measures of Community Outreach**

Outreach Type	Progress
One-on-one meetings	172
Local events attended	23
Tabling events	8
Information sessions	11
Richmond school visits	13
Website visits	454
Website page views	1,212
Facebook Page post engagements	2,006
Petition signatures, parents of 5 <sup>th</sup> grade students	38
Petition signatures, parents of students in 4 <sup>th</sup> grade and below	48
Total signatures	86

The most impactful community engagement has been grass-roots efforts led by parents. Beginning in mid-March, a team of invested parents has met weekly, at a minimum, to organize and build awareness amongst parents and other key stakeholders. Their work has included distributing flyers, hosting information sessions, and spreading word of Invictus Academy through their personal networks. The Parent Leaders team will continue to partner with the Invictus Academy leadership team (Executive Director, Dean of Students, and Director of Operations) to engage the community and ensure access to Invictus Academy for any and all interested families in the community.

3. **We are planning strategically.** The Invictus Academy Founding Team is working diligently to develop relationships and partnerships that will ensure a strong foundation for our school's first year of operation. This work has included outreach to teachers, locally and nationally, to build a pipeline of teacher talent and solicit input from educators. Members of our team have also met with school founders and leaders to seek advice, lessons learned, and ideas based on the previous experience of teams who have navigated the process we are currently engaged in. These relationships have yielded valuable insights, and we envision strengthening our working relationship with local and regional schools to share resources and best practices once we open.

The totality of these efforts has ensured that our community engagement and outreach efforts have built significant public support for Invictus Academy. We will continue to empower

invested members of the community to lead in our outreach and support them diligently in these efforts. Our community engagement work has enabled us to build a model that is tailored to the needs of students and families in Richmond, and as we amplify these efforts, we will continue to be responsive to local voices.

## Enrollment

Invictus Academy will implement a slow growth model starting with 128 students in 7<sup>th</sup> grade, the natural transition point to middle school in the District, and add one additional grade each year until we reach full enrollment. After allotting for a planning year during the 2017-2018 school year, we will open in the Fall of 2018 and reach full capacity in the Fall of 2023. Our first cohort of students will graduate from high school prepared for college in the spring of 2024. Invictus Academy will backfill seats through all grades, consistent with the practice of traditional district schools in WCCUSD.

Starting small and growing slowly provides the best conditions for a strong opening school year, which research shows to be predictive of future school performance. According to the CREDO report, published out of Stanford University, 80% of charter schools that open in the bottom quintile in performance remain in that category five years later, while 94% of schools that open in the top quintile remain there over the same period of time.<sup>61</sup> Our slow growth model enables us to focus our time and attention in Year 1 to support strong performance from the moment we open. Our slow growth model ensures we can focus on refining one grade level of curriculum and professional development at a time, ensuring high quality results.

**Figure 10. Invictus Academy of Richmond 5-year Enrollment Plan**

Grade	2018	2019	2020	2021	2022
7 <sup>th</sup>	128	128	128	128	128
8 <sup>th</sup>	0	128	128	128	128
9 <sup>th</sup>	0	0	128	128	128
10 <sup>th</sup>	0	0	0	128	128
11 <sup>th</sup>	0	0	0	0	128
12 <sup>th</sup>	0	0	0	0	0
Total	128	256	384	512	640

**Figure 11. Invictus Academy of Richmond Full-Scale Enrollment Plan**

Grade	2018	2019	2020	2021	2022	2023
7 <sup>th</sup>	128	128	128	128	128	128
8 <sup>th</sup>	0	128	128	128	128	128
9 <sup>th</sup>	0	0	128	128	128	128
10 <sup>th</sup>	0	0	0	128	128	128
11 <sup>th</sup>	0	0	0	0	128	128
12 <sup>th</sup>	0	0	0	0	0	128

<sup>61</sup> "Charter School Growth and Replication." *Center for Research on Educational Outcomes*(n.d.): n. pag. CREDO, 30 Jan. 2013. Web.

Total	128	256	384	512	640	768
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### Daily Schedule - Middle School

In accordance with best practices studied at high performing charter schools across the country, Invictus Academy will opt for an extended school day and an extended school year calendar. These features allow for additional instructional time for students as well as additional professional development for teachers. Our school day begins at 8:00AM and ends at 4:00PM four (4) days per week, and ends at 1:50PM one (1) day per week, on our abbreviated day. The abbreviated day allows for two hours for staff Professional Development each week. The additional hours of instruction each week relative to the California minimum requirement amount to over 50 additional instructional days over the course of the school year. In total, our calendar and schedule ensures that Invictus Academy will exceed the California minimum requirements of 175 instructional days, as well as the required minutes for middle school.<sup>62</sup>

This additional instructional time is crucial, as we recognize that a large portion of our student body will enter 7<sup>th</sup> grade behind grade level in both reading and math, based on the most recently available student achievement data.<sup>63</sup> The extended school day allows us to include double periods in both English and mathematics, which amounts to 100 minutes of daily instruction in each subject. Our schedule was designed based on models from Leadership Public Schools-Richmond and Excel Academy in Boston, both of which have consistently out-performed both their respective districts and states on the SBAC and PARCC state assessments, while serving a high-needs population similar to the anticipated population of Invictus Academy or Richmond.

Our middle school schedule is designed to support students' development of foundational skills while challenging them to also grow their higher order skills. Under this model, we expect that by the time students matriculate to high school, their skills will be at or above grade-level in both reading and mathematics.

In addition to providing more time for English and mathematics instruction, the extended school day also enables us to include a Speech and Debate course in both 7<sup>th</sup> and 8<sup>th</sup> grade, a Deliberate Practice period, Advisory, and Tutorial. The combination of these innovative elements of our program enable students to develop their knowledge, skills, and mindsets outside of traditional academic settings, build strong relationships with adults, and receive targeted, individual instruction as needed.

**Figure 12. Sample Middle School Schedule (8<sup>th</sup> grade)**

Start	End	Period
7:35	7:55	Breakfast

<sup>62</sup> California requires 54,000 instructional minutes for students in grades 4-8 and 64,800 instructional minutes for students in grades 9-12. For the California minimum requirements, see <http://www.cde.ca.gov/fg/aa/pa/instructionaltimetable.asp>.

<sup>63</sup> Rich, Motoko, Amanda Cox, and Matthew Bloch. "Money, Race and Success: How Your School District Compares." *The New York Times*. The New York Times, 29 Apr. 2016. Web. 30 Apr. 2017. [https://www.nytimes.com/interactive/2016/04/29/upshot/money-race-and-success-how-your-school-district-compares.html?\\_r=1](https://www.nytimes.com/interactive/2016/04/29/upshot/money-race-and-success-how-your-school-district-compares.html?_r=1).

8:00	--	Official Start of School Day
8:00	8:50	ELA Foundational Skills
8:50	9:40	ELA Text Analysis
9:40	9:50	Break
9:50	10:40	Math Fundamentals
10:40	11:30	Math Problem Solving
11:35	12:00	Advisory
12:00	12:25	Lunch
12:25	12:50	Deliberate Practice
12:55	1:45	U.S. History
1:45	2:35	Science
2:35	3:25	Speech and Debate
3:30	4:00	Tutorial
4:00	--	Dismissal/End of School

**Figure 13. Sample Thursday Abbreviated-Day Middle School Schedule (8<sup>th</sup> grade)**

Start	End	Period
7:35	7:55	Breakfast
8:00	--	Official Start of School Day
8:00	8:50	ELA Foundational Skills
8:50	9:40	Math Fundamentals
9:40	9:50	Break
9:50	10:40	U.S. History
10:40	11:30	Science
11:30	11:55	Lunch
11:55	12:20	Deliberate Practice
12:25	1:15	Speech and Debate
1:20	1:50	Tutorial
1:50	--	Dismissal/End of School
2:15	4:15	Professional Development

**Figure 14. Sample Friday Schedule with Community Meeting**

Start	End	Period
7:35	7:55	Breakfast
8:00	--	Official Start of School Day
8:00	8:50	ELA Foundational Skills
8:50	9:40	ELA Text Analysis
9:40	9:50	Break
9:50	10:40	Math Fundamentals
10:40	11:30	Math Problem Solving
11:30	11:55	Lunch
11:55	12:20	Deliberate Practice



12:25	1:15	U.S. History
1:15	2:05	Science
2:05	2:55	Speech and Debate
3:00	3:30	Tutorial
3:35	4:00	Community Meeting
4:00	--	Dismissal/End of School

### Daily Schedule - High School

When students transition to 9<sup>th</sup> grade, their schedule is adjusted to accommodate college preparatory course requirements. The high school schedule remains an extended day model, supporting six periods instead of seven, and running from 8:00am until 4:00pm. The additional instructional time provided for by this model amounts to over 40 additional instructional days over the course of the school year. Our high school calendar and schedule ensures that Invictus Academy will exceed the California minimum requirements of 180 instructional days, as well as the required minutes for high school.<sup>64</sup>

The most common daily schedule for our high school students will consist of a single math, English, science, social studies, and language course, along with two elective courses. Students are grouped into four cohorts in this six-period model, ensuring that teachers have two planning periods to write lessons, grade student work, and/or meet with instructional coaches to develop their craft.

Though the high school schedule shifts significantly to ensure students' completion of college preparatory requirements, some supports from the middle school design remain in place. First, students loop with their Advisors from middle school into high school and retain the same Advisory groups. This consistency enables Advisors to deepen relationships with their advisees and advisees' parents, helps advisees deepen relationships with each other, and this approach maintains a consistent point of contact for parents. Second, the Tutorial period extends into high school, but is re-titled as Office Hours in alignment with college nomenclature. This 25-minute period remains essential to providing time and space during the school day for students to get targeted content support from teachers on topics students find challenging. In 9<sup>th</sup> and 10<sup>th</sup> grade, student regrouping for Office Hours is assigned by teachers, similar to the middle school grades, while in 11<sup>th</sup> and 12<sup>th</sup> grade students are afforded more choice in how they utilize that time to parallel the level of choice students have in college. Similarly, every student in 9<sup>th</sup> grade takes a Computer Programming and Race, Class, Gender, and Justice elective, and in 10<sup>th</sup> grade and beyond students are able to choose the elective which is best fit for them.

**Figure 15. Sample 9<sup>th</sup> Grade High School Schedule**

Start	End	Subject
7:30	8:00	Breakfast

<sup>64</sup> California requires 54,000 instructional minutes for students in grades 4-8 and 64,800 instructional minutes for students in grades 9-12. For the California minimum requirements, see <http://www.cde.ca.gov/fg/aa/pa/instructionaltimetable.asp>.

8:00	--	Official Start of School Day
8:00	9:00	English Language Arts 9
9:05	10:05	Algebra 1
10:10	11:10	Biology
11:15	11:40	Advisory
11:40	12:10	Lunch
12:10	12:45	Office Hours
12:50	1:50	Race, Class, Gender, and Justice
1:55	2:55	Spanish 9
3:00	4:00	Computer Programming
4:00	--	Dismissal/End of School

**Figure 16. Sample Thursday Abbreviated-Day High School Schedule (9<sup>th</sup> Grade)**

Start	End	Subject
7:30	8:00	Breakfast
8:00	--	Official Start of School Day
8:00	8:50	English Language Arts 9
8:55	9:45	Algebra 1
9:50	10:40	Biology
10:40	11:30	Race, Class, Gender, and Justice
11:30	12:00	Lunch
12:00	12:50	Spanish 9
12:55	1:45	Computer Programming
1:50	--	Dismissal/End of School Day
2:15	4:15	Professional Development

**Figure 17. Sample 9<sup>th</sup> Grade Friday Schedule with Community Meeting**

Start	End	Subject
7:30	8:00	Breakfast
8:00	--	Official Start of School Day
8:00	9:00	English Language Arts 9
9:05	10:05	Algebra 1
10:10	11:10	Biology
11:15	11:50	Office Hours
11:50	12:20	Lunch
12:20	1:20	Race, Class, Gender, and Justice
1:25	2:25	Spanish 9
2:30	3:30	Computer Programming
3:35	4:00	Community Meeting
4:00	--	Dismissal/End of School Day

## Annual School Calendar

Our complete school calendar can be found in **Appendix 9: 2018-2019 Draft Calendar**. We utilize an extended school year model, with our first day of school beginning one week before schools in the District and ending the same week as the local schedule. During the course of the school year, we offer regular and frequent opportunities for professional development, such that the number of instructional days is similar to the District at 182. We offer 24 full days of professional development during the school year, which include Data Days after major assessments. Our holiday schedule mirrors that of the District, including the week-long break that taken during the week of President's Day in February.

## Curriculum and Instruction

Invictus Academy's mission is to educate students so that 100% of students thrive in the colleges of their choice, solve relevant problems, and communicate with confidence. Our curriculum and instructional approach are designed specifically to ensure that we achieve this mission.

Invictus Academy will use the California Common Core State Standards (CCSS), adopted by the California State Board of Education in 2010, as the anchor for our curriculum.<sup>65</sup> Our program is built to match the rigor and depth of the curriculum frameworks in Mathematics and English Language Arts, as well as the Next Generation Science Standards (NGSS), such that we provide students with the knowledge, skills, abilities, and beliefs needed to be successful in college and beyond. To successfully execute on these goals, we will vertically align courses to ensure students meet new challenges each successive year, and horizontally aligned courses in the same grade that complement one another. For example, students will utilize a standardized framework for annotating text, which will apply in their math, English, social studies, and science classes, and the rigor of the texts students read will increase as they transition from one grade to the next. This approach best ensures that students get consistent practice with key skills that transcend disciplines and are accountable for continuously improving as they progress through school.

This high degree of alignment we have targeted extends from our assessment and lesson planning approach. At the outset of the school year, teachers will be provided with a summative, end-of-year assessment as well as three interim assessments that make Invictus Academy's bar for student achievement clear.<sup>66</sup> These assessments will be built using the CCSS and are designed as benchmarks to support students towards mastery of the Smarter Balance Assessment Consortium (SBAC) exam in May. During the 2017-2018 school year, Invictus Academy's Executive Director will modify and finalize all end-of-year assessments based on those shared by Excel Academy Charter Schools and Brooke Charter Schools in Boston, MA.<sup>67</sup> Assessments are provided along with a scope and sequence for each course, which will be adapted by our Executive Director. Teachers may make adjustments in their pacing relative to the scope and sequence over the course

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<sup>65</sup> <http://www.cde.ca.gov/re/cc/ccssfaqs.asp>.

<sup>66</sup> Wiggins, Grant, and Jay McTighe. "Backwards Design: Why 'Backwards' Is Best." *Edutopia*. Web.

<sup>67</sup> We selected curriculum from Excel Academy and Brooke Charter Schools because their schools are amongst the highest performing in the state of Massachusetts. Through observation of their schools and analysis of their assessments, we believe these curricula to be of a level of rigor that will ultimately put students on a path to college.

of the school year in response to student data, but their adjustments will be anchored by the interim and summative assessments, which serve as tools with which to backwards plan instruction.<sup>68</sup>

Equipped with aligned assessments and a scope and sequence, teachers are then responsible for designing unit and daily lesson plans in accordance with their grade and subject level standards. Four weeks of exemplar lesson plans and one exemplar unit plan are provided to each middle school teacher, specific to their grade level and subject area at the beginning of the academic year. These will be developed by the Executive Director during the 2017-2018 school year. In high school, when content becomes increasingly specific to each discipline, additional summer professional development time will be allocated to support precise instructional planning. These resources are intended to support teachers in (1) focusing their attention early in the school year on building strong class culture and (2) developing a clear understanding for the level of rigor and detail expected in future unit and lesson plans. Teachers work with their instructional coaches throughout the school year to hone their unit and lesson planning skills, ensuring that both provide students with the rigor and support necessary for them to be on the path to college. This cycle of regular feedback on instructional materials, and more specifically, lesson plans is outlined below in **Figure 18**.

**Figure 18. Lesson Planning Feedback Cycle**

Day and Time	Feedback Cycle Step
Thursday by 10pm (one week and a half prior to lesson execution)	Teacher submits lesson plans using Invictus Academy lesson planning template. Lessons may be adapted from established curriculum and are aligned to the CCSS.
Monday by 8pm (one week from execution)	Instructional coach provides precise, written feedback to teacher for revision.
Monday by 7:30am (morning of execution)	Teacher has printed all lesson plans and instructional materials for the week, which reflect his/her coach's feedback. Feedback implemented in execution of lessons during the course of the week.

## Teacher Professional Development

We believe that strong student outcomes are driven by high quality instruction, which begins with detailed lesson planning and is a skill that teachers develop through intentional and consistent coaching. The District's *Strategic Plan Report* states that "[a] stronger professional development program for teachers will enhance teacher leadership opportunities and lead to greater student success and higher teacher retention."<sup>69</sup> As a result, we will engage our teachers in intensive professional development prior to the start of each school year, every Thursday during the school year on our abbreviated days, and on designated "Data Days" and PD days that follow major assessments or significant school breaks.

<sup>68</sup> Wiggins, Grant P., and Jay McTighe. *Understanding By Design*. Alexandria, VA: Association for Supervision and Curriculum Development, 2008. Print.

<sup>69</sup> *West Contra Costa Strategic Plan Report, 2014-2019*, p. 11.

## Summer Professional Development

At Invictus Academy, we believe that starting the school year off strong yields positive results for students. To that end, we ensure all teachers are prepared to lead effective lessons beginning on the first day of school. Invictus Academy holds a three-week long Summer Professional Development each year to ensure all staff members are in alignment with our mission and vision, are prepared to deliver effective lessons.

- **Week One:** The goal of the first week of professional development with teachers is to orient them to the school's mission and vision, build teamwork and culture, and begin the work of building critical skills required for high quality instruction. The activities included with staff include a deep dive into the school's mission and vision, in which staff identify concrete, specific knowledge, skills, abilities, and beliefs students must have for the school to achieve its mission. In addition, meetings will begin with team-building "ice breakers," and all staff will take the Total SDI personality inventory to help the team gain insight into each individual's working style and needs.<sup>70</sup> The week will close with modeling and practice of key instructional techniques in a simulated classroom setting.
- **Week Two:** The second week of summer professional development focuses on building teachers' capacity in lesson planning and execution. During this week, teachers will delve into the CCSS, SBAC, interim assessment, AP, SAT, and ACT exam items, and unit and lesson planning exemplars by content area. In addition, we will practice key instructional skills related to classroom management and culture in simulated classroom settings. By the end of this week, teachers will be prepared to execute their first week of lessons with strong precision.
- **Week Three:** During the third week of summer professional development, we will allocate a smaller portion of time to instructional skills and lesson planning and shift our focus to unit and lesson planning, as well as differentiation to support all learners. In addition, we will review key schoolwide and classroom procedures to ensure a strong start to the school year. These procedures include arrival and dismissal, bathroom breaks, and breakfast/lunch procedures, amongst others. This mix is intentional: teachers will still be able to build skills and develop lessons, but the focus will be on executing the first week of the school year with fluency. Our study of high-performing schools across the country has shown that a strong first month is irreplaceable in developing a strong school culture, and to that end we have dedicated a substantial portion of summer PD to ensuring a strong start.

## Weekly Professional Development

Invictus Academy staff will convene every Thursday to engage in a two-hour professional development, planned by the leadership team (Executive Director, Dean of Students, and Director of Operations in Year 1). These meetings are guided towards (1) achieving the school's annual goals, which are an extension of the school's mission and (2) responding to formative observational and assessment data. Weekly PD will always begin with a check-in question aimed

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<sup>70</sup> Winsborough, Tomas Chamorro-PremuzicDave. "Personality Tests Can Help Balance a Team." *Harvard Business Review*. N.p., 19 Mar. 2015. Web. 04 Mar. 2017.

at fostering and supporting a strong adult culture. This will also be the forum in which weekly student awards are nominated and voted upon. Following these opening PD routines, teachers will engage in learning on a variety of instructional topics, including best practices for scaffolding questions and content to support English Learners and students with special needs, item analysis of relevant SBAC and MAP exam questions, instructional technique workshops, grading calibration of performance tasks, and video observation discussion and feedback sessions. When appropriate after year one, staff will break into content-specific teams to work on instructional practices specific to a particular discipline. For example, this might include norming on and vertically aligning practices related to lab protocol in science classes, habits of discussion in history and ELA classes, and best practices for implementing the case method in math classes. These activities build capacity both individually, within classrooms, and collectively, by creating consistent instructional practices across the school. Each week, we ensure time is reserved for Grade-Level Team collaboration. A sample PD agenda is below in **Figure 19**.

**Figure 19. Sample Weekly PD Agenda**

Time	PD Activity
2:15pm—2:25pm	Check-in Question
2:25pm—2:35pm	Student recognition
2:35pm—2:55pm	Taxonomy practice
2:55pm—3:30pm	Grade-Level team collaboration
3:30pm—4:00pm	Collaborative planning time
4:00pm—4:15pm	Process check

### Professional Development Days

Annually, Invictus Academy of Richmond will have 24 full day staff PD days during the school year. These includes four Data Days.

- Data Days:** The importance of data-driven instruction is proven to have strong positive effects on student learning. As Dr. Roland Fryer of Harvard University explains, “Data can drive more-personalized and more-efficient learning, allowing both teachers and students to track progress and to make sure that each individual student is on an appropriate path.”<sup>71</sup> At Invictus Academy, four Data Days are dedicated to delving into the details of assessment items to analyze precisely where students have misconceptions, identify the root cause of those misconceptions, and develop re-teaching plans to close any gaps that might have been surfaced. They are planned by the Executive Director in Year 1 and in collaboration with the Instructional Leadership Team thereafter.
- PD Days:** Full-day professional development days serve as “tune-ups” throughout the year, enabling the leadership team to address any areas for growth that emerge over time in observational and instructional data. Content will vary for each PD day, and will include instructional planning, execution, and/or school systems. These days will also be used to introduce new techniques to push the rigor of instruction. There are five PD Days (not

<sup>71</sup> Fryer, Roland G., Jr. “Learning from the Successes and Failures of Charter Schools.” *The Hamilton Project*. 2012. <http://student.harvard.edu/fryer/publications/learning-successes-and-failures-charter-schools>.



including 15 summer PD days) and four Data Days during the academic calendar year, which can be identified in **Appendix 9: 2018-2019 Draft Calendar**.

## Individual Professional Development

It is well-established that to effectively develop teachers' knowledge and skills, formal systems of feedback and individual professional development are vital.<sup>72</sup> This has been demonstrated consistently in our study of effective schools across the country, as well as in the top-performing education systems around the world.<sup>73</sup> At Invictus Academy, we believe investment in individual teacher development is crucial to student achievement, and in accordance with this belief we utilize the following systems to support teacher growth.

- **Classroom Observations:** Regular observation and feedback of teachers a research-based, established best practice. As Dr. Fryer states, “[S]chools that give formal or informal feedback (more human capital) ten or more times per semester have annual math gains that are equal to 0.6 more months of school and annual ELA gains that are equal to 0.55 more months than other schools.” We believe that observational data and feedback are essential to developing strong teachers. As a result, each teacher will be observed weekly, at a minimum, for 20 minutes and receive immediate, written feedback thereafter. In addition, teachers engage in a coaching conversation with their instructional coach once per week, at a minimum. In Year 1, all teachers are coached by the Executive Director. In addition to these observations, teachers will receive feedback during shorter observations of an average of five minutes at least once per week. These observations will be unscheduled, unless the teacher and instructional coach agree to hone in on a particular lesson to target a specific skill or technique the teacher is working on (e.g. scheduling a coaching session for a lesson in which there is a Socratic seminar occurring). We believe that teachers thrive when given immediate, intentional feedback, and as a result we intend to provide such feedback on a regular basis in accordance with our mission.
- **Peer Observations:** Consistent with research demonstrating the positive effects of teacher collaboration and peer observation, we will have a formal system for teachers to observe and offer feedback to each other on a weekly basis.<sup>74</sup> This will occur both amongst teachers in the same content areas (e.g. math teachers observing other math teachers), as well as cross-content during teachers' planning periods. Teachers will collaborate with their coaches to select a focus area of growth and observe other teachers on campus with the goal of identifying techniques and strategies to help them strengthen their practice. Observing teachers will complete a structured feedback form for each teacher they observe commenting on both strengths and areas for growth. Each teacher will debrief their peer observations as part of their weekly meeting with their coach and identify concrete adjustments they can make in their planning or instruction based on their takeaways. Through peer observations, collaborative planning time at weekly PD sessions, the School Culture Leadership Team, the Instructional Leadership

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<sup>72</sup> Gates, Bill. "Teachers Need Real Feedback." *Bill Gates: Teachers Need Real Feedback / TED Talk / TED.com*. TED, May 2013. Web.

<sup>73</sup> Ibid.

<sup>74</sup> Darling-Hammond, Linda, and Nikole Richardson. "Research Review / Teacher Learning: What Matters?" *Educational Leadership: How Teachers Learn* 66.5 (2009): 46-53. Web.

Team, and content-team collaboration, we will establish a Professional Learning Community that values feedback, growth, and results.<sup>75</sup>

- **Staff Evaluation:** We utilize staff evaluations as an anchor for goal setting, feedback, and staff improvement. Our evaluation rubric is based on the model published by The New Teacher Project, which was designed to support meaningful feedback to teachers.<sup>76</sup> Formal evaluations will be conducted two times per year, once at the midpoint of the school year and once in the Spring. Evaluations will represent the culmination of the coaching feedback process, which is rooted in the evaluation framework. Teachers will be assessed holistically based upon their performance and growth in key areas of focus selected by the school, student achievement data, and coaching team observations. We will be transparent, such that evaluations represent a fair and useful means of developing our team.

### Curriculum Selection and Subject-Specific Instructional Models

To achieve our mission and ensure that students thrive in the colleges of their choice, solve relevant problems, and communicate with confidence, we have planned the following course offerings. This course list is consistent with the best practices of strong schools observed by our Lead Founder through the BES Fellowship, in concert with feedback received from community leaders and parents.

**Figure 20. Planned Middle School Course Offerings**

	Course	Grades Offered	Grading	Course Credits	A-G
<b>ELA</b>	ELA 7: Text Analysis	7	A - F	N/A	N/A
	ELA 7: Foundational Skills	7	A - F	N/A	N/A
	ELA 8: Text Analysis	7	A - F	N/A	N/A
	ELA 8: Foundational Skills	8	A - F	N/A	N/A
<b>Math</b>	Math 7: Problem Solving	7	A - F	N/A	N/A
	Math 7: Foundational Skills	7	A - F	N/A	N/A
	Math 8: Problem Solving	8	A - F	N/A	N/A

<sup>75</sup> Ibid.

<sup>76</sup> Our draft teacher evaluation rubric can be found in **Appendix 12: Draft Teacher Evaluation Rubric**.



	Math 8: Foundational Skills	8	A - F	N/A	N/A
<b>History/Social Sciences</b>	World Civilizations I	7	A - F	N/A	N/A
	American History and Government	8	A - F	N/A	N/A
<b>Science</b>	Integrated Science I	7	A - F	N/A	N/A
	Integrated Science II	8	A - F	N/A	N/A
<b>Speech and Debate</b>	Speech and Debate I	7	A - F	N/A	N/A
	Speech and Debate II	8	A - F	N/A	N/A
<b>Deliberate Practice</b>	Teacher Designed	7 and 8	Credit/No Credit	N/A	N/A
<b>Tutorial</b>	Tutorial	7 and 8	Credit/No Credit	N/A	N/A
<b>Advisory</b>	Advisory	7 and 8	Credit/No Credit	N/A	N/A

**Figure 21. Planned High School Course Offerings**

	Course	Grades Offered	Grading	Course Credits	Core or Non- Core	A-G
<b>English</b>	English I	9	A - F	10	Core	“b” - CSU and UC freshman admission requirement of 4 years of college preparatory English composition/literature (including no more than 1 year of Advanced ESL/ELD, which cannot be completed during the senior year for UC admission).
	English II	10	A - F	10	Core	
	English III or AP English Language and Composition	11	A - F	10 each	Core	
	English IV or AP English Literature and Composition	12	A - F	10 each	Core	
	English Extension	9-12	A - F	10	Non- Core	
<b>Math</b>	Math I	9	A - F	10	Core	“c” - CSU and UC freshman admission requirement of 3
	Math II	9/10	A - F	10	Core	
	Math III	10/11	A - F	10	Core	

	Discrete Math, Probability, and Statistics	11/12	A – F	10		years of mathematics (Algebra I and II, Geometry) (4 years recommended).
	Pre-calculus	11/12	A – F	10	Core	
	Calculus AB AP	11/12	A – F	10	Core	
	Statistics or AP Statistics	12	A – F	10	Core	
<b>History/ Social Science</b>	Race, Class, Gender, and Justice	9	A - F	10	Core	“a” - CSU and UC freshman admission requirement of 2 years of history/social science, including one year of U.S. history or one semester of U.S. history and one semester of American government, and 1 year of history/social science from either the “a” or “g” subject area (CSU)/ 1 year of world history, cultures, and geography (including European History) from the “a” subject area.
	World History or AP World History	10	A - F	10	Core	
	U.S. History or AP U.S. History	11	A - F	10 each	Core	
	U.S. Govt. & Economics or AP Government & Politics	12	A - F	10	Core	
<b>Laboratory Science</b>	Biology	9	A – F	10	Core	“d” - CSU and UC freshman admission requirement of 2 years of laboratory science with at least 1 year of physical science and 1 year of biological science (one from the “d” subject area and the other from “d” or “g” (CSU)/ at least two of the three foundational subjects of biology, chemistry, and physics (3 years recommended) (from the “d” subject area) (UC).
	Chemistry/Physics	10/11	A - F	10 each	Core	
	Physics or AP Physics	11/12	A - F	10 each	Core	
	AP Biology	11/12	A - F	10	Core	
<b>Foreign Language</b>	Spanish I-III	10/11/12	A - F	10	Core	

	Spanish for Spanish Speakers	10-12	A - F	10	Core	CSU and UC freshman admission requirement of 2 years (or equivalent of the 2nd level high school course) of language other than English (3 years recommended for UC).
	AP Spanish Language	10/11/12	A - F	10	Non-Core	
<b>Visual and Performing Arts “f”</b>	Digital Art and Design	11/12	A - F	10	Non-Core	
	Advanced Digital Art and Design	12	A - F	10	Non-Core	CSU and UC freshman admission requirement of 1 year, chosen from: dance, interdisciplinary arts, music, theater, or visual arts.
	Speech and Debate I	9	A - F	10	Non-Core	
	Speech and Debate II	10	A - F	10	Non-Core	
	Speech and Debate III	11	A - F	10	Non-Core	
	Speech and Debate IV	12	A - F	10	Non-Core	
	Dance	9/10/11/12	A - F	10	Non-Core	
<b>College Prep Elective “g”</b>	Computer Science I (Programming)	9	A - F	10	Core	CSU and UC freshman admission requirement of 1 year of an elective from any area on approved “a-g” course list.
	AP Computer Science A	11/12	A - F	10	Non-Core	
	AP Psychology	11/12	A - F	10	Non-Core	
	College & Career Readiness I	11	A - F	10	Core	
	AP Microeconomics	12	A - F	10	Non-Core	
	AP Psychology	11/12	A - F	10	Non-Core	
	College & Career Readiness I-II	11/12	A - F	10 each	Non-Core	
	Journalism I	10-12	A - F	10	Non-Core	
	Journalism II	11-12	A - F	10	Non-Core	
	Journalism III	12	A - F	10	Non-Core	
	African American Studies	10-12	A - F	10	Non-Core	
	Latin American Studies	10-12	A - F	10	Non-Core	
	Health I	9/10/11/12	Credit/ No Credit	5	Core	

<b>Health and Physical Education</b>	Health II	10/11/12	Credit/ No Credit	5	Non-Core
	PE I	9/10/11/12	Credit/ No Credit	5	Non-Core
	PE II	10/11/12	Credit/ No Credit	5	Non-Core
<b>Advisory</b>	Advisory I, II, III, IV	9/10/11/12	Credit/No Credit	5	Core

## Course Descriptions<sup>77</sup>

An overview of courses at Invictus Academy of Richmond can be found below. We will operate on a semester system, with grades reported on progress reports each quarter. Each course is listed using an “A/B” nomenclature in accordance with the semester system.

### English Language Arts

#### English Text Analysis 7A/7B (Grade 7)

##### Core/College-Preparatory

**Description:** The major purpose of this course is to provide students with the skills and content knowledge to transition from the process of learning to read to the more advanced processes of reading to learn. Students will build academic vocabulary, in oral and written forms, and independent reading skills to significantly improve reading comprehension and vocabulary. An increased familiarity with models of good writing and the conventions of writing and spelling will be developed in order to support students in building proficiency in the California Standards in English Language Arts for 7th grade. Students are expected to develop strategies for organizing and giving focus to their writing with an increased emphasis on the use of evidence and extension of organizational strategies. In accordance with the California Reading/Language Arts Framework, students are expected to read at least one million words annually, to write narrative, persuasive and descriptive works of at least 500 to 700 words, and to demonstrate a command of Standard English.

#### English Foundational Skills 7A/7B (Grade 7)

##### Core/College-Preparatory

**Description:** The major emphasis of this course is to provide strategic instruction that supports student access to rigorous grade level English Language Arts content. Using content-specific, research-based instructional methodologies, including a station rotation model (see **Element 1: Instructional Models**), this course advances student proficiency in reading, writing, speaking, listening, and thinking as measured by the grade level ELA California Standards. Students will learn systematic strategies in reading, writing, and organization that will enable them to listen, speak, think, read, and write about content material. Instruction is based on and responsive to student needs.

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<sup>77</sup> The scope and sequence of courses were modeled after those of BES school California Collegiate Charter School in Los Angeles, CA.

## **English Text Analysis 8A/8B (Grade 8)**

### **Core/College-Preparatory**

**Description:** The major purpose of this course is to build student readiness required for successful achievement with secondary content in grades nine through twelve and to support the development of proficiency with the 8th grade California Standards. Students are expected to demonstrate their ability to grapple with the treatment, scope, and organization of ideas by finding similarities and differences among texts. They will be asked to compare an original text with a summary to determine whether it accurately captures the main ideas, includes critical details, and conveys the underlying meaning. They are also expected to evaluate the unity, logic, internal consistency, and structural patterns of text. In accordance with the California Reading/Language Arts Framework, students are expected to read at least one million words annually, to write narrative, persuasive and descriptive texts of at least 500 to 700 words, and to demonstrate a command of Standard English.

## **English Foundational Skills (Grade 8)**

### **8A/8B**

### **Core/College-Preparatory**

**Description:** The major emphasis of this course is to provide strategic instruction that supports student access to rigorous grade level English Language Arts content. Using content-specific, research-based instructional methodologies, including a station rotation model, this course advances student proficiency in reading, writing, speaking, listening, and thinking as measured by the grade level ELA California Standards. Students will learn systematic strategies in reading, writing, and organization that will enable them to listen, speak, think, read, and write about content material. Instruction is based on student needs.

## **English IA/IB (Grade 9)**

### **Core/College-Preparatory “b”**

**Description:** English I is a literature-based course that focuses on the development of fluency in the English language through the study of the literary genres and historically and culturally significant works and authors from American and world literature. Students will develop professional speaking and listening skills by conducting and participating in in-depth discussions and be asked to compose well-written analytical responses to fiction and nonfiction classic and contemporary selections. Students will be asked to write in multiple genres, including argumentative, informational, and narrative forms. The curriculum is designed to help students develop their academic English reading, writing, speaking and listening fluency through literary analysis and research writing projects, the study of English grammar and mechanics, vocabulary exercises and class discussion. Students in the 9th grade are expected to read one and one-half million words annually on their own and to produce written works of at least 1,500 words each.

## **English IIA/IIB (Grade 10)**

### **Core/College-Preparatory “b”**

**Description:** English II focuses on reading, writing, and speaking; students will read and analyze prose written in a variety of periods, disciplines, and rhetorical contexts. Students will write and speak in a variety of rhetorical modes, namely argument, expository, and narration. Students will formulate skillful judgments of their own and deliver focused and coherent presentations that convey clear perspectives and solid reasoning. Students will develop the conventions of standard

English grammar and usage when writing or speaking. Students in the 10th grade are expected to read one and one-half million words annually on their own and to produce written works of at least 1,500 words each.

### **English IIIA/IIIB (Grade 11)**

#### **Core/College-Preparatory “b”**

**Description:** English III continues the development of reading, writing, and speaking skills. The major purpose of this course is to explore themes, issues, and ideas from complex fiction, nonfiction, and informational materials and to focus on writing coherent and complex texts that convey well-defined perspectives and tightly reasoned arguments. Over the course of the year there is a steady progression in text complexity levels, sophistication of writing tasks, speaking and listening activities, and increased opportunities for independent and collaborative work. Students engage in close reading of classical and contemporary complex texts. They write in the argument, informational, and narrative genres and engage in speaking and listening activities throughout the year. Students receive concentrated preparation for the genres of writing on college placement tests in English. Students in the 11th grade are expected to read two million words annually on their own and to produce written works of at least 1,500 words each.

### **AP English Language & Composition A/B (Grade 11)**

#### **Core/College-Preparatory “b”**

**Description:** The AP English Language and Composition course aligns to an introductory college-level rhetoric and writing curriculum, which requires students to develop evidence-based analytic and argumentative essays that proceed through several stages or drafts. Students evaluate, synthesize, and cite research to support their arguments. Throughout the course, students develop a personal style by making appropriate grammatical choices. Additionally, students read and analyze the rhetorical elements and their effects in non-fiction texts, including graphic images as forms of text, from many disciplines and historical periods.

### **English IVA/IVB (Grade 12)**

#### **Core/College-Preparatory “b”**

**Description:** The goal of this course is to prepare college-bound seniors for the literacy demands of higher education and the world of work. Students in this year-long, rhetoric-based course develop advanced proficiency in expository, analytical, and argumentative reading and writing. Students will be expected to increase their awareness of the rhetorical strategies employed by authors, and to apply those strategies in their own writing. They will read closely to examine the relationship between an author’s argument or theme and his or her audience and purpose, to analyze the impact of structural and rhetorical strategies, and to examine the social, political, and philosophical assumptions that underlie the text. Students in the 12th grade are expected to read two million words annually on their own and to produce written works of at least 1,500 words each.

### **AP English Literature & Composition A/B (Grade 12)**

#### **Core/College-Preparatory “b”**

**Description:** The AP English Literature and Composition course aligns to an introductory college-level literary analysis course. The course engages students in the close reading and critical analysis of imaginative literature to deepen their understanding of the ways writers use language to provide

both meaning and pleasure. As they read, students consider a work's structure, style, and themes, as well as its use of figurative language, imagery, symbolism, and tone. Writing assignments include expository, analytical, and argumentative essays that require students to analyze and interpret literary works.

### **English Extension A/B (Grades 9-12)**

#### **Core/College-Preparatory**

**Description:** This course is designed as a supplement to high-school level English courses for students who require additional academic support and development of literacy skills. The course focuses on the further development of student reading and writing skills, as well as providing additional support for other English coursework. This course may be repeated as needed; if sufficient need is identified, grade-specific versions may be created at the high school level.

### **English Language Electives**

### **Intro to Journalism IA/IB (Grade 10-12)**

#### **Core/College-Preparatory**

**Description:** The purpose of this course is to offer introductory training in writing news stories, feature articles, and editorials; students will also explore the language of still photography, organized around photojournalism in newspapers and magazines. Students will develop skills in basic interviewing techniques, collecting research, selecting appropriate evidence and support, and organizing material from other sources. Students are involved in the development of photo essays and character studies, and will learn how a good photo for journalistic purposes enhances the written word and tells its own story. Laboratory experiences in preparation of the school newspaper and/or magazine provide practice in editing and publication procedures, including copy reading, caption writing, headline writing, page makeup, proofreading, and achieving a balanced publication through a selection of editorial accounts.

### **Journalism IIA/IIB (Grades 11-12)**

#### **Core/College-Preparatory**

**Description:** The purpose of this course is to focus on writing and publishing the school newspaper/magazine/yearbook at an introductory level by using advanced publishing software and graphic programs. Students practice all aspects of journalism through hands-on experience and a study of journalism-related literature. Students will analyze the structure and format of various newspapers, magazines, and yearbooks, and explain how the writers use the features to achieve their purpose.

### **Journalism IIIA/IIIB (Grades 11-12)**

#### **Core/College-Preparatory**

**Description:** The purpose of this course is to focus on writing and publishing the school newspaper/magazine/yearbook at a developing level by using advanced publishing software and graphic programs. Students practice all aspects of journalism through hands-on experience and a study of journalism-related literature. Students will analyze the structure and format of various newspapers, magazines, and yearbooks, and explain how the writers use the features to achieve their purpose.

## Mathematics

### **Math Problem Solving 7A/7B (Grade 7)**

#### **Core/College-Preparatory**

**Description:** This is a course designed to meet the needs of 7th grade students under the California Standards for Mathematics. This course will focus on four critical areas: (1) developing understanding of and applying proportional relationships; (2) developing understanding of operations with rational numbers and working with expressions and linear equations; (3) solving problems involving scale drawings and informal geometric constructions, and working with two- and three-dimensional shapes to solve problems involving area, surface area, and volume; and (4) drawing inferences about populations based on samples.

### **Math Foundational Skills 7A/7B (Grade 7)**

#### **Core/College-Preparatory**

**Description:** Math Foundational Skills is provided to students as a second course to support and supplement the core mathematics class in grade 7. The course is designed to enhance the student's knowledge of prerequisite skills that are needed to access the grade level mathematics course. The course is taught using a station-rotation model (**Element 1: Instructional Models**), in which students work at their own pace to further develop foundational skills.

### **Math 8A/8B (Grade 8)**

#### **Core/College-Preparatory**

**Description:** This is a course designed to meet the needs of 8th grade students under the California Standards for Mathematics. This course will focus on three critical areas: (1) formulating and reasoning about expressions and equations, including modeling an association in bivariate data with a linear equation, and solving linear equations and systems of linear equations; (2) grasping the concept of a function and using functions to describe quantitative relationships; (3) analyzing two- and three dimensional space and figures using distance, angle, similarity, and congruence, and understanding and applying the Pythagorean Theorem.

### **Math Foundational Skills 8A/8B (Grade 8)**

#### **Core/College-Preparatory**

**Description:** Math Foundational Skills is provided to students as a second course to support and supplement the core mathematics class in grade 8. The course is designed to enhance the student's knowledge of prerequisite skills that are needed to access the grade level mathematics course. The course is taught using a station-rotation model, in which students work at their own pace to further develop foundational skills.

### **Math I A/B (Grade 8 or 9)**

#### **Core/College-Preparatory “c”**

**Description:** The fundamental purpose of Mathematics I is to formalize and extend the mathematics that students learned in the middle grades. The critical areas, organized into units, deepen and extend understanding of linear relationships, in part by contrasting them with exponential phenomena, and in part by applying linear models to data that exhibit a linear trend. Mathematics 1 uses properties and theorems involving congruent figures to deepen and extend understanding of geometric knowledge from prior grades. The final unit in the course ties together



the algebraic and geometric ideas studied. The Mathematical Practice Standards apply throughout each course and, together with the content standards, prescribe that students experience mathematics as a coherent, useful, and logical subject that makes use of their ability to make sense of problem situations.

### **Math II A/B (Grade 9 or 10)**

#### **Core/College-Preparatory “c”**

**Description:** The focus of Mathematics II is on quadratic expressions, equations, and functions, comparing their characteristics and behavior to those of linear and exponential relationships from Mathematics I as organized into six critical areas, or units. The need for extending the set of rational numbers arises and real and complex numbers are introduced so that all quadratic equations can be solved. The link between probability and data is explored through conditional probability and counting methods, including their use in making and evaluating decisions. The study of similarity leads to an understanding of right triangle trigonometry and connects to quadratics through Pythagorean relationships. Circles, with their quadratic algebraic representations, round out the course. The Mathematical Practice Standards apply throughout each course and, together with the content standards, prescribe that students experience mathematics as a coherent, useful, and logical subject that makes use of their ability to make sense of problem situations.

### **Math III A/B (Grade 10 or 11)**

#### **Core/College-Preparatory “c”**

**Description:** It is in Mathematics III that students pull together and apply the accumulation of learning that they have from their previous courses, with content grouped into four critical areas, organized into units (Inferences and Conclusions from Data; Polynomial, Rational, and Radical Relationships; Trigonometry of General Triangles and Trigonometric Functions; and Mathematical Modeling). They apply methods from probability and statistics to draw inferences and conclusions from data. Students expand their repertoire of functions to include polynomial, rational, and radical functions. They expand their study of right triangle trigonometry to include general triangles. Finally, students bring together their experience with functions and geometry to create models and solve contextual problems. The Mathematical Practice Standards apply throughout each course and, together with the content standards, prescribe that students experience mathematics as a coherent, useful, and logical subject that makes use of their ability to make sense of problem situations.

### **Discrete Math, Probability, and Statistics A/B (Grade 11 or 12)**

#### **Core/College-Preparatory “c”**

**Description:** Discrete mathematics is centered around elementary logic, methods of proof, set theory, basic counting, mathematical induction, recursion, matrices, optimization techniques and their applications in computer science, probability, and cryptography. The course will also offer an introduction to the study of probability, interpretation of data, and fundamental statistical problem solving. Mastery of this academic content will provide students with a solid foundation in probability and facility in processing statistical information.

### **Pre-calculus A/B (Grade 11 or 12)**

#### **Core/College-Preparatory “c”**

**Description:** Topics include the properties of the real number system, the theory of equations, coordinate geometry, relations, functions and their graphs, exponential and logarithmic functions, circular and trigonometric functions, sequences and series, and conic sections. The calculus ideas of limits and slopes of curves are introduced. The graphing calculator is used extensively throughout the course.

### **AP Statistics A/B (Grade 12)**

#### **Core/College-Preparatory “c”**

**Description:** The AP Statistics course is equivalent to a one-semester, introductory, non-calculus-based college course in statistics. The course introduces students to the major concepts and tools for collecting, analyzing, and drawing conclusions from data. There are four themes in the AP Statistics course: (1) exploring data, (2) sampling and experimentation, (3) anticipating patterns, and (4) statistical inference. Students use technology, investigations, problem solving, and writing as they build conceptual understanding.

### **AP Calculus AB A/B (Grade 12)**

#### **Core/College-Preparatory “c”**

**Description:** AP Calculus AB is approximately equivalent to a first semester college calculus course devoted to topics in differential and integral calculus. The AP course covers topics in these areas, including concepts and skills of limits, derivatives, definite integrals, and the Fundamental Theorem of Calculus. The course teaches students to approach calculus concepts and problems when they are represented graphically, numerically, analytically, and verbally, and to make connections amongst these representations. Students learn how to use technology to help solve problems, experiment, interpret results, and support conclusions.

## **Math Electives**

### **Programming I A/B (Grade 9)**

#### **Core/College-Preparatory “g”**

**Description:** This elective helps students develop problem-solving skills and exercise logical abilities. Students learn programming fundamentals in Java. Topics include input, output, variables, conditional control structures, random numbers, and loops. Programming assignments include a Fahrenheit-to-Celsius converter, a multiplication tutoring program, and rock-paper-scissors and Nim number games. Students produce simple graphics and applets on the screen and learn how to output colorful geometric shapes and the fractal Sierpinski’s triangle. Students use BlueJ, a visual and interactive Java programming environment. No previous programming experience is required.

### **AP Computer Science A A/B (Grades 10-12)**

#### **Core/College-Preparatory “g”**

**Description:** AP Computer Science A is equivalent to a first-semester, college-level course in computer science. The course introduces students to computer science with fundamental topics that include problem solving, design strategies and methodologies, organization of data (data structures), approaches to processing data (algorithms), analysis of potential solutions, and the ethical and social implications of computing. The course emphasizes both object-oriented and imperative problem solving and design using Java language. These techniques represent proven

approaches for developing solutions that can scale up from small, simple problems to large, complex problems. The AP Computer Science A course curriculum is compatible with many CS1 courses in colleges and universities.

## **History and Social Sciences**

### **World Civilizations I A/B (Grade 7)**

#### **Core/College-Preparatory**

**Description:** This course introduces students to the history of selected world civilizations. By examining the social, political, intellectual, cultural, and economic aspects of these societies, students gain a greater understanding of global issues. Students focus on geography and its impact on human activity, patterns of historical development, the role of religion in shaping historical action, and the effects of cultural diffusion. Skills cultivated in the class include essay writing, verbal expression, and proficient use of primary and secondary sources.

### **American History and Government A/B (Grade 8)**

#### **Core/College-Preparatory**

**Description:** This course explores the functions of American government and its development over time. Students become familiar with the underlying principles and unique structure of our democratic republic, analyze the U.S. Constitution and landmark Supreme Court cases, discuss the principles that inform our political processes, and consider the social and cultural implications of important legislation and political events. This course aims to provide an understanding of American government so that students become informed, committed citizens. Study strategies and organizational skills—including careful reading and annotation, primary source analysis, critical thinking, note taking, and research skills—are taught. Students develop interpersonal communication skills through collaborative projects, class discussion and debate, the writing of analytical essays, oral presentations, and electronic communication. Use of a variety of digital tools enhance students' twenty-first-century learning experience.

### **Race, Class, Gender, and Justice A/B (Grade 9)**

#### **Core/College-Preparatory “a”**

**Description:** This course enables students to develop an analytical model to examine and understand issues in American society that relate to racial, class, and gender. This course utilizes: seminar-style discussion; academic, magazine, and newspaper articles as well as books; excerpts from fictional works and memoirs; video and film; the Internet; personal interviews; and students' individual experiences. Students must complete a service learning project as part of this course.

### **World History A/B (Grade 10)**

#### **Core/College-Preparatory “a”**

**Description:** Students study major turning points that shaped the modern world, from the late 18th century through the present. Students trace the rise of democratic ideas and develop an understanding of the historical roots of current world issues. Students will develop an understanding of current world issues and relate them to historical, geographic, political, economic, and cultural contexts. Assignments focus on historical methods and critical thinking skills by analyzing a variety of primary resource documents, visuals, artifacts, and maps.

**AP World History A/B (Grade 10)****Core/College-Preparatory “a”**

**Description:** AP World History is the equivalent of a college-level survey course in world history. This World History course provides a way to understand history and a foundation from which to view the complexities of today’s world. Its emphasis is on encounters and interactions. The long-term objective is for students to demonstrate an understanding of how the big picture of world history assists in understanding the complexities of today’s world. Students who complete this course and perform successfully on the Advanced Placement Exam in May have the ability to earn college credit from a participating college or university.

**U.S. History A/B (Grade 11)****Core/College-Preparatory “a”**

**Description:** Students examine prominent features of the American experience: the nature of colonial life, the reasons for the revolutionary break from England, the constitutional system, the development of democracy and capitalism, reform movements and the Civil War, the impact of the frontier, the changing nature of business and government, the changing role of the United States as a world power, and the struggle to achieve class, ethnic, racial, and gender equality. Students develop the ability to read historical material analytically and critically and to pursue independent research. In addition to primary documents and historical narratives, selections from American literature and audiovisual materials are used.

**AP U.S. History A/B (Grade 11)****Core/College-Preparatory “a”**

**Description:** The Advanced Placement version of the United States History course prepares students for the Advanced Placement examination in American history. This course, as stated by the College Board, “is designed to provide students with the analytic skills and factual knowledge necessary to deal critically with the problems and materials in U.S. history. The program prepares students for intermediate and advanced college courses by making demands upon them equivalent to those made by full-year introductory college courses.”<sup>93</sup> In addition to essential primary and factual information, this course also seeks to acquaint students with a variety of studently interpretations of major historical issues.

**Government/Economics A/B (Grade 12)****Core/College-Preparatory “a”**

**Description:** This course is a survey of the American government with an emphasis on the national level, while also including elements of state and local government. Students study the U.S. Constitution and examine American political, social, economic and legal systems. The economic and political systems of the major countries of the world are compared with those of the United States. Students study fundamental economic concepts such as scarcity, opportunity costs and trade-offs, productivity, economic systems, economic institutions and incentives. The course will also include such microeconomics concepts as market and prices, supply and demand, competition and market structure, income distribution and the role of government. Macroeconomics concepts include international trade, unemployment, inflation and deflation, and fiscal and monetary policy.

### **AP Government/Economics A/B (Grade 12)**

#### **Core/College-Preparatory “a”**

**Description:** This is an accelerated college-level course focusing on both the United States Government and how individuals make choices with limited resources. Students will undergo a thorough examination of The Constitution, fundamental rights, political system and major governmental institutions. Students will engage in critical analysis of contemporary political events and will be encouraged to begin to develop their own involvement in both social and political institutions. Students will also examine concepts such as supply and demand, factors of production, roles of labor and management, the relationship between the environment and the economy, and the impact of the government on individual decision-making processes. Students study the stock market as an investment option and trace various stocks throughout the semester using the Wall Street Journal and the internet as resources. This course prepares students for the May Advanced Placement American Government and Microeconomics exams.

### **History and Social Sciences Electives**

#### **AP Psychology A/B (Grades 10-12)**

##### **Core/College-Preparatory “g”**

**Description:** AP Psychology is designed to introduce students to the systematic and scientific study of behavior and mental processes of human beings and other animals. Students are exposed to the psychological facts, principles, and phenomena associated with each of the major subfields within psychology. They also learn about the ethics and methods psychologists use in their science and practice.

#### **African-American Studies A/B (Grades 10-12)**

##### **Core/College-Preparatory “g”**

**Description:** This course presents an overview of the Black experience in the United States from the African background to today. Students become familiar with some of the contributions of Black Americans to a pluralistic American society. The class also studies such topics as the fight against slavery, the role of Blacks in the building of the nation, and the civil rights movement.

#### **Latin-American Studies A/B (Grades 10-12)**

##### **Core/College-Preparatory “g”**

**Description:** This course, offered in English, is an interdisciplinary introduction to the peoples and cultures of Latin America. Students will explore the social and cultural contexts of Latin America through representative works of literature, contemporary and historical themes, major religions, social structures, gender roles, and politics.

### **Science**

#### **Integrated Science I A/B (Grade 7)**

##### **Core/College Preparatory**

**Description:** In this Integrated Science course aligned with the Next Generation Science Standards, students explore the cross-cutting concepts of energy and matter, including cause and effect and flows, cycles, and conservation while learning about ecosystems, natural resources, and the structure and property of matter. Students will consider human impact on these systems and

explore engineering approaches to these concepts. This aligns with the NGSS Physical Science sequence.

### **Integrated Science II A/B (Grade 8)**

#### **Core/College Preparatory**

**Description:** In this Integrated Science course aligned with the Next Generation Science Standards, students explore the cross-cutting concepts of stability and change along with scale, proportion, and quantity. These concepts inform their study of the history of the earth, space systems, waves and electromagnetic radiation, energy, forces and interactions, and natural selections. Students will consider human impact on these systems and explore engineering approaches to these concepts. This aligns with the NGSS Life Sciences sequence.

### **Biology A/B (Grades 10-12)**

#### **Core/College Preparatory “d”**

**Description:** Biology will fulfill both the laboratory science requirement for colleges and high school graduation requirement. The course will cover topics such as DNA, evolution, photosynthesis, cellular respiration, energy and reproduction with an overarching question of how structure impacts function. Students are expected to develop scientific thinking, a reasoned approach to problem solving and an understanding of the role biology plays in our daily lives.

### **Chemistry A/B (Grades 10-12)**

#### **Core/College Preparatory “d”**

**Description:** Chemistry will fulfill both the laboratory science requirement for colleges and the high school graduation requirement. The class will cover topics such as atomic structure, nomenclature, bond formation, chemical reactions, gases, reaction rates, thermodynamics and stoichiometric calculations. Students are expected to have a firm foundation in basic algebraic and problem solving skills.

### **Physics A/B (Grades 10-12)**

#### **Core/College Preparatory “d”**

**Description:** Students investigate the following topics: energy, forces, motion and matter at a college preparatory level of analysis. Laboratory activities are designed to lead to discovery and appreciation of concepts in these areas.

### **AP Biology A/B (Grade 11 or 12)**

#### **Core/College Preparatory “d”**

**Description:** AP Biology is designed to be equivalent to a first-year college-level general biology course. Students will study materials presented in a rigorous, biochemical-oriented introductory college biology course. Required laboratory experiments are part of the course. Students are expected to be independent learners and to devote extensive studying beyond the basic concepts. Details of molecules, chemistry, cells, genetics, evolution, organisms and populations are included in this course. Students will be prepared to take the Advanced Placement Biology exam in May.

### **AP Chemistry A/B (Grade 11 or 12)**

#### **Core/College Preparatory “d”**

**Description:** This is the equivalent of a first-year college course in chemistry and is designed to prepare students for the Advanced Placement Chemistry test. It includes all the material covered in chemistry but at a greater depth. Specific emphasis is placed on problem solving using mathematics. Students taking this course should be prepared for extensive reading, problem solving, and study assignments. This class meets the physical science graduation requirement, and the laboratory science requirement for California public universities.

### **AP Physics 1 A/B (Grades 11 or 12)**

#### **Core/College Preparatory “d”**

**Description:** This course introduces the following topics: one- and two-dimensional motion, Newtonian mechanics, rotational dynamics, energy and momentum, oscillatory phenomena, and electricity. It offers a college-level, non-calculus-mathematical treatment of physics that requires laboratory work, sophisticated problem solving, and substantial conceptual understanding. Experimental design and qualitative explanations are major components. Although this course covers fewer topics than Physics, it provides more in-depth study and serves as a good background for those who wish to continue in science or engineering. Students take the Advanced Placement Physics 1 examination in May.

## **Foreign Language**

### **Spanish I A/B (Grades 10)**

#### **Core/College Preparatory “e”**

**Description:** Students will be introduced to the basic language and culture of the Spanish-speaking world. Language and culture are acquired through meaningful communicative activities centered on real life situations involving everyday common topics. Students develop linguistic proficiency as they perform relevant tasks in the new language.

### **Spanish II A/B (Grades 11)**

#### **Core/College Preparatory “e”**

**Description:** Spanish 2 continues the process of developing the speaking, listening, reading and writing introduced in Spanish 1. Students will increase the number of language functions and expand their knowledge of grammar. Vocabulary and knowledge of culture will expand with authentic materials and real life situations allowing students to function comfortably as they express themselves in the new language.

### **Spanish III A/B (Grades 12)**

#### **Core/College Preparatory “e”**

**Description:** Spanish 3 supports students as they move from the comfort of memorized phrases to the creation of structures that reflect exactly what they want to communicate in the Spanish language. Selection of literature is introduced to increase vocabulary and enhance cultural perspective. Spanish 3 students will continue to communicate completely in Spanish orally and in writing and will be able to produce paragraphs and essays. The primary focus is for students to become independent users of the language.

### **Spanish for Native Speakers I A/B (Grades 10-12)**

#### **Core/College Preparatory “e”**

**Description:** Spanish I for Native Speakers is designed for students who have been extensively exposed to listening, speaking, reading and writing in Spanish and are interested in polishing their skills and acquiring new ones on their native language. The class includes a thorough review of the grammar rules and the orthography of Spanish. Students will read and write extensively, give oral presentations, and participate in debates, all while learning about the fundamental grammatical structures of Spanish and the many ways this language can be used in both formal and informal settings. Students will examine not only linguistic but socio-cultural issues, developing a greater appreciation of their Hispanic heritage.

### **Spanish for Native Speakers II A/B (Grades 11-12)**

#### **Core/College Preparatory “e”**

**Description:** This course is intended for students who can demonstrate fluency in spoken Spanish and a basic knowledge of written Spanish. This is a comprehensive course covering an introduction to literature, composition, grammar, speech and stories and articles, writing grammatically correct compositions, improving vocabulary, and enhancing listening and speaking skills.

### **AP Spanish Language and Culture A/B (Grades 11-12)**

#### **Core/College Preparatory “e”**

**Description:** The AP Spanish Language and Culture course emphasizes communication (understanding and being understood by others) by applying interpersonal, interpretive, and presentational skills in real-life situations. This includes vocabulary usage, language control, communication strategies, and cultural awareness. The AP Spanish Language and Culture course strives not to overemphasize grammatical accuracy at the expense of communication. To best facilitate the study of language and culture, the course is taught almost exclusively in Spanish. The AP Spanish Language and Culture course engages students in an exploration of culture in both contemporary and historical contexts. The course develops students’ awareness and appreciation of cultural products (e.g., tools, books, music, laws, conventions, institutions); practices (patterns of social interactions within a culture); and perspectives (values, attitudes, and assumptions).

## **Visual and Performing Arts**

### **Speech and Debate 7A/7B (Grade 7)**

#### **Non-Core/College-Preparatory**

**Description:** The major purpose of this course is to offer students an opportunity to gain skill, confidence, and fluency in creative oral expression. Students develop an understanding of both basic communication principles and public speaking strategies through their application of these principles to a variety of speaking assignments (see full Speech and Debate course map in **Appendix 10: Speech and Debate Course Map**), formats, and audiences. The fundamentals of effective oral delivery, including body control, use of voice and diction, and analysis of audience will be addressed.

### **Speech and Debate 8A/8B (Grade 8)**

#### **Non-Core/College-Preparatory**

**Description:** This course builds on its predecessor to further offer students an opportunity to gain skill, confidence, and fluency in creative oral expression. Students develop an understanding of both basic communication principles and public speaking strategies through their application of



these principles to new speaking assignments (see full Speech and Debate scope and sequence in **Appendix 10: Speech and Debate Course Map**), formats, and audiences. The fundamentals of effective oral delivery, including body control, use of voice and diction, and analysis of audience will be addressed.

### **Speech and Debate I, II, III, IV A/B (Grade 9-12)**

#### **Non-Core/College-Preparatory**

**Description:** These courses are designed for students who choose to participate on Invictus Academy's forensics team. Students continue to hone their skills, confidence, and fluency in creative oral expression by selecting and competing in two events from the catalogue of competitive speaking categories offered by the National Forensic League. Students are expected to complete preparation for competitions in their respective speech and/or debate events, participate in practice sessions with coaches and peers, and compete in a minimum of three tournaments each semester.

### **Digital Media A/B (Grades 9-12)**

#### **Non-Core/College-Preparatory**

**Description:** This course will introduce students to the fundamental elements that are integral to the strands of Media Arts and Entertainment Design through Digital Filmmaking, photography, Web Design, Music and Animation. Skills learned in iPhoto will form the foundation for the more advanced skills of Photoshop. Illustrator will be introduced as the basis for graphic design. Film analyses will continue and students will learn additional techniques to advance graphic design and filmmaking.

### **Dance I A/B (Grades 9-12)**

#### **Core/College-Preparatory "f"**

**Description:** Students need not have any prior dance experience, just the desire to study the art of dance. This course introduces students to the technical and creative elements of contemporary dance. Students gain an understanding of movement vocabulary and the choreographic process by developing skills including coordination, agility, flexibility, confidence, proper alignment, and creative expression. Students have the opportunity to perform in a dance showcase toward the end of the year.

### **Dance II A/B (Grades 10-12)**

#### **Core/College-Preparatory "f"**

**Description:** Dancers choreograph and analyze dance while strengthening their technique through a deeper study of contemporary dance. This course explores movement from jazz, ballet, modern, and contemporary styles of dance and challenges dancers' flexibility and strength. Dancers choreograph in any style of dance that interests them, in addition to completing various choreographic assignments. Students explore improvisational exercises and view dance videos to further their critical thinking about dance. Students perform in a showcase at the end of the year.

## Health and Physical Fitness

### **Physical Fitness/Health I A/B (Grade 9)**

#### **Non-Core/College-Preparatory**

**Description:** Students will continue to work on improving their cardiovascular fitness, upper body strength, abdominal strength, and flexibility, participating in personal fitness and weight training, individual sports, and team sports. In addition, one day a week, students will analyze their health and well-being in regard to fitness, disease, abuse, prevention and awareness, communication, family and environmental health. Students will have an opportunity to personalize assignments in order to reflect and develop plans that will foster health habits.

### **Physical Fitness II A/B (Grade 10)**

#### **Non-Core/College-Preparatory**

**Description:** Students will continue to work on improving their cardiovascular fitness, upper body strength, abdominal strength, and flexibility, participating in personal fitness and weight training, individual sports, and team sports.

### **Physical Fitness III A/B (Grade 11)**

#### **Non-Core/College-Preparatory**

**Description:** Students will continue to work on improving their cardiovascular fitness, upper body strength, abdominal strength, and flexibility, participating in personal fitness and weight training, individual sports, and team sports.

### **Physical Fitness IV A/B (Grade 12)**

#### **Non-Core/College-Preparatory**

**Description:** Students will continue to work on improving their cardiovascular fitness, upper body strength, abdominal strength, and flexibility, participating in personal fitness and weight training, individual sports, and team sports.

## College Readiness Electives

### **College & Career Readiness III: Preparation A/B (Grade 11)**

#### **Non-Core/College Preparatory**

**Description:** College Readiness III will offer students an extensive program of ACT preparation. The course will devote two days weekly to ACT math practice and two days weekly to ACT Critical Reading practice. Students will learn strategic annotation and problem-solving skills, time-management skills, and will practice with ACT vocabulary, completing timed drills and working to increase their speed and accuracy. The grade 11 College Readiness course is also the grade level course in which students will compose drafts of their personal statements and learn about the college application process

### **College & Career Readiness IV: Workshop A/B (Grade 12)**

#### **Non-Core/College Preparatory**

**Description:** In 12th grade, the College Readiness IV class will guide students through every academic and financial step of the college application process, including writing personal statements, requesting recommendations, compiling supplemental materials, and comparing

financial aid packages. In the spring semester, once students have matriculated to their colleges of choice, college readiness shifts to a transitions class to ensure that students are academically, financially, and socially prepared for what they will encounter on campus. The course also covers relevant information about career paths after college.

## Graduation Requirements

The high school graduation requirements of Invictus Academy are designed to ensure that all students meet the admissions requirements and are academically prepared for competitive, four-year colleges and universities. Invictus Academy's graduation requirements adhere to all state requirements and require that all students meet the A-G admission requirements for admission to schools in the University of California and California State University systems. Students must earn a grade of C or higher to receive credit for a course, or "Credit" where applicable.

**Figure 22. Invictus Academy College Graduation Requirements**

Subject	UC Admission Requirements <sup>78</sup>	Invictus Academy Graduation Requirement
History/Social Science "a"	Two years, including one year of world history, cultures and historical geography and one year of U.S. history, or one-half year of U.S. history and one-half year of American government or civics.	Three years of eligible courses (30 credits)
English "b"	Four years of college preparatory English that integrates reading of classic and modern literature, frequent and regular writing, and practice listening and speaking.	Four years of eligible courses (40 credits)
Mathematics "c"	Three years of college-preparatory math, including or integrating the topics covered in elementary and advanced algebra and two- and three-dimensional geometry.	Four years of eligible courses (40 credits)
Laboratory Science "d"	Two years of laboratory science providing fundamental knowledge in at least two of the three disciplines of biology, chemistry and physics.	Three years of eligible courses (30 credits)
Language other than English "e"	Two years of the same language other than English or equivalent to the second level of high school instruction.	Three years of eligible courses (30 credits)
Visual and Performing Arts "f"	One year chosen from dance, music, theater or the visual arts.	One years of eligible courses (10 credits)

<sup>78</sup> UC A-G requirements taken directly from the University of California A-G Guide, <http://www.ucop.edu/agguide/a-g-requirements/>.

College Preparatory Elective “g”	One year chosen from the “a-f” courses beyond those used to satisfy the requirements above, or courses that have been approved solely in the elective area.	Two years of eligible courses (20 credits)
Physical Education & Health	N/A	<ul style="list-style-type: none"> <li>One year of physical education (10 credits)</li> </ul>
Other	N/A	<ul style="list-style-type: none"> <li>One year of college and career readiness sequence (10 credits)</li> </ul>
<b>Total Credits Required for Graduation</b>		<b>220 credits required for high school graduation</b>

Some of our students will be students with special needs that may interfere with their ability to successfully complete all graduation requirements. A student identified as having a disability who has an Individualized Education Plan that suggests that such student cannot reasonably be expected to meet the Invictus Academy graduation requirements due to an identified disability may have graduation requirements waived upon election of the student and her/his parent or guardian and approval by the Executive Director, in consultation with teaching staff familiar with the student’s academic performance and ability. Policies related to requirements for students with IEPs will be outlined in the Invictus Academy Student and Family Handbook.

### Credit Recovery Opportunities

There may be students who fail to earn credit in a given course by earning a grade lower than a C. Provided such students have not failed greater than two graduation requirement courses in an academic school year, such students will have the opportunity to recover full course credit for failed graduation requirement courses during our three-week Summer Academy. In order to recover course credit during Summer Academy, students will be required to:

- Attend Summer Academy at a greater than 95% attendance rate;
- Earn at least a C grade on the course final exam;
- Resubmit any projects or major papers from the normal academic year for which the student did not receive a C grade or higher; and
- Complete a personal academic improvement plan.

Students who complete the above requirements during Summer Academy will receive full course credit in applicable courses and will not be subject to retention. Pursuant to these promotion and retention policies, students who do not earn greater than a C grade, or credit where applicable, in greater than two courses in any one school year may be subject to retention. A student failing three courses in a school year may recover credit for two failed courses during Summer Academy and promote to the next grade level with the requirement that they retake and pass the third failed course from the previous school year.

## Transfer Students

Transfer students will be provided the opportunity to access the Invictus Academy academic program and fulfill graduation requirements. Course credit earned at other high schools by transferring students will be recognized and accepted by Invictus Academy as fulfilling graduation course requirements and A-G requirements when applicable. If needed, students transferring to Invictus Academy after the ninth grade with inadequate transfer course credits to reasonably fulfill Invictus Academy's graduation requirements by the completion of the twelfth grade will be placed on an alternative course program designed to support such students to fulfill the A-G requirements prior to graduation.

## Accreditation

Invictus Academy will apply for and receive accreditation by the Western Association of Schools and Colleges ("WASC"). The review process by WASC will commence in our third year of operation to ensure full accreditation prior to the high school graduation of our inaugural class. The Executive Director will be responsible for the WASC accreditation process.

## Transferability of Courses

In the event students leave Invictus Academy prior to high school graduation, such students' A-G course credits will be transferable to other public schools. Further, any such transferring courses will meet the admission requirements for UC and CSU schools. Parents will receive notification of course transferability in student recruitment and student enrollment materials, which will be available in both English and Spanish, or other language as appropriate to the student and family. Invictus Academy college counselors, hired in Years 3 and 5, will also work closely with students and families to ensure that they are aware of requirements and where each child stands in relation to those requirements.

## Instructional Models

Our course offerings, curricular design, and instructional choices are grounded in psychological and educational research. We selected our instructional materials through careful analysis of a variety of curricula, opting to make available the vetted, proven curricula of Brooke Charter Schools and Excel Academy Charter Schools, both in Boston, MA and North Star Academy of Newark, NJ for study and adaptation by our teachers.<sup>79</sup> These schools' curricula are thoughtfully aligned to CCSS and provide a rigorous starting point for our teachers to build upon. These instructional resources also fit with the instructional models we employ in each of our subject areas, as outlined below.

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<sup>79</sup> Curriculum expenditures are accounted for as a single line item in our budget, which can be found in **Appendix 7: Budget Base Case—School of the District**. The three schools cited are amongst the highest performing in both math and ELA in their respective states.

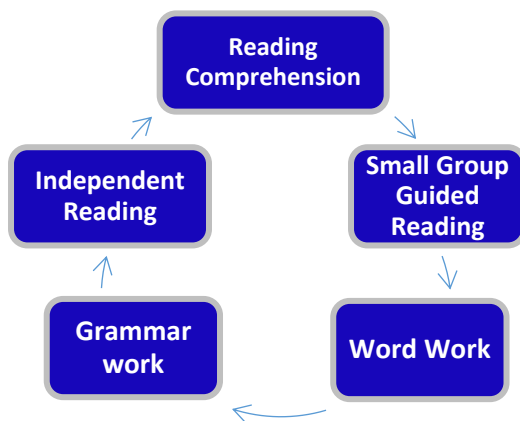
## English Language Arts

We feature a double-period of literacy in middle school, meaning students spend 100 minutes each day in their English classes in 7<sup>th</sup> and 8<sup>th</sup> grades. This provides us with the time and space to offer a foundational skills period along with one focused on close reading and analysis of fiction and non-fiction texts. Similar to our math model, one period of ELA will be taught using a self-paced, station rotation model, and the other will focus on close analysis of texts. In the foundational skills block, students engage in five stations:

1. **Reading Comprehension:** Students master reading comprehension skills by reading leveled texts using the personalized, adaptive Lexia platform. Lexia includes specifically designed supports for English Learners.
2. **Small Group Reading:** In a small group of 5-7 students of similar Lexile levels, students receive targeted instruction from their teacher using a guided reading model. This may include phonics, fluency, and comprehension.
3. **Word Work:** In pairs, students utilize the Wordly Wise platform to build spelling and vocabulary skills.
4. **Grammar Work:** Students work on practice through the platform No Red Ink, which offers grammar challenges in a variety of forms and provides immediate feedback.
5. **Independent Reading:** Students read a self-selected book independently, and assess their comprehension by completing Accelerated Reader quizzes once finished.

The skills taught in this literacy block are sequenced to support the work happening in students' core ELA class. For example, during the first literacy block the ELA teacher would teach the structure of a well-written persuasive essay, while during the second literacy block the same teacher could have students write a persuasive essay based on a non-fiction text read in class. This second literacy block is rooted in close analysis of texts and writing practice. Consistent with our belief in a gradual release of responsibility, teachers utilize a mix of whole class text analysis and small group text analysis as appropriate. Whole class text analysis serves the crucial function of enabling teachers to model proper methods of analysis, while small group text analysis gives students crucial opportunities to practice and develop their analytical skills.

**Figure 23. ELA Station-Rotation Model**



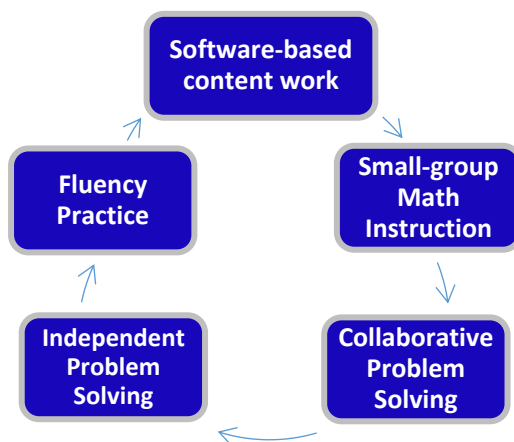
## Mathematics

We will implement a combination of station-rotation and the case method for mathematics instruction at Invictus Academy in 7<sup>th</sup> and 8<sup>th</sup> grade. We have two periods of mathematics in middle school, with one of them using the station-rotation model and the other utilizing the case method.

The station-rotation model is geared towards prioritizing student practice, appropriate degrees of self-pacing, and small group instruction. In this approach, there are five stations that students rotate through, which serve to shrink the class size into stations of 5-7 students:

1. **Software-based content:** Students utilize a mixture of Khan Academy, Querium, and ST Math to absorb content at their own pace and work through practice problems.
2. **Small group instruction with the teacher:** Students work with the teacher in a small, leveled group of 5-7 students to get targeted support on misconceptions. The teacher uses data from interim and unit assessments to strategically group students to efficiently remediate knowledge and skill gaps.
3. **Pair problem solving:** Students work with a peer who is working on similar content to collaboratively solve problems using the software program IXL.
4. **Individual problem solving:** Students work independently on practice problems using IXL.
5. **Fluency Practice:** Students work with a peer on procedural fluency questions and mental math.

**Figure 24. Math Station Rotation Model**



Math teachers can utilize data dashboards provided by the software platforms we have selected, which have proven track records of effectiveness, to hone in precisely on where misconceptions have occurred. Teachers can then address misconceptions directly with students. In this model, the teacher's preparation is heavily rooted in data analysis and preparation for small group instruction.

This station-rotation model serves to develop students' foundational and procedural understanding, which can then be applied in more complex problems, which we offer in the form of cases. A case is characterized by the following two features:



1. A text-based description of a problem a real decision-maker in any field has faced that challenges students to make and defend a decision in the same scenario.
2. A series of quantitative exhibits that provide data with which students must make calculations and inferences to arrive at deeper understanding.

For example, a case might expose students to the historical context surrounding President Harry Truman's decision to use the atom bomb in World War II, with the case exhibits providing casualty estimates and relevant probabilities provided by national security agencies. Students would be challenged to form a decision-tree using probabilities, confidence intervals, and scenario analysis to justify their own decision, were they in President Truman's seat. Cases presented earlier in the year will feature greater guidance and teacher direction, with a gradual release of responsibility occurring over the course of each year. This model aligns closely with the CCSS, which requires students to read multiple pages of text that describe a scenario, discern relevant quantitative information, and answer questions using that quantitative information.

Once students transition to high school, teachers use a mix of station-rotation work and the case method, as appropriate. Station-rotation work will be used over the course of a class period or a series of class periods to support students' development of foundational conceptual and procedural understanding, with teachers the facilitating small group work on deeper case problems. Central to this approach is a gradual release of responsibility, such that students take on greater ownership of their goals and independence in their work as they grow older. Whereas in middle school, teachers closely monitor student data and respond with targeted interventions, in high school students will be coached to monitor their own achievement data and seek out additional practice as needed, as well as small group/individual support both in class and during tutorial time.

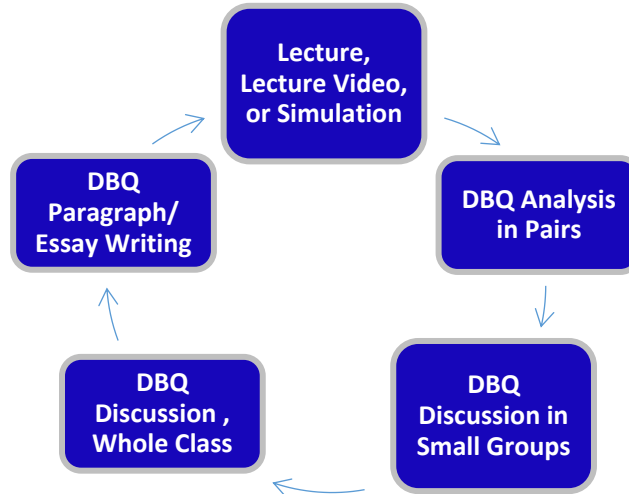
## **History and Social Sciences**

We believe that understanding history is about much more than simply memorizing facts. To support students in becoming true historians, we will anchor our history classes with Document Based Questions (DBQ), assignments that require students to synthesize and evaluate several primary and secondary historical documents in relation to an essential question. In this format, teachers will introduce basic historical context through a college-style lecture, a recorded lecture that students can watch at their own pace, or a historical simulation. Next, students work in pairs to analyze a DBQ using close reading strategies and compose independent arguments taking a position in response to the DBQ in preparation for a class discussion. Prior to the whole class discussion, students have an opportunity to test and practice delivering their arguments in a small group discussion. A whole group discussion follows, with students' responses being evaluated and noted for a grade by the teacher according to a standard rubric. At the conclusion of the DBQ discussion, students compose either a persuasive paragraph or essay codifying their insights in written form. This cycle of activities can take place over the course of a single class period or multiple ones, depending on the depth of the topic and richness of the discussion. Endemic to this model is the development of students habits of discussion. Teachers will leverage sentence starters and pair/small group work to ensure that students build strong habits of discussion, learning to agree, disagree, clarify, step up, and step back as appropriate. Taken collectively, this model builds several college-ready skills:



- College style lecture note-taking
- Analysis of primary and secondary sources
- Construction of arguments using evidence
- Defense of arguments in class discussion
- Persuasive writing using facts and evidence
- Habits of discussion

**Figure 25. History Document Based Question Model**



**Figure 26. Habits of Discussion Sentence Starters**

Grade Levels	Agree	Disagree	Push the Discussion
<b>7<sup>th</sup>-8<sup>th</sup> Grade</b>	1. Building on what _____ said, I think that _____ because of the fact that _____. 2. I like to add to what _____ said. 3. I agree with _____ because of the fact that _____	1. Can you please clarify your claim that _____? 2. That's a valid point, but I think _____ because of the fact that _____. 3. Could you say more about _____? 4. What do you think, _____?	1. I think it's important for us to revisit _____'s point because.... 2. As a thought experiment, imagine if _____ were different, because this helps us to understand... 3. Before we move further, I think it's important for
<b>9<sup>th</sup>-12<sup>th</sup> Grade</b>	1. I concur with _____ and want to emphasize how important it is that we think about... 2. I agree with _____ and think that their	1. I disagree with _____'s evaluation because... 2. Though _____ has a valid point, I'd disagree and point out that...	

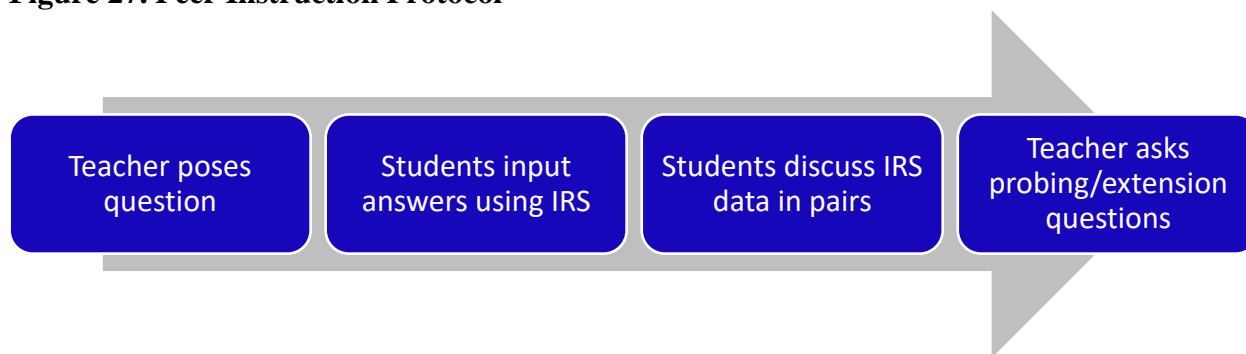
	<p>evidence also shows another point, namely that...</p> <p>3. Another reason _____'s point is important because...</p> <p>4. I agree with _____ and there's more evidence to strengthen his/her point...</p> <p>5. I agree with _____ and _____ would offer the additional argument that...</p>	<p>3. Even if _____ is right, he/she still ignores the more important point that...</p> <p>4. More evidence is needed to justify _____'s point because...</p> <p>5. I understand your point, but it is called into question by the fact that...(insert evidence here)...</p> <p>6. _____ has a valid point but this point is outside of the scope of the question because....</p>	<p>us to define _____ because...</p>
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## Science

Our science classes are designed to meet the demands of the Next Generation Science Standards (NGSS), which emphasize students' learning to execute the scientific process with detail, test hypotheses, and analyze data for patterns and trends. Our science classes will feature frequent laboratory experiment days, in which students form and test hypotheses authentically. We also employ science classes as a platform for students to engage in rigorous reading of non-fiction texts, bolstering their literacy skills across different disciplines.

In science classes, teachers will utilize peer instruction frequently, in which students log their answers to pre-scripted questions using instant-response systems. Following the initial answer, students discuss their answers and the class-wide data, displayed through systems like Gooru, and re-log their answers. Teachers then probe for understanding and explanation using follow-up questions. This model is displayed in **Figure 27** below.

**Figure 27. Peer Instruction Protocol**



## Speech and Debate

Surveys of the American public consistently show that public speaking ranks amongst Americans' top fears, often ahead of such phobias as fear of the dark and heights. We believe this represents an opportunity to equip our students with communication skills, especially in public speaking, that will distinguish them in college and beyond. As a result, every 7<sup>th</sup> and 8<sup>th</sup> grade student at Invictus Academy will take Speech and Debate. The types of speeches students learn to deliver over the course of these two years vary in both purpose and audience. In addition, the course is aligned to the English Language Development (ELD) standards under the Common Core and supports students' development of reading and writing skills. The format of the speeches and debates students engage in parallel those of the National Speech & Debate Association, the most prominent competitive high school speech and debate league nationally. Once students start high school, they have the option to join the Speech and Debate team, which carries with it elective credits that meet both the Visual and Performing Arts and College Preparatory Elective A-G standards.

## Deliberate Practice

In 7<sup>th</sup> and 8<sup>th</sup> grade, all students take a Deliberate Practice course, which supports them in developing habits of mind in authentic, engaging settings. Each teacher selects and designs a practice-based course which they teach as their second subject. Examples of possible courses include any activity rooted in practice (e.g. chess, basketball, dance, coding, etc.).

Research by Anders Ericsson has shown that expertise is developed through thousands of hours of a specific kind of practice, which he titles “deliberate practice.” This entails breaking down a larger activity—chess, basketball, dance, coding, etc.—into smaller, component parts and repeatedly practicing these smaller parts and receiving feedback.<sup>80</sup>

This type of practice stimulates a form of cognitive development that supports the building of strong habits and self-regulation.<sup>81</sup> Leading researchers in the field of education have cited this type of practice as crucial to the development of students' non-academic strengths, which, incidentally, have an outsized impact on their future academic performance.<sup>82</sup>

A wide and growing body of research demonstrates that students' habits and other non-academic qualities play as important a factor in their persistence in college and careers as their academic performance. This research also shows that experiences in authentic, non-academic settings can often be the key to unlocking positive, productive student mindsets and beliefs.<sup>83</sup> Our program is specifically designed to support students in the development of these habits and qualities in authentic settings through the Deliberate Practice period.

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<sup>80</sup> Ericsson, Anders. *Peak*. NY: Vintage, 2017. Print.

<sup>81</sup> *Ibid.*

<sup>82</sup> Duckworth, Angela. *Grit: The Power of Passion and Perseverance*. NY: Simon & Schuster, 2016. Print.

<sup>83</sup> Tough, Paul. *Helping Children Succeed: What Works and Why*. NY: Houghton Mifflin Harcourt, 2016. Print.

## Advisory

Strong student-teacher relationships are associated with higher academic achievement and growth for students, stemming from improved motivation, self-esteem, and social capital.<sup>84</sup> Our Advisory period is designed to ensure that adults and students form strong, positive relationships. Starting in 7<sup>th</sup> grade, students have an Advisor who helps them set goals, interfaces directly with their advisees' parents during parent conferences, and monitors their advisees' progress. Advisors loop with their same advisees from 7-12<sup>th</sup> grade, allowing for the Advisor/advisee relationship to grow over time.

Students benefit from a variety of activities that occur in Advisory. Advisors conduct quarterly goal-setting conferences with each individual advisee, implement an Advisory curriculum rooted in Invictus Academy's core values, disseminate college information, and facilitate critical conversations about current events of interest. These activities follow a routinized regimen and an established curriculum, reducing the planning burden on teachers and freeing them to devote their time to supporting students individually.

## Tutorial

Daily tutoring is a research-based best practice. As stated by Dr. Roland Fryer, "Schools that tutor students at least four days a week in groups of six or fewer have annual ELA gains that are equal to 0.5 more months than other schools."<sup>85</sup> Tutorial provides a time and space for this support to occur. Students will be re-grouped based on grade data and student input to teachers from whom they need additional help. Teachers then lead small group instruction, re-teach material, support students through longer assignments, and leverage software for additional practice as needed. Students who do not require this additional support are grouped to work collaboratively through homework, longer assignments, or work towards their Accelerated Reader goals. This format provides for maximum differentiation based on student needs and ensures resources are devoted to our most vulnerable students.

## Homework Center

There is strong evidence that completion of homework is correlated with both middle school and high school achievement.<sup>86</sup> Homework Center is a means to support students to build the habit of regularly completing their homework by routinizing the completion of homework and removing the reward for failing to complete homework.<sup>87</sup> For grades seven, eight, and nine, when students fail to complete their homework they will be required to attend Homework Center at lunch, where

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<sup>84</sup> Gallagher, Emily. "Department of Applied Psychology." *The Effects of Teacher-Student Relationships: Social and Academic Outcomes of Low-Income Middle and High School Students*. New York University-Steinhardt, n.d. Web. <<http://steinhardt.nyu.edu/appsycho/opus/issues/2013/fall/gallagher>>.

<sup>85</sup> Fryer, Roland G., Jr. "Learning from the Successes and Failures of Charter Schools." *The Hamilton Project*. 2012. <http://student.harvard.edu/fryer/publications/learning-successes-and-failures-charter-schools>.

<sup>86</sup> *What Research Says about the Value of Homework: Research Review*. Rep. Center for Public Education, n.d. Web. 5 Feb. 2007.

<sup>87</sup> Duhigg, Charles. "Habits: Why We Do What We Do." *Harvard Business Review* 30 Mar. 2015. Web.

they complete the homework that was missing or incomplete. Once students reach 10<sup>th</sup> grade, students who fail to complete their homework will lose credit for that homework, which counts against their grade. There is no Homework Center for 10<sup>th</sup> graders and above. This structure ensures that students build the routine of completing their homework, but also develop the habit of doing homework absent the Homework Center consequence to ensure they are prepared for the independence of college.

## Non-academic Goals

Students must possess both academic and non-academic knowledge and skills to be successful truly successful in college and beyond. This category of preparation is far-reaching, including academic and personal habits, which tend to be more difficult to measure. The non-academic goals, techniques used to support achievement of them, and metrics used for measurement are described below.

- **Students will demonstrate perseverance regularly:** We know that our students will face uncommon obstacles in their path to and through college, and therefore we understand the importance of students persisting through challenges. We believe that if students view perseverance as part of their identity, they will be more likely to overcome these challenges. As a result, our teachers will be trained to praise students based on identity. As opposed to saying, “You worked hard on this assignment,” teachers will be encouraged to go a step further, stating, “You did well on this assignment because you are a hard worker.” This form of praise encourages students to craft their identity in the mold of their strengths and positive traits.<sup>88</sup> Indeed, a study of parenting methods of Holocaust protestors, who embodied the utmost character, found this form of praise to be a pattern during protestors’ youth.<sup>89</sup> We will measure student growth in this area using the University of Pennsylvania Grit Survey, which has been deployed in a variety of fields and shown to have remarkable predictive power.<sup>90</sup> We will offer the survey at the start and end of every school year and measure cumulative change over time and across cohorts of students.
- **Students believe that their abilities grow with effort:** Instrumental to students’ development of strength in our core values is students’ belief that they can improve with effort, which is the definition of a growth mindset. This is why we view a growth mindset as essential to our school culture. Carol Dweck’s influential book, *Mindset*, showed that students who hold this belief tend to be more successful on a range of measures over the long run.<sup>91</sup> Consequently, we will heed her advice and avoid offering praise to students around intelligence, instead commending for their effort and encouraging them to see positive traits as part of their identity, as referenced above. To measure the effect of these efforts, we will offer Dweck’s growth mindset survey as well as Dr. Martin Seligman’s optimism survey, which measures similar qualities as Dweck’s but in greater detail.<sup>92</sup> Each

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<sup>88</sup> Grant, Adam. *The Originals*. New York: Penguin, 2017. Print.

<sup>89</sup> Ibid.

<sup>90</sup> Duckworth, Angela. *Grit: The Power of Passion and Perseverance*. NY: Simon & Schuster, 2016. Print.

<sup>91</sup> Dweck, Carol S. *Mindset*. London: Robinson, 2017. Print.

<sup>92</sup> Seligman, Martin E. P. *Learned Optimism*. North Sydney, N.S.W.: Random House Australia, 2011. Print.

survey will be administered at the beginning and end of each year in advisory, with the data analyzed at professional development sessions held at the end of each year.

- **Students, parents, and staff view Invictus Academy as having a positive school culture:** We aim to make Invictus Academy a safe, supportive, rigorous, and joyful school. There are numerous elements that build such a school culture, and to better understand our school's effectiveness in this area, we will survey both students and parents. These surveys can be found in **Appendix 14: Staff, Parent, and Student Surveys**. Questions will center on students feeling safe, supported, and challenged, and families feeling strong bonds of communication and partnership with the school. These surveys will be designed in-house and administered at the end of each semester. On these surveys, we seek to have 80% of students, parents, and staff state the school culture is positive on relevant items.

## Instructional Practices

Our core pedagogical approach extends from studies of nearly 40 high-poverty, high-performing charter schools across the country. When observing the details of each school and what the key reasons are for student achievement, a number of trends emerged. Chief among these was that teachers are trained to deploy a specific set of techniques to manage their classes effectively, engage students in learning, and execute rigorous lessons. These techniques have been best chronicled in the taxonomy established by Doug Lemov in his seminal text, *Teach Like a Champion*, which will inform the language we use with and training we provide to teachers.<sup>93</sup>

Like many of the strongest schools in the country, our instructional focus will shift over the course of the year. During Summer Professional Development and coaching over the first month of the school year, our focus with teachers will be on supporting the establishment of a strong class culture. The techniques we practice during this period will center on classroom management, routines and procedures, and setting high expectations for student achievement. The techniques in **Figure 28** below will be our focus during the first month of classes:

**Figure 28. Month One Instructional Focus Areas**

Skill	Description	Example
100%	Using a variety of techniques, teachers ensure that 100% of students are on task 100% of the time.	The teacher asks students to put down pencils and one still has a pencil in hand. The teacher uses either a nonverbal or verbal reminder to ensure 100% of students are meeting expectations.
Sweat the Details	An approach in which teachers identify and address any and all instances in which students fall short of expectations, including minor ones.	Teachers set an explicit goal for how long it should take for students to pass papers in and practice the procedure with students.
No Opt Out	Students who are unable to answer a question are supported to an answer; there is never a situation	A student is unable to conjure the correct answer to a teacher's question. The teacher will provide cues and hints to the student until they arrive at the

<sup>93</sup> Lemov, Doug. *Teach like a Champion: The Complete Handbook to Master the Art of Teaching*. San Francisco, CA: Jossey-Bass, 2011. Print.

	in which a student is passed over because they do not have an answer to a question.	correct answer. If necessary, the teacher has another student respond correctly and calls on the original student again to repeat the correct answer.
Circulate	Teachers move through the aisles of the physical classroom, using proximity to support student engagement and looking over student work whenever possible.	The teacher has students complete a written check for understanding question independently for two minutes. The teacher moves strategically through the aisles of the classroom during those two minutes looking at student responses to gauge student understanding.
Warm strict	Teachers exhibit both a caring and empathetic tone and demeanor while remaining firm in holding students accountable to high expectations.	The teacher has set the expectation that students raise hands before speaking, but one student calls out an answer to a question, earnestly forgetting to raise his/her hand. Teacher says, “[Student’s name], your enthusiasm is fantastic, but I need you to raise your hand. Please try again.”
Cold call	All students are accountable to answering all questions; teachers may select a student who has not raised his/her hand to share an answer to a question at any time.	Following independent work time, the teacher calls students’ attention. Instead of taking hands, the teacher uses popsicle sticks with students’ names on them to select which student will answer each question. Teacher says, “What is the answer to number 1, [Student’s name].”

Once a strong class culture is established across the school, it is possible for the focus of coaches and teachers to shift towards increasing the rigor of instruction. This requires the use of techniques that challenge students to shoulder an increasing cognitive load in classes, articulate their answers in a college preparatory fashion, and hone their knowledge, skills, and habits. The following techniques support this aspect of the school’s mission:

**Figure 29. Full-year instructional focus areas:**

Skill	Description	Example
Check for understanding	Teachers assess students’ understanding during lessons in multiple forms, using questions that are scripted in lesson plans.	After reading a passage in ELA, the teacher has students write a summary at the bottom of their notes, share and improve their summary with a partner, and then calls on three students to share their answers to the whole class for whole group evaluation.
Ratio	The amount of student voice and thought (relative to teacher voice and thought) in classes is maximized.	During a history lesson, the teacher orchestrates a debate around an essential question grounded in historical documents. The teacher makes time for students to respond to each other’s views before intervening to push the conversation forward.
At Bats	Teachers should maximize the number of attempts they offer students to practice and master a given concept or skill.	During a math lesson, the teacher includes multiple practice problems during independent practice so that students can solidify their understanding with multiple attempts on each problem type.



Format matters	Teachers consistently coach students around both their written and oral communication, including use of grammatically correct sentences and high level vocabulary	1. A student responds to a teacher's question, "They don't got no books" and the teacher intervenes by repeating the phrase. The student then knows to correct the phrase to, "They don't have any books." 2. Student responds to a question with the word "view" and the teacher challenges the class to choose a better word, with another student offering the word "perspective."
Stretch it	Even when students provide the correct answer to questions, teachers challenge students to explain, defend, and justify their answers with follow up questions.	During a science class, a student correctly identifies the density of an object in a given problem. The teacher follows up by asking the student to explain how they arrived at their answer, and then asks how they would have approached the problem differently had they been given the density of the object and not the mass.
Right is Right	Teachers set a high bar for what constitutes a correct answer, and are direct and clear in drawing the line between correct and incorrect answers.	A student incorrectly provides the definition of a vocabulary word. The teacher says, "No, that is incorrect." The teacher then executes strategies learned for "No Opt Out" to coach the student to the correct answer.

## Assessment System

To achieve our mission, we must measure student progress thoughtfully and precisely. We believe that data must drive instruction for instruction to be excellent, and as a result, we collect student achievement data frequently and systematically. Analysis of data informs instruction, professional development, and communication with families and students regarding performance. We rely on a variety of types of assessment data to drive decisions within the school and through rigorous analysis of this data, we hone in on a complete picture of our areas of strength and areas for growth, taking action to close gaps whenever and wherever they occur. A full description of assessments and data analysis can be found in **Element 3: Data**.

## Local Control and Accountability Plan Compliance

Invictus Academy will comply with all requirements pursuant to California Education Code § 47605(b)(5)(A)(ii) including developing annual goals, for all pupils (i.e. schoolwide) and for each subgroup of pupils as identified in California Education Code § 52052, for each of the applicable eight (8) state priorities identified in California Education Code § 52060(d). Please refer to the table in **Element 2: Measurable Pupil Outcomes** for the schoolwide goals for relevant subgroups and corresponding assessments. Beginning in fiscal year 2018, Invictus Academy will comply with all elements of the Local Control Accountability Plan pursuant to regulations and templates adopted by the State Board of Education and reserves the right to establish additional, school-specific goals and corresponding assessments throughout the duration of the charter.



## Special Populations

Invictus Academy will be a school for all learners, regardless zip code or background. To that end, we are intentional about designing school structures and supports to ensure that our most at-risk student populations receive an excellent education. In Richmond, these groups include, but are not limited to, high-achieving students, low-achieving students, English Language Learners, historically disadvantaged minorities, low-income students, and students with special needs. The following curricular and instructional design features intentionally support these students:

- **Extended Time:** Extended instructional time is a research-based best practice. As stated by Dr. Fryer, “Schools that add 25 percent or more instructional time to the average New York City traditional public school’s time have annual math gains that are equal to 0.625 more months than other schools.”<sup>94</sup> Invictus Academy features an extended day to include time for tutoring, Advisory, and, in middle school, daily double periods of both math and literacy. In seventh and eighth grades, extended time is used to offer foundational or procedural skills instruction paired with problem solving and textual analysis. This approach ensures that students who begin school with skill gaps have time to close them, while still working on grade level content. Over time, these additional minutes add up to additional school days, which enable students to catch up on any material they might have previously missed and get the help they need to stay on pace to be college ready.
- **Saturday Math Camps:** For all students, we offer eight optional Saturday school sessions, specifically focused on closing students’ knowledge and skill gaps in math. These sessions will be led by teachers and executed using a station-rotation model with extra small-group support. The goal of these sessions is for students who have significant foundational knowledge or skill gaps in math to close them in a small, supported environment, such that they are then able to better access grade-level appropriate content. Any student who is 1.5 grade levels behind in math, according to the NWEA MAP assessment, will be recommended for Saturday Math Camps.
- **Daily Tutoring:** As mentioned above, our schedule includes a tutorial period specifically, created in part to support our most struggling students. Our staff convenes each week to analyze grade data and assign students to teachers for tutorial period. Teachers may use tutorial for (1) skills remediation, (2) strategic re-teaching, or (3) homework support. This system ensures students who need help get it in a timely, attentive fashion.
- **Strategic Use of Technology:** Invictus Academy uses technology intentionally to meet students’ needs. Teachers will be trained in instant response systems, which empower them to check students’ understanding in class and instantly respond to data. This responsive system prevents teachers from moving on if and when there are significant misconceptions within class. These systems also provide teachers with student-level data, so teachers can quickly identify precisely which students to offer extra help to in the middle of lessons. In addition, we utilize video-creation software (EdPuzzle), artificial intelligence tutoring

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<sup>94</sup> Fryer, Roland G., Jr. “Learning from the Successes and Failures of Charter Schools.” *The Hamilton Project*. 2012. <http://student.harvard.edu/fryer/publications/learning-successes-and-failures-charter-schools>.

(Querium) and live tutoring (Zeal) supports to ensure students get immediate, precise feedback as they work through content.

- **Advisory and Parent Communication:** We recognize that motivating students to put forth their best effort is a major part of their success in school. As a result, we utilize Advisory time to help students set and monitor academic goals, and communicate regularly with families to reinforce students' goals at home. We host one parent/teacher conference each semester, communicate with parents through texts, calls, and emails at least once per week, and host monthly events to build relationships with families. We believe that these forms of purposeful communication align the motivational messaging to students to encourage them to invest themselves fully in their schoolwork.

### Plan for Academically High-Achieving Students

Invictus Academy will be responsive to the needs of all students, including those that are identified as academically high-achieving. A student will be designated as high achieving if their level on the Northwest Education Association Measure of Educational Progress (NWEA MAP) assessments at the outset of the school year registers two or more years above grade level in English and/or math. For all such students, the parents will be notified and a conference between parents, the student, one of the student's teachers, and a member of the school leadership team will be held to construct individual goals for the student and discuss differentiation techniques that the student's teachers will utilize to ensure the student is challenged. These techniques include, but are not limited to, providing extension exercises and providing leadership opportunities with peers within the classroom.

Students who are academically high-achieving will be challenged at Invictus Academy. Our program ensures that these students have ample opportunity to learn at an appropriate pace, complete courses of college-level rigor, and explore interests and develop skills outside of core content.

- **Self-paced middle school math and English courses:** In both ELA and Math Foundational Skills, students will engage in self-paced skill-building using a station-rotation model. Through this instructional model, students have the opportunity to navigate through content and receive small group instruction on challenges that are appropriately leveled to match their mastery level. Several of the software programs we use, including Querium, Khan Academy, ST Math, Lexia, Newsella, and No Red Ink are mastery-based and/or adaptive to student skill level.
- **A robust offering of Advanced Placement (AP) courses:** Research has demonstrated that student performance on AP Exams have strong predictive power of future performance in the same discipline in college.<sup>95</sup> These courses represent rigorous, college-level work available to students in high school. Students may opt into AP courses at their discretion based on their preparation and interest level, enabling them to sample content across disciplines at a college level.

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<sup>95</sup> Morgan, R., & Klaric, J., (2007). AP Students in College: An Analysis of Five-Year Academic Careers. NY: The College Board.

- **Opportunities to engage in a variety of electives:** Beyond core-content classes, student have access to a variety of elective courses in math, science, ELA, history and social sciences, and visual and performing arts. These elective courses offer students the opportunity to develop new skill-sets through different challenges, including speech and debate, journalism, dance, coding, and digital arts.

### Plan for Academically Low-Achieving Students

Invictus Academy is dedicated to serving all students, especially those who have historically been low achieving. To ensure equitable access to an excellent education for all students, Invictus Academy will utilize the Response to Intervention (“RtI”) model used by the state and district to monitor and intervene appropriately when students struggle. RtI is “a systematic, data-driven approach to instruction that benefits every student. RtI integrates resources from general education, categorical programs, and special education through a comprehensive system of core instruction and tiered levels of interventions to benefit every student.”<sup>96</sup> Through meticulous implementation of RtI, Invictus Academy will ensure timely and appropriate assessments for students for special education services and bolster achievement for all students.

Any student who is two or more grade levels behind in reading or mathematics, or earns below a 60% level of overall mastery in two or more academic subjects will be classified as “low-achieving.” Parents of any such student will be immediately notified and a meeting will be held with a parent, the student, and a member of the school’s leadership team. Thereafter, teachers, in collaboration with a Special Education teacher and their coach, will design a plan for specific, in-class interventions to support the student and monitor the student’s progress in response to the interventions.

Should the initial interventions in the class prove to be unsuccessful through Tier I<sup>97</sup> interventions, a certified staff member will identify and implement Tier II interventions to support students in making the growth necessary for mastery of the content or skill. Students for whom interventions fail to improve achievement will be referred to our Special Education Department for testing to determine eligibility for Special Education services. Should testing indicate that the student qualifies for Special Education supports/services an Individual Education Plan (IEP) will be written. These IEPs will be reviewed annually and each student will be reevaluated at least every three years. In our first year of operation our Special Education teacher and the Executive Director will work with the District and specialists in the Richmond community to ensure the development of the necessary management and monitoring of IEPs within our building.

We anticipate a Special Education population similar to that of West Contra Costa Unified School District, which has approximately 12% of students in Special Education programs.<sup>98</sup> During year one of operation, the Director of Operations will be in charge of monitoring the RtI process as well as ensuring the IEP process is followed with fidelity. Additionally, they will oversee coordinating service hours for IEP students in conjunction with the Special Education teacher.

<sup>96</sup> California Department of Education “California Philosophy and Definition RtI.” Web. 7 October.

<sup>97</sup> See Tier definitions below.

<sup>98</sup> <http://www.wccusd.net/Page/8099>.

To prepare our teachers to serve all students identification, intervention, and ultimately moving through the Student Support Team (“SST”) process we will dedicate time during summer professional development to training our teachers in these processes. All academic and behavioral data will be tracked by subgroup, including students in Special Education and English Language Learners.

## **Tier Definitions**

The following are definitions of Tier I, II, and III students and interventions.<sup>99</sup>

### **Tier I**

Tier I interventions are the core instruction that occurs within the general education classroom. All students receive Tier I interventions as needed. Tier I is standards aligned, high-quality, consistent instruction. The teacher checks for understanding regularly and addresses misconceptions. Exit tickets, weekly quizzes, and other progress monitoring assessments lead to remediation to ensure all students meet lesson objectives. Tier I instruction includes differentiation for all students, including small group remediation, use of multiple modalities, guided practice, and active monitoring of student work during independent practice. When teachers implement the core program effectively and are given sufficient support and professional development, 80% or more of the students will appropriately progress to mastery of standards in the general education classroom.

### **Tier II**

Tier II interventions are initiated when a student fails to demonstrate evidence of growth towards mastery of standards with Tier I interventions. Tier II interventions *supplement* or *replace* Tier I interventions. Tier II interventions are research based, specifically selected instruction which take place in small groups of 1-6 students, and consist of focused instruction on specific objectives. In determining which objective to focus on, teachers should consider the root causes of student performance, which standards or skills will allow students access to other standards or benchmarks, and target Tier II interventions on those root causes and skills. For example: A seventh grader struggling with understanding a text that he reads might need phonics instruction or fluency practice before moving to comprehension. Tier II interventions also incorporate progress monitoring and tracking of implementation. Tier II interventions are executed 3 - 5 times per week for 4 - 6 weeks. The student will be reassessed on the material to determine progress. Should a student fail to make progress during their Tier II interventions, they move onto Tier III.

For students who fall in Tier II interventions, aside from a pull-out group twice a week during core content classes, they will be pulled out during Tutorial to review the material for the day, such that they receive a significant amount of small group time with a low teacher to student ratio. Additionally, student’s may use other adaptive computerized programs that are leveled for their

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<sup>99</sup> The following was adapted from Cornerstone Academy Preparatory School’s Special Education Playbook.

specific zone of proximal development, the level at which work is appropriately difficult for the child, and allows them to move at their own pace.

### **Tier III**

Tier III interventions are initiated when a student does not show progress in Tier II. Tier III intervention replaces some Tier I and II interventions. Tier III interventions are research based, specifically selected instruction which takes place in small groups of 1-4 students, and consist of focused instruction on specific objectives. Tier III interventions include monitoring of progress and tracking of implementation. Small groups in Tier III interventions are executed at least 5 times per week, for 6 weeks. Both Tier II and Tier III interventions occur in small groups, and the distinction is the number of sessions per week, and data collected on student progress. Tier III interventions always occur at least daily, continue for 6 weeks, with data collected at least 3 times per week.

### **Special Education Students**

Invictus Academy of Richmond will provide students with special needs a Free and Appropriate Public Education (FAPE) within the Least Restrictive Environment (LRE) possible. We will comply with all requirements of the Individuals with Disabilities Education Act (IDEA), Section 504 of the Rehabilitation Act of 1973, Title II of the Americans with Disabilities Act (ADA), and other statutes set forth by the Department of Education Office of Civil Rights (OCR). We are an open enrollment school and do not discriminate in any way in our admission or enrollment; indeed, we will actively recruit students with special needs where possible, in accordance with our aim of mirroring the demographic makeup of Richmond schools. Invictus Academy's Executive Director is responsible for assuring compliance with all laws and regulations, and ensuring the provision of speech and language therapy, tutoring, speech, and occupational supports for students with special needs, as appropriate.

In accordance with this assurance, Invictus Academy pledges to work in cooperation with the West Contra Costa Unified School District or Eldorado County SELPA to ensure that all students, including those with special needs, receive a free and appropriate education. Furthermore, Invictus Academy will comply with AB 602, West Contra Costa Unified School District guidelines, and all California laws pertaining to students with special needs. The practices above are firmly in line with our belief that all students can achieve at high levels, a belief that is supported by our policies and practices outlined below.

Invictus Academy shall initially remain, by default, a public school of West Contra Costa Unified School District for purposes of special education, pursuant to Education Code Section 47641(b). However, Invictus Academy reserves the right to apply and become an independent local education agency (LEA) member in a special education local plan area (SELPA) for purposes of special education without a material revision to the charter. Invictus Academy will make written, verifiable assurances that it will become an independent local educational agency (LEA) and, upon acceptance into a SELPA, will be an independent LEA member of that SELPA pursuant to Education Code Section 47641(a).

So long as Invictus Academy operates as a public school of the West Contra Costa Unified School District, solely for purposes of providing special education and related services under the IDEA pursuant to Education Code Section 47641(b), in accordance with Education Code Section 47646 and 20 U.S.C. 1413, West Contra Costa Unified School District will provide special education services for students enrolled in Invictus Academy to the extent required by law. Specifically, West Contra Costa Unified School District will (A) serve children with disabilities in the same manner as it serves children with disabilities in its other schools; and/or (B) provide Invictus Academy with an equitable share of state and federal special education funding to support special education instruction or designated instructed and services to students enrolled in the charter school. Invictus Academy reserves the right to contract with agencies and vendors outside the West Contra Costa Unified School District when appropriate to secure special education services, including administrative support services.

Invictus Academy anticipates that a Memorandum of Understanding (“MOU”) will be developed between the school and West Contra Costa Unified School District, which shall delineate the respective responsibilities of Invictus Academy and West Contra Costa Unified School District with regard to the funding and delivery of special education and related services.

Per Federal Law, all students with disabilities will be fully integrated into the programs of Invictus Academy, with the necessary materials, services, and equipment to support their learning. The school will ensure that any student with a disability attending Invictus Academy is properly identified, assessed and provided with necessary services and supports.

Invictus Academy will meet all the requirements mandated within a student’s Individual Education Plan (IEP). The school will seek to include all special needs students with non-disabled peers to the maximum extent appropriate according to their IEP. However, if the student's needs as documented on the IEP require a program other than inclusion, the school will work with West Contra Costa Unified School District and/or SELPA to provide an appropriate placement and services.

Invictus Academy will work with West Contra Costa Unified School District and/or SELPA to make time and facilities available to meet the needs of the student’s IEP. Invictus Academy will actively participate in all aspects of the IEP to enable the student to be successful, including the appropriate individual tutoring schedule and classroom modifications, strategies, and techniques. The school will make available student’s work products for analysis and evaluation of progress and will participate in the IEP reviews conducted by the West Contra Costa Unified School District, where applicable.

If a parent or faculty member feels the student’s educational needs are not being met, they may request a reassessment or a review of the IEP by the IEP team at any time during the year via written notice to Invictus Academy, which will then forward such written notice to Invictus Academy and/or SELPA within two school days. The school will encourage open communication between the parents and the West Contra Costa Unified School District and/or SELPA for any items related to the special education services. Students at Invictus Academy who have IEP’s will continue to attend the school, unless the IEP recommends otherwise.



In order to comply with Child Find requirements as specified by law, Invictus Academy will establish a referral and assessment process that brings together the parent/guardian, student, and school personnel to address any problems that interfere with a student's success at the school. This process will entail search and serve, a Student Support Team, referral, assessment and IEP review.

### **Search and Serve**

Upon the commencement of Invictus Academy's school year, all students will be evaluated as a means of class placement. No assessment or evaluation will be used for admission purposes. Through collaboration between the faculty and Executive Director, Invictus Academy will work to identify any students, who do not currently have an IEP but may be in need of a pre-referral intervention plan. The Executive Director and faculty will then convene the Student Support Team for that student.

Students possibly in need of special education can be screened from already available data (i.e. school tests, teacher observations, grades, etc.) regarding the student's progress or lack of progress within the general program.

For students who are identified as needing interventions, a Student Support Team composed of the student, the student's parent or guardian, the Executive Director, and an Invictus Academy faculty member will be responsible for identifying the student's needs and developing a plan to enable that student to be successful, including, but not limited to, the appropriate individual tutoring schedule, classroom modifications, strategies and techniques to enhance that student's ability to be successful. If the Student Support Team finds that the pre-intervention plan is not sufficient to meet the student's needs, they will recommend that student for a formal special education assessment. Invictus Academy may also choose to refer a student for services through the provisions of a Section 504 Plan, if appropriate.

Parents will be informed that special education and related services are provided at no cost to them.

### **Interim and Initial Placements of New Charter School Students**

If a student enrolls at Invictus Academy with an existing IEP, Invictus Academy will notify the West Contra Costa Unified School District and/or SELPA (where applicable according to SELPA policies) within five (5) days. An IEP meeting will be convened within 30 days to review the existing IEP, discuss the student's present levels of performance and needs, and offer an appropriate placement and services. Prior to such meeting and pending agreement on a new IEP, Invictus Academy shall work with the District and/or SELPA to implement the existing IEP at Invictus Academy or as otherwise agreed upon by the parent/guardian.

### **Referral for Assessment**

The referral process is a formal, ongoing review of information related to students who are suspected of having special needs and show potential signs of needing special education and related services. Invictus Academy's internal method for referral for assessment will be the Student Support Team. The parent of any student suspected of needing or qualifying for special education services may also make a referral for an evaluation. Any such referrals will be responded to in

writing by Invictus Academy within 15 days. Invictus Academy will notify the West Contra Costa Unified School District and/or SELPA (where applicable according to SELPA policies) of the assessment request within 5 days of receipt. Parents will be informed via the Director of Operations that special education and related services are provided at no cost to them.

If Invictus Academy, in collaboration with the District and/or SELPA, concludes that an assessment is appropriate, the parent will receive a written Assessment Plan within 15 days. The parent will be given at least 15 days to provide written consent to the Assessment Plan. Assessments will be done only upon receipt of written parent permission. The assessment will be completed and an Individualized Education Program (IEP) meeting held within 60 days of receipt of the parent's written consent for assessment.

### **Assessment**

The Executive Director will be responsible for gathering all pertinent information and sharing such information with West Contra Costa Unified School District and/or SELPA (where applicable according to SELPA policies). Information gathered will be used as tools to determine the student's disability, eligibility for services, and determining the nature and extent of required services. Assessment procedures will be conducted in the student's primary language, and an interpreter will be provided if needed. The types of assessments that may be used for determining eligibility for specialized instruction and services will include, but not limited to:

- Individual testing
- Teacher observations
- Interviews
- Review of school records, reports, and work samples
- Parent input

Unless conflicting with West Contra Costa Unified School District or SELPA policies and procedures, Invictus Academy will follow the following assessment guidelines. If a conflict with West Contra Costa Unified School District or SELPA policies and procedures exists, then West Contra Costa Unified School District policies and procedures will govern.

- Parents or guardians of any student referred for assessment must give their written consent for the school to administer the assessment;
- The assessment will be completed and an Individualized Education Program (IEP) meeting held within 60 days of receipt of the parent's written consent for assessment;
- The student must be evaluated in all areas related to his/her suspected disability;
- Assessments must be conducted by a person with knowledge of the student's suspected disability, and administered by trained and knowledgeable personnel and in accordance with any instructions provided by the producer of the assessments. Individually administered tests of intellectual or emotional functioning must be administered by a credentialed school psychologist;
- Assessments must be selected and administered so as not to be racially, culturally, or sexually discriminatory;
- Assessments will be delivered in the student's primary language, and a qualified interpreter will be provided if needed;



- Assessment tools must be used for purposes for which the assessments or measures are valid and reliable; and
- Assessments will be adapted as necessary for students with impaired sensory, physical or speaking skills; and
- A multidisciplinary team will be assembled to assess the student, including a teacher knowledgeable in the disability.

Upon completion of the assessment, an IEP team will be assembled to review the results of the assessment and determine the student's need for special education. Invictus Academy, in coordination with West Contra Costa Unified School District or SELPA will be responsible for scheduling, coordinating and facilitating the IEP meeting. Educators qualified to interpret test results will present the assessment data at the IEP meeting. Parents will be provided with written notice of the IEP meeting, and the meeting will be held at a mutually agreeable time and place.

### **Development and Implementation of IEP**

Every student who is assessed by the school will have an IEP that documents assessment results and eligibility determination for special education services.

Invictus Academy, in collaboration with West Contra Costa Unified School District or SELPA, will ensure that all aspects of the IEP and school site implementation are maintained. Invictus Academy will provide modifications and accommodations (outlined within each individual's IEP) in the general education environment taught by the general education teacher. Students at the school who have IEP's will be served in the Least Restrictive Environment (LRE). Lastly, IEP goals and services will be linguistically appropriate as per Ed Code Section 56345 (b).

Each student who has an IEP will have an IEP team that oversees the IEP Development, implementation and progress of the student. All decisions concerning the special education programs and services to be provided to a student with a disability are to be made by the IEP team. The IEP team must include all of the following members:

- The parent or guardian of the student for whom the IEP was developed;
- The Student;
- The Executive Director;
- At least one special education teacher;
- A General Education teacher who is familiar with the curriculum appropriate to that student, if the student is, or may be, participating in the general education environment;
- A West Contra Costa Unified School District or SELPA Special Education Representative
- If the child was recently assessed, the individual who conducted the assessment or who is qualified to interpret the assessment results;

Others familiar with the student may be invited as needed. Invictus Academy views parents as key stakeholders in these meetings and will make every effort to accommodate parents' schedules and needs so that they will be able to participate effectively on the IEP team. The school will provide an interpreter if necessary to ensure that all parents and/or guardians understand and can participate in the IEP process. If a parent cannot attend the IEP meeting, the school will ensure his/her

participation using other methods, such as conferencing by telephone or meeting at the parent's home.

A copy of the IEP will be given to the parent in accordance with state laws and West Contra Costa Unified School District or SELPA policies. Upon the parent or guardian's written consent, the IEP will be implemented by Invictus Academy, in cooperation with the West Contra Costa Unified School District or SELPA in which Invictus Academy is a member.

Upon the parent or guardian's written consent, the IEP will be implemented by Invictus Academy. The IEP will include all required components and be written on West Contra Costa Unified School District or SELPA forms.

The student's IEP will include the following:

- A statement of the student's present levels of academic achievement and functional performance;
- The rationale for placement decisions;
- The services the student will receive and the means for delivering those services;
- A description of when services will begin, how often the student will receive them, who will provide them, and where they will be delivered;
- Measurable annual goals and short-term objectives focusing on the student's current level of performance;
- A description of how the student's progress toward meeting the annual goals will be measured and monitored and when reports will be provided; and
- Accommodations necessary to measure the academic achievement and functional performance of the pupil on state and district assessments;
- For students 16 years of age and older, measurable postsecondary goals related to training, education, employment and independent living skills, along with transition services needed to assist the student in reaching those goals.

IEP meetings will be held according to the following schedule:

- Yearly to review the student's progress and make any necessary changes;
- Every three years to review the results of a mandatory comprehensive reevaluation of the student's progress;
- After the student has received a formal assessment or reassessment;
- When a parent or teacher feels that the student has demonstrated significant educational growth or a lack of anticipated progress (consistent with state and federal law, IEP meetings will be held within 30 days of a parent's request);
- When an Individual Transition Plan is (ITP) required at the appropriate age;
- When Invictus Academy seeks to suspend or remove the student for a period of 10 days or more for the same behavior, in order to determine if the student's misconduct was a manifestation of his/her disability.

## **IEP Review**

The IEP team will formally review the student's IEP at least once a year to determine how the IEP is meeting his/her needs. In accordance with IDEA regulations, the IEP team will also conduct a formal review of the IEP once every three years, in which the student is reassessed and the IEP is reviewed as part of an overall comprehensive reevaluation of the student's progress.

If a parent or faculty member feels the student's educational needs are not being met, they may request a reassessment or a review of the IEP by the IEP team at any time during the year via written notice to the school. Once the request is received, Invictus Academy will have thirty days, not including school vacations greater than five days, to hold the IEP meeting.

Unless otherwise specified on the student's IEP, parents will be informed four times a year of the student's progress toward meeting annual goals. The Goals and Objectives section of the IEP will be an attachment to the general progress report. This will serve to document the method by which the student's progress toward achieving the annual goal is measured, the student's progress during the relevant period, the extent to which it is anticipated the student will achieve the annual goal prior to the next annual review, and where needed, the reasons the student did not meet the goal.

## **Staffing**

Although West Contra Costa Unified School District will hold ultimate responsibility for providing Special Education services (so long as Invictus Academy operates as a school of the West Contra Costa Unified School District for purposes of special education), Invictus Academy is committed to assuring all IEPs are properly implemented and all students requiring services are adequately taken care of.

It is the goal of Invictus Academy to employ at least one full time teacher who in addition to having the proper credentials to teach a general education subject, will also possess the necessary Special Education Credential. This teacher, along with the Executive Director and Director of Operations of Invictus Academy, will be the primary Invictus Academy representatives tasked with assuring that all aspects of the IEP and any possible 504 plans are properly implemented. All teaching staff at Invictus Academy will also be involved in assuring that all IEPs and 504 plans are properly implemented.

The Executive Director and Director(s) of Operations will have duties that will include:

- Ensure that all aspects of IEPs are followed;
- Arrange for the teacher of the student to attend the team meetings;
- Communicate with parents about progress made toward attaining the goals stated on the student's IEP, and inform them of due process procedures and rights;
- Consult quarterly with the Executive Director to ensure that the objectives and goals of students with IEP's are being met;
- Complete the requisite paperwork, updating and filing of necessary information for initial referrals, triennial evaluations, ongoing monitoring of student progress, and appropriate provision of any/all test modifications as stipulated in the IEP;

- Maintain a central file with all special education evaluation material and IEP's in accordance with FERPA and IDEA guidelines; and
- Provide a report of student progress on the same schedule as students in general education

In addition to the above special education staff, Invictus Academy also seeks related services from the West Contra Costa Unified School District for special education students enrolled in Invictus Academy in the same manner as is provided to students in other West Contra Costa Unified School District schools (so long as Invictus Academy operates as a public school of the West Contra Costa Unified School District for purposes of special education). Invictus Academy also reserves the right to contract with service providers outside of the West Contra Costa Unified School District when appropriate.

## **Reporting**

Invictus Academy, in collaboration with West Contra Costa Unified School District, will collect and maintain the following information on disabled students as required by IDEA:

- A calculation of all school-age students with disabilities being provided special education services by age, grade, category of disability and the number of students with disabilities who are English Language Learners;
- The number of students provided with test modifications and the types and the number of students exempted from District assessments;
- The settings in which students with disabilities receive their services, specifically including the portion of the school day they receive services with non-disabled peers and time away from the regular classroom;
- The number of students with disabilities suspended "in-school" and out of school, organized by disability and length of suspensions; and
- The basis of exit from Invictus Academy of students with disabilities (i.e., attainment of diploma and type, declassified, moved, etc.).

All necessary procedures and practices to ensure confidentiality and accurate/timely reporting will be the responsibility of the Invictus Academy Executive Director. The Executive Director will ensure that a central file with all special education evaluation material and IEP's is maintained and that this file is locked and confidential, in accordance with IDEA guidelines. The Director of Operations will oversee access to these records, and will be responsible for ensuring that all providers responsible for the implementation of a student's IEP will have access to a copy of the IEP and will be informed of their specific responsibilities in implementing the IEP.

## **Procedural Safeguards**

Parents or guardians of students with IEPs at Invictus Academy must give written consent for the evaluation and placement of their child, be included in the decision-making process when change in placement, is under consideration, and be invited, along with teachers, to conferences and meetings to develop their child's IEP.

Any concerns or disagreements raised by parents will be acknowledged by the school within five days, after which a meeting between the parent and school will be scheduled to seek resolution of the disagreement. If a disagreement or concern persists, parents or guardians have the right to initiate a due process hearing to challenge a decision regarding the identification, evaluation, or educational placement of their child.

The school will provide the parent with a written Notice of Procedural Safeguards, which will include information on the procedure to initiate both formal and informal dispute resolutions, at least once per year. Invictus Academy will utilize the Notice of Procedural Safeguards used by the West Contra Costa Unified School District or SELPA in which it is a member.

### **Dispute Resolution<sup>100</sup>**

In the event that a parent/guardian files a request for a due process hearing or request for mediation, the West Contra Costa Unified School District and Invictus Academy shall work together to defend the case, so long as the Charter School operates as a school of the West Contra Costa Unified School District for special education purposes. In the event that the West Contra Costa Unified School District determines that legal representation is needed, Invictus Academy agrees that it shall be jointly represented by legal counsel of the West Contra Costa Unified School District's choosing.

So long as the Charter School operates as a school of the West Contra Costa Unified School District for special education purposes, West Contra Costa Unified School District may initiate a due process hearing or request for mediation with respect to a student enrolled in Invictus Academy if West Contra Costa Unified School District determines such action is legally necessary or advisable. Invictus Academy agrees to cooperate fully with the West Contra Costa Unified School District in such a proceeding.

So long as Invictus Academy operates as a school of the District for purposes of special education, Invictus Academy understands that the West Contra Costa Unified School District shall have sole discretion to settle any matter in mediation or due process. The West Contra Costa Unified School District shall also have sole discretion to file an appeal from a due process hearing or take other legal action involving any Charter School student necessary to protect its rights.

### **Complaint Procedures**

Parents or guardians also have the right to file a complaint with West Contra Costa Unified School District and/or California State Department of Education if they believe that the school has violated federal or state laws or regulations governing special education.

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<sup>100</sup> In the event that Invictus Academy opts to operate as an LEA in a SELPA other than WCCUSD, Invictus Academy reserves the right to make alternate arrangements for legal representation in and resolution of legal disputes pertaining to special education.

## **Special Education Strategies for Instruction and Services**

Invictus Academy will comply with the federal mandate of the “least restrictive environment,” (LRE), meaning that the school will make every attempt to educate special education students along with their non-disabled peers. Invictus Academy will mainstream all of its students as much as is appropriate according to each individual IEP, offering a comprehensive inclusion program that includes specialized individual tutoring through Invictus Academy’s extended day and year. Each student’s IEP requires different kinds of modifications for instruction and services, therefore the educational strategies of the IEP will be built around the student’s needs and how these fit within the general educational program of the school. The instruction outlined in each student’s IEP will be delivered by personnel qualified to do so.

## **Professional Development for Invictus Academy Staff**

The Executive Director, Dean of Students, regular and special education teaching staff, as well as other appropriate faculty and staff members will attend professional development and/or training meetings necessary to comply with state and federal special education laws, including those sponsored by the District or SELPA.

So long as Invictus Academy operates as a “school of the West Contra Costa Unified School District” for special education purposes, West Contra Costa Unified School District agrees to allow Invictus Academy staff access to all Special Education related professional development opportunities that are available to other employees of the West Contra Costa Unified School District.

Invictus Academy also intends to seek professional development opportunities for its’ staff through potential trainings facilitated by the County Office of Education, colleges and universities, and private companies or agencies.

## **Section 504 of the Rehabilitation Act**

Invictus Academy shall be solely responsible for its compliance with Section 504 of the Rehabilitation Act and the Americans with Disabilities Act. All facilities of the School shall be accessible for all students with disabilities in accordance with the ADA.

Invictus Academy recognizes its legal responsibility to ensure that no qualified person with a disability shall, on the basis of disability, be excluded from participation, be denied the benefits of, or otherwise be subjected to discrimination under any program of Invictus Academy. Any student, who has an objectively identified disability which substantially limits a major life activity including, but not limited to, learning, is eligible for accommodation by the school.

A 504 team will be assembled by the Executive Director and shall include the parent/guardian, the student, a qualified staff member, and other qualified persons knowledgeable about the student, the meaning of the evaluation data, placement options, and accommodations. The 504 team will review the student’s existing records; including academic, social and behavioral records, and is responsible for making a determination as to whether an evaluation for 504 services is appropriate.

If the student has already been evaluated under the IDEIA but found ineligible for special education instruction or related services under the IDEIA, those evaluations may be used to help determine eligibility under Section 504. The student evaluation shall be carried out by the 504 team who will evaluate the nature of the student's disability and the impact upon the student's education. This evaluation will include consideration of any behaviors that interfere with regular participation in the educational program and/or activities. The 504 team may also consider the following information in its evaluation:

- Tests and other evaluation materials that have been validated for the specific purpose for which they are used and are administered by trained personnel.
- Tests and other evaluation materials include those tailored to assess specific areas of educational need, and not merely those which are designed to provide a single general intelligence quotient.
- Tests are selected and administered to ensure that when a test is administered to a student with impaired sensory, manual or speaking skills, the test results accurately reflect the student's aptitude or achievement level, or whatever factor the test purports to measure, rather than reflecting the student's impaired sensory, manual or speaking skills.

The final determination of whether the student is eligible for accommodations under Section 504 must be made by the 504 team in writing and notice is given in writing to the parent or guardian of the student in their primary language along with the procedural safeguards available to them. If during the evaluation, the 504 team obtains information indicating possible eligibility of the student for special education per the IDEA, a referral for assessment under the IDEA will be made by the 504 team.

If the student is found by the 504 team to have a disability under Section 504, the 504 team shall be responsible for determining what, if any, accommodations or services are needed to ensure that the student receives the free and appropriate public education ("FAPE"). In developing the 504 Plan, the 504 team shall consider all relevant information utilized during the evaluation of the student, drawing upon a variety of sources, including, but not limited to, assessments conducted by the School's professional staff.

The 504 Plan shall describe the Section 504 disability and any program accommodations, modifications or services that may be necessary.

All 504 team participants, parents, guardians, teachers and any other participants in the student's education, including substitutes and tutors, must have a copy of each student's 504 Plan. The Executive Director will ensure that teachers include 504 Plans with lesson plans for short-term substitutes and that he/she review the 504 Plan with a long-term substitute. A copy of the 504 Plan shall be maintained in the student's file. Each student's 504 Plan will be reviewed at least once per year to determine the appropriateness of the Plan, needed modifications to the plan, and continued eligibility.

Invictus Academy will comply with all requirements pursuant to California Education Code § 47605(b)(5)(A)(ii) including developing annual goals, for all pupils (i.e. schoolwide) and for each subgroup of pupils as identified in California Education Code § 52052, for each of the applicable



eight (8) state priorities identified in California Education Code § 52060(d). Please refer to the table in **Element 2: Measurable Pupil Outcomes** for the schoolwide goals for relevant sub-groups and corresponding assessments. Beginning in fiscal year 2018-19, Invictus Academy will comply with all elements of the Local Control Accountability Plan pursuant to regulations and templates adopted by the State Board of Education and reserves the right to establish additional, school-specific goals and corresponding assessments throughout the duration of the charter.

### English Language Learners

Our mission explicitly applies to *every* student at Invictus Academy, and thus, we will be intently focused on supporting all students, including our historically underserved ones. We anticipate, given the demographics of West Contra Costa Unified and Richmond specifically, that one major group we must account for is English Learners (EL). We will support these students with a full-inclusion model, employing instructional techniques to differentiate and accommodate for these students' needs. Our schedule is structured to provide for significant amounts of small group instruction in ELA and Math classes, as well as tutoring time during Tutorial. Taken together, this model is in full compliance with all federal, state, and district regulations regarding equal access to the school curriculum for EL students.

Demographic data from district schools in or near our proposed location house substantial EL populations. This data generally reflects the population of EL students in WCCUSD, in which 34.4% of students qualify as EL. This data is presented below in **Figure 30**.

**Figure 30. EL Data from District Middle/High Schools in Richmond Area<sup>101</sup>**

Entity	EL Students	Total Enrollment	% EL
Lovonya Dejean Middle	208	529	39.3%
Helms Middle	408	985	41.3%
Crespi Middle	118	530	22.3%
John F. Kennedy High	280	858	32.6%
Richmond High	582	1,528	38.1%
Greenwood High	96	356	27.0%
<b>WCCUSD</b>	<b>10,652</b>	<b>30,973</b>	<b>34.4%</b>

### Identification of English Learners

Following enrollment, parents of students who will attend Invictus Academy will complete a home language survey, offered in multiple languages to ensure accuracy, in which they will indicate whether their children speak a language other than English at home. In accordance with federal and state laws, students for whom the primary language spoken at home is not English will be assessed for English proficiency using the CELDT/ELPAC IIA within 30 days of receipt of the home language survey. The CELDT/ELPAC IIA indicates whether a student is English proficient as well as the student's level of English proficiency. Consistent with the law and Invictus Academy's commitment to partnering with families, we will then notify parents of our responsibility to conduct CELDT/ELPAC testing and inform parents of CELDT/ELPAC testing

<sup>101</sup> <http://dq.cde.ca.gov/dataquest/longtermel/ELAS.aspx?cds=07617966120885&aggllevel=School&year=2015-16>.



results within 30 days following receipt of results. These results include whether the child qualifies for classification as an English Learner and, if so, the basis for this classification. All students classified as EL's will be assessed in the Spring of the same school year using the summative ELPAC to determine which EL's qualify for reclassification as English-proficient and, for those who do not, what progress they have made towards reclassification.

## **Instructional Supports for ELs**

Our program is designed to integrate the California English Language Development (ELD) standards into our instruction, with teachers designing daily lessons tailored to meet both an academic and a language objective. This approach aligns with a model of Specifically Designed Academic Instruction in English, in which is “the teaching of grade-level subject matter in English specifically designed for speakers of other languages...including planning, classroom management, lesson delivery, and assessment.”<sup>102</sup> The selection of this approach was intentional, as we are mindful that “[a] study of programs designed for limited-English-proficient students in California suggests that most limited-English-proficient students, especially those in middle and senior high schools, did not have access to aspects of the core curriculum that would permit them to advance to college preparatory courses or receive a diploma.”<sup>103</sup>

Successfully equipping teachers with the tools to implement an effective SDAIE program requires providing them with effective professional development, which we will offer by training teachers in Guided Language Acquisition Design (GLAD). The program Project GLAD provides “teachers a set of very specific, multistep instructional strategies to support students at various levels of English language proficiency, including native speakers.”<sup>104</sup> Controlled studies performed on classrooms implementing GLAD strategies found positive effects on student language acquisition across a range of skills when compared to a control group. Indeed, this same research suggests GLAD has positive effects even on non-EL students in full inclusion classrooms.

The implementation of SDAIE and Project GLAD in our program will provide our teaching staff with clarity around the instructional practices we will employ to serve our EL population. These practices include:

- Vocabulary previewing
- Peer instruction facilitated by instant response systems
- Additional direct literacy instruction during tutorial
- Consistency in classroom routines, procedures, and instructional practices
- Creation of a positive, supportive classroom culture
- Inclusion of literacy scaffolds where appropriate
- Deployment of culturally relevant curriculum
- Use of Word Walls

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<sup>102</sup> Genzuk, Michael. "Specifically Designed Academic Instruction in English for Language Minority Students." *Center for Multilingual, Multicultural Research-Occasional Paper Series* (2011): University of Southern California: Rossier School of Education. Web..

<sup>103</sup> Ibid.

<sup>104</sup> <http://educationnorthwest.org/sites/default/files/events/resources/impact-of-project-glad-paper-508.pdf> .

- Use of audiobooks
- Small group Math and ELA instruction
- Accelerated Reader (AR) assessments and tracking
- Standardized instruction of cross-discipline skills (e.g. annotation)
- Creation of ample “think-pair-share” and “turn and talk” opportunities
- Direct instruction on writing and grammar
- Choral reading and cloze notes

In addition to the CELDT/ELPAC, we will monitor EL students’ progress through the NWEA MAP Exam as well as ELA launches, exit tickets, quizzes, class participation, performance assessments, interim assessments, and a summative assessment. For students who do not demonstrate improvement on these measures, a combination of interventions will be deployed, including:

- At-home support with the use of books, packets, educational games, and online resources
- Additional small group work
- Use of supplemental technology-based literacy supports
- Basic Interpersonal Communication Skills (BICS) support, as needed

Invictus Academy’s model also includes several built-in supports for EL students, which include:

- Extended instruction in ELA in 7<sup>th</sup> and 8<sup>th</sup> grade
- Small group ELA instruction in 7<sup>th</sup> and 8<sup>th</sup> grade
- Speech and Debate courses in 7<sup>th</sup> and 8<sup>th</sup> grade
- Tutorial in both the middle and high school
- English Extension course offering in high school

We follow reclassification procedures consistent with the parameters set forth by the California Department of Education (CDE) and in Education Code, Section 313(d), as well as the general practice used in WCCUSD, by using inputs in determining EL reclassification. These inputs include the CELDT/ELPAC Exam, student performance on the SBAC Exam from the previous year, teacher evaluation, and parent consultation.

### **English Learner Advisory Committee (ELAC)**

Consistent with state law, when the number of ELs at Invictus Academy reaches 21 students, we will establish an ELAC. This committee will be comprised of parents of ELs, parents of non-ELs, and school staff.<sup>105</sup> The ELAC will serve in an advisory capacity to provide both school leadership and the School Site Council with input on school practices and expenditures pertaining to ELs. The ELAC shall:

- Advise the Executive Director and staff on programs and services for EL’s
- Advise the School Site Council on the development of a Single Plan for Student Achievement (“SPSA”)

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<sup>105</sup> CA Ed Code, §§ 35147 (c), 52176 (b), and (c), 62002.5, and 64001 (a).

- Assist the school in the development of the school's needs assessment and the communication of the importance of student attendance to parents.

Parent members of the ELAC will be elected annually by parents and guardians of EL's. The percentage of parents of ELs on the ELAC will be greater than or equal to the percentage of EL students at the school. EL parents must make up at least 51% of those parents serving on the ELAC. Upon formation of an ELAC, appropriate funds will be allocated to support reasonable expenses that parents may incur in carrying out their duties as members of the ELAC. On an annual basis, the school shall provide the ELAC with relevant training that may be needed for members to carry out their duties.

## Reclassification

In accordance with the reclassification procedures developed by the California Department of Education, as set forth in CA Ed Code § 313(d), Invictus Academy will use multiple measures and assessments to determine whether a student's English proficiency should be reclassified. Parents will be notified upon reclassification and all student records will be updated to reflect reclassification. After reclassification, students' academic progress will continue to be monitored for two years by assessing student mastery of ELD standards, to which Invictus Academy curriculum materials will be aligned. The following criteria, outlined in **Figure 31**, will be used to determine reclassification:

**Figure 31. EL Reclassification Requirements**

Type of Evaluation	Requirement for Reclassification
Assessment of English proficiency using an objective assessment instrument, including, but not limited to, the ELD test that is developed or acquired pursuant to EC Section 60810 (i.e., the ELCAP)	Using annual performance on the summative ELCAP, student achieves a level 3 or 4; and: <ul style="list-style-type: none"> <li>• Listening is a 3 or higher,</li> <li>• Speaking is a 3 or higher,</li> <li>• Reading is a 3 or higher, and</li> <li>• Writing is a 3 or higher</li> </ul>
Teacher evaluation, including, but not limited to, a review of the student's mastery of standards	Teachers determine proficiency and readiness for reclassification by examining: <ul style="list-style-type: none"> <li>• Student SBAC performance in ELA;</li> <li>• Student performance of mastery on internally-developed assessments; and</li> <li>• Student normed score on NWEA MAP for ELA.</li> </ul>
Comparison of the performance of the student in basic skills against an empirically established range of performance in basic skills based upon the performance of English proficient students of the same age, which demonstrates whether the student is sufficiently proficient in English to participate	Using SBAC, student achieves marks at or above standard. (School will factor whether performance, if low, was caused by something other than a lack of English proficiency.)

effectively in a curriculum designed for students of the same age whose native language is English	
Parental opinion and consultation	School leadership team and teachers will communicate with parents regarding their rights and the rights of their child regarding reclassification. Prior to reclassification, families will have an in-person meeting with a member of the Invictus Academy leadership team.

### **EL Progress Monitoring**

Invictus Academy's academic program includes multiple embedded supports for EL students, including daily tutorial and extended instruction in ELA in middle school. We will provide direct ESL instruction to students at ELD levels 1 and 2 during tutorial and in small groups during ELA Foundational Skills 7 and 8, and in high school EL students also have the option to take English Extension, an additional ELA support class, as one of their elective periods. Each Spring, Advisors will lead their Advisories in information sessions during the Advisory period to support course selection, which includes the option for English Extension. Parents of all EL students will also be notified of this option during Spring parent conferences.

Invictus Academy's professional development for teachers includes robust support regarding instruction for EL students. Teachers will be trained to integrate ELD standards into core content, and all teachers will be required to include both an academic and language objective for daily lesson plans.

We will diligently monitor EL student data at both the individual student level and schoolwide. The Executive Director will provide annual data reports and analysis of EL student progress, as measured by academic achievement data, reclassification figures, and NWEA MAP scores. Starting in our second year of operation, the Instructional Leadership Team will monitor EL data monthly, and academic achievement data for EL students will be reported to the Invictus Academy Board of Directors using all relevant metrics. The Executive Director, Academic Achievement Committee of the Board of Directors, and the full Board of Directors will review the degree to which EL students' progress aligns with the school's EL progress goals, which will be set at the outset of each school year by the leadership team, and, starting in our second year of operation, by the Instructional Leadership Team.

## Element 2: Measurable Student Outcomes

**“The measurable pupil outcomes identified for use by the charter school. “Pupil outcomes,” for purposes of this part, means the extent to which all pupils of the school demonstrate that they have attained the skills, knowledge, and attitudes specified as goals in the school’s educational program. Pupil outcomes shall include outcomes that address increases in pupil academic achievement both schoolwide and for all groups of pupils served by the charter school, as that term is defined in subparagraph (B) of paragraph (3) of subdivision (a) of Section 47607. The pupil outcomes shall align with the state priorities, as described in subdivision (d) of Section 52060, that apply for the grade levels served, or the nature of the program operated, by the charter school.” California Education Code Section 47605(b)(5)(B)**

**Invictus Academy has clearly defined schoolwide outcome goals in compliance with California Education code sections 47605(b)(5)(B) and 52060(d).**

### Schoolwide Outcomes

We utilize our robust assessment system to meticulously track school-wide progress to our academic and organizational goals. This includes analysis of absolute, comparative, and longitudinal measures of student achievement that together serve to demonstrate the added value created by the school. This data will be published on our website and disseminated in annual reports provided to key stakeholders, including families, such that we are accountable to the pledges made in our charter agreement.

Consistent with our mission, students take criterion-based and norm-referenced assessments to gauge their academic progress on both an absolute and a comparative basis locally, regionally, and nationally. Our analysis and reporting will include year-over-year growth, by cohort, to track the school’s effectiveness in continually improving. We complete thorough collection, analysis, and reporting of performance on school goals for relevant assessments, including the SBAC Exam, NWEA MAP, and the SAT and ACT.

We have crafted our goals in alignment with our mission, recognizing the reality that many of our students will arrive in 7<sup>th</sup> grade multiple grades behind in reading, math, or both.

### Goal 1: Students Achieve Mastery in English Language Arts

- **Measure 1.1 (Absolute):** At least 50% of students who have attended the school for two years will meet or exceed the ELA college readiness standard on the SBAC Exam.
- **Measure 1.2 (Absolute):** At least 70% of students who have attended the school for five years will meet or exceed the ELA college readiness standard on the SBAC Exam.
- **Measure 1.3 (Comparative):** All students who attend the school, on average, meet or exceed the SBAC ELA college readiness standards at rates that exceed the surrounding district average by 10%.

- **Measure 1.4 (Comparative):** All students who have attended the school for five years, on average, demonstrate proficiency on the English section of the SAT that is 50 points higher than the surrounding district average.
- **Measure 1.5 (Growth):** All students who have attended the school for five years demonstrate, on average, proficiency in reading in the 75<sup>th</sup> percentile as measured by the NWEA MAP.

## **Goal 2: Students Achieve Mastery in Writing**

- **Measure 2.1 (Absolute):** At least 50% of students who have attended the school for two years will meet or exceed the Writing college readiness standard on the SBAC Exam.
- **Measure 2.2 (Absolute):** At least 70% of students who have attended the school for five years will meet or exceed the Writing college readiness standard on the SBAC Exam.
- **Measure 2.3 (Comparative):** All students who attend Invictus Academy, on average, meet or exceed the SBAC Writing college readiness standards at rates that exceed the surrounding district average by 10%.
- **Measure 2.4 (Comparative):** All students who have attended the school for five years, on average, demonstrate proficiency on the Writing section of the SAT that is 50 points higher than the surrounding district average.

## **Goal 3: Students Achieve Mastery in Mathematics**

- **Measure 3.1 (Absolute):** At least 50% of students who have attended the school for two years will meet or exceed the Mathematics college readiness standard on the SBAC Exam.
- **Measure 3.2 (Absolute):** At least 70% of students who have attended the school for five years will meet or exceed the Mathematics college readiness standard on the SBAC Exam.
- **Measure 3.3 (Comparative):** All students who attend Invictus Academy, on average, meet or exceed the SBAC Writing college readiness standards at rates that exceed the surrounding district average by 10%.
- **Measure 3.4 (Growth):** All students who have attended the school for five years demonstrate, on average, proficiency in reading in the 75<sup>th</sup> percentile as measured by the NWEA MAP.
- **Measure 3.5 (Comparative):** All students who have attended the school for five years, on average, demonstrate proficiency on the Mathematics section of the SAT that is 50 points higher than the surrounding district average.

## **Goal 4: Students Achieve Mastery in Science**

- **Measure 4.2 (Absolute):** For students who attend the school for five years, the average SAT II score in Science for those who sit for the exam exceeds a score of 500.
- **Measure 4.3 (Absolute):** For students who elect to take Advanced Placement (AP) science courses in 11<sup>th</sup> and 12<sup>th</sup> grade, 100% of students sit for the AP Exam and over 50% of students earn a passing score or above (a 3, 4, or 5).

### **Goal 5: Students Achieve Mastery in Social Studies**

- **Measure 5.1 (Absolute):** For students who attend the school for five years, the average SAT II score in United States or World History for those who sit for the exam exceeds a score of 500.
- **Measure 5.2 (Absolute):** For students who elect to take Advanced Placement World History courses in 10<sup>th</sup> grade, 100% of students sit for the AP Exam and over 50% of students earn a passing score or above.
- **Measure 5.3 (Absolute):** For students who elect to take Advanced Placement U.S. History courses in 11<sup>th</sup> grade, 100% of students sit for the AP Exam and over 50% of students earn a passing score or above.
- **Measure 5.4 (Absolute):** For students who elect to take Advanced Placement Government courses in 12<sup>th</sup> grade, 100% of students sit for the AP Exam and over 50% of students earn a passing score or above.
- **Measure 5.5 (Absolute):** For students who elect to take Advanced Placement Microeconomics courses in 12<sup>th</sup> grade, 100% of students sit for the AP Exam and over 50% of students earn a passing score or above.

### **Goal 6: Invictus Academy Demonstrates Fiduciary and Financial Responsibility**

- **Measure 6.1:** Annual audits conducted by external entities demonstrate the school meets or exceeds financial accounting standards.
- **Measure 6.2:** Annual budgets effectively allocate school resources in alignment with the school mission, evidenced by the creation and maintenance of balanced budgets each year of the school's operation.

### **Goal 7: Board of Directors Provides Effective School Oversight**

- **Measure 7.1:** Board conducts annual formal review of Executive Director.
- **Measure 7.2:** Board conducts annual self-evaluation.
- **Measure 7.3:** Board conducts annual review of by-laws and policies.
- **Measure 7.4:** Board conducts quarterly and annual review of school progress towards its mission.

### **Goal 8: Invictus Academy is fully enrolled, with high levels of attendance and re-enrollment**

- **Measure 8.1:** School waiting list equals or exceeds 25% of seventh and ninth grade classes.
- **Measure 8.2:** At least 90% of students who begin the school year remain throughout the year.
- **Measure 8.3:** At least 90% of students who complete each school year choose to re-enroll the following year.
- **Measure 8.4:** Average daily attendance is at or in excess of 95%.



**Goal 9: Invictus Academy rates highly on survey metrics of parent satisfaction.**

- **Measure 9.1:** At least 80% of parents “agree” or “strongly agree” that they would recommend the school to a friend or family member.
- **Measure 9.2:** At least 80% of parents “agree” or “strongly agree” that they the school communicates with them effectively.
- **Measure 9.3:** At least 80% of parents “agree” or “strongly agree” that they the school communicates with them effectively.
- **Measure 9.4:** The response rate of the parent satisfaction survey is at least 80%.

**Figure 32. LCFF State Priorities**

LCFF STATE PRIORITIES				
TEACHER ASSIGNMENTS AND CREDENTIALING STATE PRIORITY #1: BASIC SERVICES				
ANNUAL GOALS (Identify schoolwide and subgroup goals as applicable)	SPECIFIC ANNUAL ACTIONS	MEASURABLE OUTCOMES Method for Measuring: Annual Review		
		Grades 7-8	Grades 9-12	Oversight
All teachers are required to hold a valid CA Teaching Credential with appropriate English Learner authorization as defined by the CA Commission on Teaching Credentialing and will be appropriately assigned.	<ol style="list-style-type: none"> <li>1. All candidates will for employment as teachers will be required to provide proof of valid CA Teaching Credential with appropriate English Learner authorization.</li> <li>2. Annually audit status of teacher credentials.</li> <li>3. Annually audit school schedule and teacher assignments.</li> </ol>	<p>100% of teachers hold a Commission on Teacher Credentialing certificate, permit, or other document equivalent to that which a teacher in other public schools would be required to hold;</p> <p>100% of teachers hold appropriate English language learner authorization as required</p> <p>100% of teachers are appropriately assigned in accordance with their credential and content area</p>		Executive Director
ACCESS TO INSTRUCTIONAL MATERIALS STATE PRIORITY #1: BASIC SERVICES				
ANNUAL GOALS (Identify schoolwide and subgroup goals as applicable)	SPECIFIC ANNUAL ACTIONS	MEASURABLE OUTCOMES Method for Measuring: Semi-Annual and Annual Review		
		Grades 7-8	Grades 9-12	Oversight
1. Students will have access to CCSS and California content standards aligned materials, to use in-home and at school,	<ol style="list-style-type: none"> <li>1. Annually audit instructional materials and make purchases as needed.</li> <li>2. Annually audit EL and</li> </ol>	Schoolwide: 100% access to content		Executive Director, SPED Director, Director of



<p>as described in the charter petition.</p> <p>2. ELs will be provided with the supports and accommodations to fully access standards aligned, materials and services to support their mastery of standards, including ELD standards.</p> <p>3. Students with an IEP will be provided with the supports, appropriate modifications and accommodations, in accordance with their IEP, to access standards aligned materials and services to support their mastery of standards, and engage in the program set forth in their IEP.</p>	<p>special education instructional materials and make purchases as needed.</p> <p>3. Weekly review of lesson plan materials to ensure alignment with CCSS and CA content standards.</p>	<p>ELs: 100% access to content</p> <p>Students with IEPs: 100% compliance with IEP program</p>	Curriculum and Instruction
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**FACILITIES MAINTENANCE**  
STATE PRIORITY #1: BASIC SERVICES

ANNUAL GOALS (Identify schoolwide and subgroup goals as applicable)	SPECIFIC ANNUAL ACTIONS	MEASURABLE OUTCOMES Method for Measuring: Monthly Review		
		Grades 7-8	Grades 9-12	Oversight
School facilities shall be maintained in a manner that assures that it is clean, safe, and functional.	<p>1. Review facility and facility repair log on a monthly basis and repair as needed.</p> <p>2. Daily custodial services.</p>	<p>90%+ in compliance.</p> <p>Required corrections made within 3 months: 90%</p> <p>90%+ in compliance.</p> <p>Required corrections made within 3 months: 90%</p>		Executive Director, Director of Operations

**IMPLEMENTATION OF STATE CONTENT AND PERFORMANCE STANDARDS**  
STATE PRIORITY #2

ANNUAL GOALS (Identify schoolwide and subgroup goals as applicable)	SPECIFIC ANNUAL ACTIONS	MEASURABLE OUTCOMES Method for Measuring: Ongoing and Annual Review		
		Grades 7-8	Grades 9-12	Oversight

1. All curriculum plans (scope & sequence, unit plans, and lesson plans) will be aligned to CCSS, NGSS, and/or California State Standards. 2. All students will demonstrate growth in in ELA and Math.	1. Annual professional development for teachers on CCSS. 2. Ongoing and annual review of curriculum materials and student performance data. 3. Weekly review of lesson plan materials.	Curriculum alignment: 100%  Students show 1 year of growth on MAP: 100%	Executive Director, Director of Curriculum and Instruction
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**PARENT INVOLVEMENT**  
STATE PRIORITY #3

ANNUAL GOALS (Identify schoolwide and subgroup goals as applicable)	SPECIFIC ANNUAL ACTIONS	MEASURABLE OUTCOMES Method for Measuring: Semi-Annual Parent Survey		
		2018-2019 2019-2020	2020-2021 2021-2022	Oversight
1. Parents will demonstrate satisfaction with academic program and school involvement. 2. Parents will maintain membership on School Site Council. 3. Parents attend family orientation and other family events.	1. Host monthly family events. 2. Annual home visits for newly enrolled students. 3. Annual parent satisfaction survey. 4. Monthly School Site Council meetings and annual elections.	Academic Program: Average parent satisfaction exceeds 80%  Involvement: Average parent satisfaction exceeds 80%  80% of families respond to annual and semi-annual survey  School Site Council Parent Members: 3  80% of parents attend orientation and two or more family events.		Executive Director, Dean of Students, Director of Operations

**STATEWIDE ASSESSMENTS**  
STATE PRIORITY #4: STUDENT ACHIEVEMENT

ANNUAL GOALS (Identify schoolwide and subgroup goals as applicable)	SPECIFIC ANNUAL ACTIONS	MEASURABLE OUTCOMES Method for Measuring: SBAC score reports		
		Grades 7-8	Grades 9-12	Oversight
1. Students, including subgroups, will demonstrate proficiency in ELA and math. 2. Students, including subgroups, will achieve a higher rate of proficiency in ELA and Math compare to other WCCUSD schools.	1. Ongoing review of curriculum materials and student achievement data. 2. Weekly review of lesson plan materials. 3. Weekly instructional professional development.	At least 50% of students who have attended the school for two years will meet or exceed the ELA college readiness standard on the SBAC Exam.  At least 70% of students who have attended the school for five years will meet or exceed the ELA college readiness standard on the SBAC Exam.		Executive Director, Dean of Curriculum and Instruction, Instructional Leadership Team

		<p>All students who attend the school, on average, meet or exceed the SBAC ELA college readiness standards at rates that exceed the surrounding district average by 10%.</p> <p>All students who have attended the school for five years, on average, demonstrate proficiency on the English section of the SAT that is 50 points higher than the surrounding district average.</p> <p>All students who have attended the school for five years demonstrate, on average, proficiency in reading in the 75<sup>th</sup> percentile as measured by the NWEA MAP.</p> <p>At least 50% of students who have attended the school for two years will meet or exceed the Mathematics college readiness standard on the SBAC Exam.</p> <p>At least 70% of students who have attended the school for five years will meet or exceed the Mathematics college readiness standard on the SBAC Exam.</p> <p>All students who attend Invictus Academy, on average, meet or exceed the SBAC Writing college readiness standards at rates that exceed the surrounding district average by 10%.</p> <p>All students who have attended the school for five years demonstrate, on average, proficiency in reading in the 75<sup>th</sup> percentile as measured by the NWEA MAP.</p> <p>All students who have attended the school for five years, on average, demonstrate proficiency on the</p>	
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		Mathematics section of the SAT that is 50 points higher than the surrounding district average.		
ENGLISH LEARNER ADEQUATE PROGRESS RATE STATE PRIORITY #4: STUDENT ACHIEVEMENT				
ANNUAL GOALS (Identify schoolwide and subgroup goals as applicable)	SPECIFIC ANNUAL ACTIONS	MEASURABLE OUTCOMES Method for Measuring: Internal Assessments		
		Grades 7-8	Grades 9-12	Oversight
All graduates successfully complete A-G requirements.	1. Implement and annually review required course of study. 2. Provide credit recovery opportunities. 3. Annually review student schedules to ensure proper time to meet A-G requirements.	100% of 7 <sup>th</sup> and 8 <sup>th</sup> grade students pass all core classes.	100% of students on track to complete A-G requirements.	Executive Director, Dean of Curriculum and Instruction, Instructional Leadership Team
ENGLISH LEARNER ADEQUATE PROGRESS RATE STATE PRIORITY #4: STUDENT ACHIEVEMENT				
ANNUAL GOALS (Identify schoolwide and subgroup goals as applicable)	SPECIFIC ANNUAL ACTIONS	MEASURABLE OUTCOMES Method for Measuring: CELDT/ELPAC scores		
		Grades 7-8	Grades 9-12	Oversight
ELs will show growth in English proficiency	1. Ongoing review of curriculum and instructional materials, including daily lesson plans, to ensure support for ELs and alignment with ELD standards. 2. Annual instructional training for EL support. 3. Ongoing monitoring of EL academic achievement data. 4. Small group instruction in all courses, focusing on ELA and math.	100% of EL students advance at least one performance level on the CELDT/ELPAC per year.		Executive Director, Dean of Curriculum and Instruction, Instructional Leadership Team
ENGLISH LEARNER RECLASSIFICATION RATE STATE PRIORITY #4: STUDENT ACHIEVEMENT				
ANNUAL GOALS (Identify schoolwide and subgroup goals as	SPECIFIC ANNUAL ACTIONS	MEASURABLE OUTCOMES Method for Measuring: CELDT/ELPAC scores, reclassification rate		

applicable)		Grades 7-8	Grades 9-12	Oversight
ELs will show growth in English proficiency and progress towards reclassification.	<ol style="list-style-type: none"> <li>1. Ongoing review of curriculum and instructional materials, including daily lesson plans, to ensure support for ELs and alignment with ELD standards.</li> <li>2. Annual instructional training for EL support.</li> <li>3. Ongoing monitoring of EL academic achievement data.</li> <li>4. Small group instruction in all courses, focusing on ELA and math.</li> </ol>	<p>Schoolwide EL reclassification rate will exceed district average.</p> <p>80% of LTELs who have attended the school for two years, on average, will reclassify as RFEP.</p>	<p>80% of ELs who have attended the school for three years, on average, will reclassify as RFEP.</p> <p>80% of LTELs who have attended the school for two years, on average, will reclassify as RFEP.</p> <p>Schoolwide EL reclassification rate will exceed district average.</p>	Executive Director, Dean of Curriculum and Instruction, Instructional Leadership Team

**COLLEGE PREPAREDNESS RATE**  
**STATE PRIORITY #4: STUDENT ACHIEVEMENT**

ANNUAL GOALS (Identify schoolwide and subgroup goals as applicable)	SPECIFIC ANNUAL ACTIONS	MEASURABLE OUTCOMES Method for Measuring: NWEA MAP		
		Grades 7-8	Grades 9-12	Oversight
Students will demonstrate academic achievement and growth on track for college access and success.	<ol style="list-style-type: none"> <li>1. Ongoing review of curriculum materials and student achievement data.</li> <li>2. Weekly review of lesson plan materials.</li> <li>3. Weekly instructional professional development.</li> <li>4. Provide for SAT/ACT preparation.</li> </ol>	<p>For grades 7-12, in a cohort analysis of longitudinal growth, the annual increase of percentiles among students in reading comprehension on the MAP will average 1/6 of the difference between the average student diagnostic percentile score and a score of 75 until the average percentile score reaches 75.</p> <p>For grades 7-12, in a cohort analysis of longitudinal growth, the annual increase of percentiles among students in math on the MAP will average 1/6 of the difference between the average student diagnostic percentile score and a score of 75 until the average percentile score reaches 75.</p>		Executive Director, Dean of Curriculum and Instruction, Instructional Leadership Team

**AP EXAMINATION PASSAGE RATE [HIGH SCHOOLS ONLY]**  
**STATE PRIORITY #4: STUDENT ACHIEVEMENT**

ANNUAL GOALS (Identify schoolwide and subgroup goals as applicable)	SPECIFIC ANNUAL ACTIONS	MEASURABLE OUTCOMES Method for Measuring: College Board AP Score Reports, AP Potential PSAT 8/9 Assessment; Student Transcripts		
		Grades 7-8	Grades 9-12	Oversight
Students will earn a 3 or higher on at least 1 AP exam prior to graduation.	<ol style="list-style-type: none"> <li>1. Offer varied AP courses in high school to meet student interests.</li> <li>2. Provide robust intervention support in grades 7-8 so that students enter high school at or above grade level.</li> <li>3. Provide financial support for students taking AP exams.</li> </ol>	<p>100% of students complete 9<sup>th</sup> grade at or above grade level in reading and mathematics, such that they have access to AP level course content.</p> <p>60% of 9<sup>th</sup> grade students identified as “AP” ready on PSAT 8/9</p> <p>100% of high school students enroll in at least one AP course.</p> <p>100% of students who enroll in an AP course sit for the AP Exam in that course subject.</p> <p>100% of high school students earn a “3” or higher on at least one AP Exam.</p>		Executive Director, Dean of Curriculum and Instruction, Instructional Leadership Team

**EAP COLLEGE PREPAREDNESS RATE [HIGH SCHOOLS ONLY]**  
**STATE PRIORITY #4: STUDENT ACHIEVEMENT**

ANNUAL GOALS (Identify schoolwide and subgroup goals as applicable)	SPECIFIC ANNUAL ACTIONS	MEASURABLE OUTCOMES Method for Measuring: PSAT 8/9, PSAT, NWEA MAP		
		Grades 7-8	Grades 9-12	Oversight
Students will demonstrate academic achievement and growth on track for college access and success.	<ol style="list-style-type: none"> <li>1. Ongoing review of curriculum materials and student achievement data.</li> <li>2. Weekly review of lesson plan materials.</li> <li>3. Weekly instructional professional development.</li> <li>4. Provide for SAT prep in grade 11</li> </ol>	<p>For grades 7-12, in a cohort analysis of longitudinal growth, the annual increase of percentiles among students in reading comprehension on the MAP will average 1/6 of the difference between the average student diagnostic percentile score and a score of 75 until the average percentile score reaches 75.</p> <p>For grades 7-12, in a cohort analysis of longitudinal growth, the annual increase of percentiles among students in math on the MAP will average 1/6 of the difference between the average student diagnostic percentile score and a score of 75 until the average percentile score reaches 75.</p> <p>35% of students on track for college readiness as measured by PSAT 8/9.</p>		Executive Director, Dean of Curriculum and Instruction, Instructional Leadership Team

		65% of students on track to for college readiness as measured by PSAT.	
<b>SCHOOL ATTENDANCE RATE</b> <b>STATE PRIORITY #5: STUDENT ENGAGEMENT</b>			
<b>ANNUAL GOALS</b> (Identify schoolwide and subgroup goals as applicable)	<b>SPECIFIC ANNUAL ACTIONS</b>	<b>MEASURABLE OUTCOMES</b> Method for Measuring: Average Daily Attendance Rate	
		Grades 7-8	Grades 9-12 Oversight
The school will be fully enrolled, with high levels of daily attendance.	1. Daily phone calls to parents of students marked absent. 2. Phone calls to parents of students tardy more than once per week. 3. Parent conferences with students absent more than 3 times in a semester. 4. Reward programs for students with 100% attendance.	The school will meet 100% of projected enrollment.  Annual average of 95% daily attendance or higher.  Less than 3% of students chronically absent.	Director of Operations, Office Clerk
<b>CHRONIC ABSENTEEISM RATE</b> <b>STATE PRIORITY #5: STUDENT ENGAGEMENT</b>			
<b>ANNUAL GOALS</b> (Identify schoolwide and subgroup goals as applicable)	<b>SPECIFIC ANNUAL ACTIONS</b>	<b>MEASURABLE OUTCOMES</b> Method for Measuring: Attendance Rate	
		Grades 7-8	Grades 9-12 Oversight
Students will regularly attend school.	1. Daily phone calls to parents of students marked absent. 2. Phone calls to parents of students tardy more than once per week. 3. Parent conferences with students absent more than 7 times in a semester. 4. Reward programs for students with 100% attendance.	Less than 3% of students chronically absent.	Director of Operations, Office Clerk
<b>DROPOUT RATE [Middle and High Schools Only]</b> <b>STATE PRIORITY #5: STUDENT ENGAGEMENT</b>			



ANNUAL GOALS (Identify schoolwide and subgroup goals as applicable)	SPECIFIC ANNUAL ACTIONS	MEASURABLE OUTCOMES Method for Measuring: MiSIS		
		Grades 7-8	Grades 9-12	Oversight
Students will persist through high school and middle school.	1. Provide credit recovery opportunities. 2. Maintain communication with families through conferences, phone calls, and reports. 3. Provide engaging academic program with supports needed for all learners.	Middle school dropout rate: 0%  93% of students completing the year will re-enroll with Invictus Academy the following year.  100% of promoting 8 <sup>th</sup> grade students will matriculate to high school.	High school dropout rate: 0%  93% of students completing the year will re-enroll the following year.	Director of Operations, Office Clerk

**GRADUATION RATE [High Schools Only]**  
**STATE PRIORITY #5: STUDENT ENGAGEMENT**

ANNUAL GOALS (Identify schoolwide and subgroup goals as applicable)	SPECIFIC ANNUAL ACTIONS	MEASURABLE OUTCOMES Method for Measuring: MiSIS, Student Transcripts		
		Grades 7-8	Grades 9-12	Oversight
Students will graduate from high school within 5 years of entering 9 <sup>th</sup> grade.	4. Provide credit recovery opportunities. 5. Maintain communication with families through conferences, phone calls, and reports. 6. Provide engaging academic program with supports needed for all learners.	Middle school dropout rate: 0%  90% of students achieve a C or better in core classes.	High school dropout rate: 0%  90% students achieve a C or better in core classes.	Director of Operations, Office Clerk, Instructional Leadership Team

**STUDENT SUSPENSION RATE**  
**STATE PRIORITY #6: SCHOOL CLIMATE**

ANNUAL GOALS (Identify schoolwide and subgroup goals as applicable)	SPECIFIC ANNUAL ACTIONS	MEASURABLE OUTCOMES Method for Measuring: Suspension Rate		
		Grades 7-8	Grades 9-12	Oversight
Students will remain in good behavioral standing with the school.	1. Ongoing professional development regarding classroom management and student behavioral and emotional support.	Suspension rate: 5% or less		Dean of Students

	2. Ongoing communication with parents. 3. Hold weekly town hall meetings regarding school culture and school values. 4. Provide individualized behavior plans for struggling students.			
STUDENT EXPULSION RATE STATE PRIORITY #6: SCHOOL CLIMATE				
ANNUAL GOALS (Identify schoolwide and subgroup goals as applicable)	SPECIFIC ANNUAL ACTIONS	MEASURABLE OUTCOMES Method for Measuring: Expulsion Rate		
		Grades 7-8	Grades 9-12	Oversight
Students will remain in good behavioral standing with the school.	1. Ongoing professional development regarding classroom management and student behavioral and emotional support. 2. Ongoing communication with parents. 3. Hold weekly town hall meetings regarding school culture and school values. 4. Provide individualized behavior plans for struggling students.	Expulsion rate: 1% or less		Executive Director, Dean of Students
OTHER LOCAL MEASURE(S) OF SCHOOL CLIMATE STATE PRIORITY #6: SCHOOL CLIMATE				
ANNUAL GOALS (Identify schoolwide and subgroup goals as applicable)	SPECIFIC ANNUAL ACTIONS	MEASURABLE OUTCOMES Method for Measuring: Annual & Semiannual Surveys		
		Grades 7-8	Grades 9-12	Oversight
Students will demonstrate satisfaction with academic program.	1. Monthly family events held at school. 2. Ongoing communication with families. 3. Weekly school cultural events.	Student approval of academic program: 90%		Dean of Students
BROAD COURSE OF STUDY STATE PRIORITY #7				

ANNUAL GOALS (Identify schoolwide and subgroup goals as applicable)	SPECIFIC ANNUAL ACTIONS	MEASURABLE OUTCOMES Method for Measuring: Student Schedule/Transcripts and School Calendar		
		Grades 7-8	Grades 9-12	Oversight
Students will have access to engaging courses.	1. Annual review of course of student to ensure all students have access to a broad range of courses.	100% of students, including subgroups, will enroll in a course of study that includes the core subjects, speech and debate (middle school), physical education, foreign language (high school), and elective enrichment courses.		Executive Director, Dean of Curriculum and Instruction, Director of Operations
OTHER STUDENT OUTCOMES STATE PRIORITY #8				
ANNUAL GOALS (Identify schoolwide and subgroup goals as applicable)	SPECIFIC ANNUAL ACTIONS	MEASURABLE OUTCOMES Method for Measuring: Internally Developed Assessments		
		Grades 7-8	Grades 9-12	Oversight
Students will be proficient in social studies and science.	1. Ongoing review of curriculum materials and student achievement data. 2. Weekly review of lesson plan materials. 3. Weekly instructional professional development. 4. Scheduled data review days to monitor student progress and effectiveness of instruction.	For students who attend the school for five years, the average SAT II score in United States or World History for those who sit for the exam exceeds a score of 500.  For students who elect to take Advanced Placement World History courses in 10 <sup>th</sup> grade, 100% of students sit for the AP Exam and over 50% of students earn a passing score or above.  For students who elect to take Advanced Placement U.S. History courses in 11 <sup>th</sup> grade, 100% of students sit for the AP Exam and over 50% of students earn a passing score or above.  For students who elect to take Advanced Placement Government courses in 12 <sup>th</sup> grade, 100% of students sit for the AP Exam and over 50% of students earn a passing score or above.  For students who elect to take Advanced Placement Microeconomics courses in 12 <sup>th</sup> grade, 100% of students sit for the AP Exam and over 50% of students earn a passing score or above.		Executive Director, Dean of Students, Instructional Leadership Team

		<p>Student growth averages the difference between the average incoming percentile score and the 75<sup>th</sup> percentile on the NWEA MAP, or a similar nationally norm-referenced test, such that by 11<sup>th</sup> grade students who have attended the school for five years, on average, are in the 75<sup>th</sup> percentile nationally in science.<sup>106</sup></p> <p>For students who attend the school for five years, the average SAT II score in Science for those who sit for the exam exceeds a score of 500.</p> <p>For students who elect to take Advanced Placement (AP) science courses in 11<sup>th</sup> and 12<sup>th</sup> grade, 100% of students sit for the AP Exam and over 50% of students earn a passing score or above (a 3, 4, or 5).</p>	
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<b>OTHER STUDENT OUTCOMES</b> <b>STATE PRIORITY #8</b>
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ANNUAL GOALS (Identify schoolwide and subgroup goals as applicable)	SPECIFIC ANNUAL ACTIONS	MEASURABLE OUTCOMES Method for Measuring: Internally Developed Speech and Debate Performance Assessments		
		Grades 7-8	Grades 9-12	Oversight
Students will be proficient in oral and written communication.	5. Ongoing review of curriculum materials and student achievement data. 6. Weekly review of lesson plan materials. 7. Weekly instructional professional development. 8. Scheduled data review days to monitor student progress and effectiveness of instruction.	<p>At least 70% of 7<sup>th</sup> and 8<sup>th</sup> grade students successfully complete grade level performance objectives in speech and debate, and achieve proficiency on key skills related to such performance objectives.</p> <p>At least 25% of the eligible student population (9<sup>th</sup> grade and above) participates in the Speech and Debate Team in high school.</p> <p>At least 50% of students who have attended the school for two years will meet or exceed the Writing college readiness standard on the SBAC Exam.</p>		Executive Director, Dean of Curriculum and Instruction, Instructional Leadership Team

<sup>106</sup> Because of uncertainty surrounding the assessment system for science in California, this section will be updated and amended once assessment details are released to include regional metrics on the SBAC or California Standardized Test (CST).

		<p>At least 70% of students who have attended the school for five years will meet or exceed the Writing college readiness standard on the SBAC Exam.</p> <p>All students who attend Invictus Academy, on average, meet or exceed the SBAC Writing college readiness standards at rates that exceed the surrounding district average by 10%.</p> <p>All students who have attended the school for five years, on average, demonstrate proficiency on the Writing section of the SAT that is 50 points higher than the surrounding district average.</p>	
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### Element 3: Methods by Which Pupil Progress Toward Meeting Outcomes Will Be Measured

**“The method by which pupil progress in meeting those pupil outcomes is to be measured. To the extent practicable, the method for measuring pupil outcomes for state priorities shall be consistent with the way information is reported on a school accountability report card.”**

- California Education Code Section 47065 (b)(5)(C)

Invictus Academy of Richmond is committed to ensuring all students are prepared to thrive in college, solve relevant problems, and communicate with confidence. To achieve our mission, we must measure student progress thoughtfully and precisely. We believe that data-driven instruction supports high academic achievement for students, and to that end we are committed to collecting and analyzing student achievement data frequently and systematically. We rely on a variety of types of data including daily and weekly assessments as well as interim and summative assessments. Through rigorous analysis of this data, we triangulate a complete picture of our areas of strength and areas for growth, acting to close gaps whenever and wherever they arise.

Our calendar includes four major internal assessments, three interim assessments and one summative assessment, with all aligned to the CCSS and the SBAC assessment. These will be developed by the Executive Director during the 2017-2018 school year using models from strong schools observed through the BES Fellowship. These assessments will include both multiple choice questions and performance tasks, which are open-ended, non-multiple choice questions in which students must show their thinking or express their answers in writing. Students' performance tasks are graded according to standards-aligned, centrally created rubrics developed by the Executive Director. Teachers will undergo calibration exercises during professional development time to ensure consistency in grading. The combination of rigorous multiple choice exams and performance tasks aligned to CCSS will provide teachers with informative data to analyze and adjust instruction as needed to improve student achievement. This process will be the focus of professional development following each interim exam, as well as the summative assessment.

The following represent the range of assessments used daily, weekly, monthly, and quarterly to assess student learning and inform instructional practices:

**Figure 33. Assessment System for Middle and High School**

Assessment	Middle School	High School
<b>SBAC Exam</b>	The SBAC Exam, which occurs in May of each academic school year, anchors our interim and summative assessments. It is aligned to CCSS and provides a rigorous metric for evaluating the degree to which we are on track to meet our mission with each cohort of students each year. SBAC Exam data will be utilized (1) at summer professional development the following school year, once results become accessible and (2) as a means of establishing benchmarks for improvement. The data will be used to inform curriculum decisions, teacher professional development foci, and/or modifications to be made to interim assessments. With each passing year,	

	we will set increasingly ambitious goals for student achievement, both with respect to absolute performance and growth.
<b>CELDT/ELPAC</b>	The CELDT/ELPAC IIA indicates whether a student is English proficient as well as the student's level of English proficiency. Results indicate whether each child qualifies for classification as an English Learner and, if so, the basis for this classification. All students classified as EL's will be assessed in the Spring of the same school year using the summative ELCAP to determine which EL's qualify for reclassification as English-proficient and, for those who do not, what progress they have made towards reclassification. This data will be monitored by the Executive Director and, starting in our second year of operation, by our Instructional Leadership Team.
<b>California Science Test (CAST)</b>	The California Science Test (CAST) is an online exam that assesses students' mastery of the California Next Generation Science Standards. Currently in pilot testing, the CAST will be fully operational in the 2019 school year when Invictus Academy students will be in 8 <sup>th</sup> grade. All 8 <sup>th</sup> grade students will take the exam, unless they qualify to take the California Alternative Assessment in Science (CAA). The CAST and CAA data will indicate the degree to which our students master the content and skills of the NGSS. Interim Assessments in science will be designed in alignment with CAST items. Data from these exams will be analyzed using Invictus data protocols (see <b>Data Analysis</b> below) to inform instructional practices in science.
<b>NWEA MAP</b>	The NWEA MAP Exam will be administered three times each school year, once at the beginning, midpoint, and end of the school year. This is a nationally normed assessment in both math and reading, enabling our team to identify where our students fall in reading and mathematics relative to their peers across the country. This data will be valuable (1) to take stock at the midpoint of the school year regarding the effectiveness of our program in driving student growth in reading and math, and (2) to assess annual growth and inform instructional practices for the following school year. These might include new systems, structures, or practices designed to address any gaps in student achievement. The NWEA MAP measures foundational skills, and as such, it is critical that we measure and respond to this data intentionally and immediately.
<b>Interim Assessments</b>	We view the CCSS as a major asset, in that they enable us to clearly align our instruction to a bar of rigor that will prepare students for success in college and their careers. We align our interim assessments to the CCSS and ensure they are preparing students for the rigor of SBAC. These assessments are designed by the Executive Director and administered each quarter, with the summative assessment administered three weeks prior to the SBAC Exam. They provide a benchmark for students' progress towards proficiency, as defined in our annual accountability goals.
<b>Weekly quizzes</b>	Weekly quizzes are given in each course to measure student mastery for skills and standards taught that week. Because our curriculum design is vertically aligned, knowledge and skills build on one another over time, so



	it is crucial that systems are in place to support students' internalization of core content. Quiz data will be analyzed and used to inform adjustments to instruction for the following week, as well as student groupings during our Reading and Math remediation times. We will adjust accordingly to ensure we are on track to meet our accountability goals weekly in each course.	
<b>Daily launches</b>	The first five minutes of every class at Invictus Academy follows a standard format, one component of which is a daily "launch." Launches are questions posed when students enter class that either (1) assess gateway content for the coming lesson that was previously taught or (2) activate schema for the coming lesson. These formative assessments are crucial, as they provide teachers with in-the-moment data which informs in-class adjustments daily. This can include adjusting pacing during components of the lesson or referencing launch content to build understanding later in lessons.	
<b>Exit tickets</b>	Exit tickets are given daily in each course and measure students' understanding of key lesson concepts or skills taught in any given lesson. These assessments can take a number of forms, including both multiple choice and free response formats. In certain instances, they might also extend into homework. Exit tickets are critical in our instructional process, as they inform pacing of individual lessons and, as appropriate, re-teaching plans.	
<b>Homework</b>	Homework serves to build upon and reinforce concepts taught in lessons. Students' homework completion rate also represents one measure of students' demonstration of school core values. Homework will always be checked for completion and collected using weekly "spot checks" for insertion into gradebooks when appropriate.	By high school, structures compelling students to complete gradually dissipate and it becomes a measure of (1) students' internalization of school core values and (2) students' independent mastery of content. Homework will be assigned in alignment with these two aims, preparing students for the rigorous independent work that happens outside of class in college.

In addition to state assessments, the NWEA Map, and our internally created assessments, and in alignment with our mission, all students will take both the SAT and the ACT college entrance exams and a variety of Advanced Placement Exams. An overview of these exams can be found below in **Figure 34**.

**Figure 34: College Admissions Exams**

<b>Exam</b>	<b>Description</b>
<b>Advanced Placement (AP) Exams</b>	Advanced Placement courses are offered in select subjects and culminate in an AP Exam in the Spring. Students who pass these exams are generally eligible for college credit. There is strong evidence that participation in Advanced Placement (AP) courses and passing Advanced Placement

	Exams significantly increases students' odds of graduating from college. <sup>107</sup> Thus, we will strongly encourage all students to take at least one AP course and exam to graduate. <sup>108</sup> A robust AP program exposes students to college-level rigor, better preparing them to thrive in the college of their choice.
<b>American College Test (ACT) Aspire (grades 7-10)</b>	For students to thrive in the colleges of their choice, they must perform well on college admissions exams. The ACT has been shown to be predictive of college success, and so we will ensure our students are exposed and prepared to the ACT prior to their sitting for the actual exam. The ACT offers assessments that are age-level appropriate for younger students, including middle and early high school. These exams will offer us a strong lens into students' preparation for the ACT and for college level work in 7 <sup>th</sup> through 10 <sup>th</sup> grade.
<b>PSAT/NMSQT</b>	The PSAT is offered to students in grades 10 and 11. It is a nationally normed exam that provides a valuable indicator of college readiness, practice for the SAT, and access to scholarship opportunities. We will offer the exam to students in both 10 <sup>th</sup> and 11 <sup>th</sup> grade and the Instructional Leadership Team, in consultation with the full staff, will set growth goals for student results.
<b>Scholastic Aptitude Test (SAT)</b>	For students to have access to a range of high quality college options, they must demonstrate strong performance on the SAT and/or the ACT. Therefore, to achieve our mission, we must integrate SAT and ACT reading, writing, and math problems into our curriculum wherever there is alignment between these exams and the CCSS. In our view, this alignment is strong, and so we believe we can meet students' needs on both fronts simultaneously.
<b>American College Test (ACT)</b>	

## Data Analysis

We believe that data must drive decisions for Invictus Academy to achieve its mission. Consistent with this belief, we will match our rigorous collection of meaningful data with rigorous processes for data analysis, evaluation, and implementation. As Paul Bambrick-Santoyo writes in *Driven by Data*, "effective data-driven instruction is almost always premised by...assessment, analysis, action, and culture."<sup>109</sup> At the individual classroom and school level, we will instill practices to quickly process data into concrete, actionable steps to improve teachers' instructional practices and schoolwide culture and systems.

Diagnostic assessments, including the NWEA MAP, will be administered at the outset of each school year and, as needed, for students admitted off of the waitlist. The MAP Exam is administered three times each year to gauge students' baseline reading and math levels and track progress over the course of the year. The leadership team and, beginning in year two of operation, the Instructional Leadership Team, will examine MAP data in conjunction with other student

<sup>107</sup> Mattern, Krista D., Jessica P. Marini, and Emily J. Shaw. "Are AP Students More Likely to Graduate from College on Time?" *College Board* (2013): College Board. Web.

<sup>108</sup> Invictus Academy will support the cost of AP Exams as needed.

<sup>109</sup> Bambrick-Santoyo, Paul. *Driven by Data: A Practical Guide to Improve Instruction*. San Francisco, CA: Jossey-Bass, 2010.

achievement metrics using the protocol in **Figure 35** below to reflect on instructional practices and/or make adjustments to upcoming weekly professional development agendas to ensure students make adequate academic growth in core content areas, as well as in their reading and math levels.

**Figure 35. Data Analysis Protocol<sup>110</sup>**

	Task	Guiding Questions
<b>Part 1</b>	Examine the data. Make “Page One” Comments (observations and questions only, no interpretation or judgment allowed) on the work. Answer selected guiding questions. (5 minutes)	<ul style="list-style-type: none"> <li>• What essential knowledge is assessed by the assignment?</li> <li>• What core tasks (skills) are assessed by the assignment?</li> <li>• What essential understandings or principles are assessed by the task?</li> <li>• What do you notice about the data?</li> <li>• What do you wonder about the data?</li> </ul>
<b>Part 2</b>	Analyze the data. Make inferences and comments (judgments, interpretations, implications, ideas for addressing concerns are fine at this point). Answer guiding questions. (5-10 minutes)	<ul style="list-style-type: none"> <li>• What does the data tell us about student learning and thinking?</li> <li>• In general, at what stage are students in their understanding and competency with the knowledge, skills, and understandings?</li> <li>• What are next steps for teaching this skill to students? Do they need additional practice? Do they need opportunities to deepen their understanding?</li> <li>• For students at a beginning level of understanding, what re-teaching needs to occur? In what ways can the skill be broken down into smaller parts?</li> <li>• For students at a high level of understanding, what extensions need to be provided for them? How can they be challenged to deepen their thinking and understanding of the knowledge, skills, and understandings?</li> </ul>
<b>Part 3</b>	Discussion of answered questions. Group discussion of implications, ideas, suggestions for the particular classroom, for the classrooms of other participants, and for the school as a whole. (5-10 minutes)	
<b>Part 4</b>	Debrief. Each member of the group has a chance to make final comments about their analysis and the process. (5 minutes)	

Within individual classes, teachers will be trained to implement systems for data collection and analysis to inform their practice during class periods, in response to formative assessments, and upon evaluation of interim and summative assessments.

<sup>110</sup> This data protocol was modeled after Two Rivers Public Charter School in Washington, D.C., which is one of the top performing schools in the region: <https://www.edutopia.org/pdfs/stw/edutopia-stw-two-rivers-das-analyzing-student-work-protocol.pdf>.

Teachers will collect and utilize a variety of data to inform the sequence of their daily lessons. A list of in-class data teachers will collect and a description of the way in which teachers will utilize this data follows in **Figure 36**.

**Figure 36. Teacher Use of In-Class and Formative Assessment Data**

Data	Teacher Use
<b>Daily Launches</b>	Daily launches are a set of teacher designed-questions that students respond to silently and independently at the start of every class period. Teachers will often utilize daily launches to integrate previous content to gauge students' prior knowledge or skills, and on that basis, can make in-the-moment adjustments to extend or reduce time spent on specific content or skills responsively to student understanding. Whenever possible and appropriate, students will complete launches using Instant Response Systems so that teachers have access to accurate whole class data.
<b>Instant Response System ("clicker") Questions</b>	We have budgeted for every student to have a laptop, with which they can access instant response systems, such as Gooru or Socrativ. These platforms enable students to input their answers digitally as a class, with the platform displaying class-wide response data. Utilizing this data, teachers can utilize data to move on from questions on which the class, as a whole, demonstrates mastery, and use questioning techniques or offer additional explanation for questions on which the data reveal a misconception. This innovative practice enables teachers to provide targeted, responsive, and immediate feedback to students during class.
<b>Written Checks for Understanding</b>	Teachers will be trained to script in check for understanding questions into their lessons, and as appropriate, provide time for students to respond to these questions in writing. These questions may take students 2-4 minutes to compose, during which time teachers will be trained to circulate the classroom to observe student responses and provide quick, immediate feedback, either in writing or verbally.
<b>Verbal Checks for Understanding</b>	In addition to written checks for understanding, teachers will also script verbal checks for understanding into their lessons. These questions will come at key, pre-identified moments as well as in response to student misconceptions in the moment. Depending on students' verbal responses, teachers may utilize questioning techniques to probe for understanding.
<b>Socratic Seminar Responses</b>	In humanities classes, students will regularly engage in Socratic dialogue, during which teachers will evaluate student responses and score them according to an objective rubric. Teachers will be trained to respond to this data as patterns or trends form over the course of a discussion. For example, if multiple students fail to fully explain their evidence, teachers may prompt students to focus on this part of their response and, as appropriate, model by participating in the discussion.
<b>Exit Tickets</b>	Each day across subject areas, teachers will have students complete an exit ticket, which assesses students' understanding of the day's objective. Exit

	tickets can take multiple formats, and the data teachers collect from them will be used to spiral content for the following day's launch and/or lesson. Teachers may also re-teach content if exit ticket data suggests significant gaps in student understanding.
<b>Weekly Quizzes</b>	Each week, students will take an in-class quiz assessing one week's worth of objectives. These quizzes will be staggered between humanities and science classes to ensure that quizzes do not all fall on the same day each week. Teachers will reflect on quiz data with their coaches to identify content to be spiraled into the future lessons, which content requires re-teaching, and explore the causes of misconceptions and refine future instruction appropriately.

In addition to in-class and formative assessment data, teachers will assign longer summative assessments, which include:

- Unit Exams
- Performance Tasks (essays, presentations, and longer problem-solving tasks)
- Interim Assessments
- Final Exams

For these assessments, teachers will meet with their coaches and/or content teams to utilize a structured protocol for exploring student work. This protocol requires teachers and coaches to identify misconceptions in whole-class data and investigate specific misconceptions using a representative sample of student work. The final steps of this protocol guides teachers to identify concrete action steps they can take to close gaps in student knowledge and/or skills. This structured protocol is shown below in **Figure 37**.

**Figure 37. Student Work Data Reflection Protocol<sup>111</sup>**

<b>Protocol Step</b>	<b>Teacher and Coach Actions</b>
<b>Before Meeting or Do First</b>	<ul style="list-style-type: none"> <li>• Teacher and/or coach selects one worthy task (exit ticket, written response, independent practice, etc.).</li> <li>• Teacher shares lesson plan aligned to the worthy task. Participants read the lesson plan in advance of the meeting.</li> <li>• Team completes the task for the purpose of identifying what insights/strategies/skills would indicate student mastery. Note: fully completing task may not always be feasible for some extensive tasks.</li> <li>• Team compares student work to exemplar. If no exemplar exists, teacher/group should create before completing task.</li> <li>• Gather and copy at least 6 samples of student work (2 mastered, 2 approaching, 2 not yet mastered) for each participant.</li> </ul>

<sup>111</sup> Student work data reflection protocol was adapted from the one used in the Republic Schools Network.

<b>Step 1: Norm on the criteria for success for the task. (5 minutes)</b>	<ul style="list-style-type: none"> <li>The group listens to the teacher's stated criteria for success, then accepts or revises them.</li> </ul>
<b>Step 2: Analyze &amp; sort student work. (8 mins)</b>	<ul style="list-style-type: none"> <li>Independently identify one student who best demonstrated mastery then discuss why you selected this student.</li> <li>Collaboratively sort the student work into mastered, approaching, and not yet (or other categories based on your rubric). Collaborate to ensure that coach and teacher are operating from a common lens.</li> <li>As coach and teacher sort, they should think about and discuss the following questions: (1) "What patterns (both successes and struggles) exist across student work samples?" and (2) "What differentiates those who mastered the task from those who didn't?"</li> </ul>
<b>Step 3: Group discussion and calibration. (8 minutes)</b>	<ul style="list-style-type: none"> <li>What are the one or two things that are most holding students back?</li> <li>Work toward agreement on the 1-2 highest impact analysis statements using the analysis sentence starter: "Students' work would improve the most if students..."</li> </ul>
<b>Step 4: Determine action steps for the whole class and/or sub-groups. (8 minutes)</b>	<ul style="list-style-type: none"> <li>Based on the analysis above, what whole-class or sub-group instructional adjustments will the teacher make?</li> <li>Is there a teaching point that needs to be mastered by the whole class or a sub-group?</li> <li>Complete action step sentence starter: "Students' work would improve the most if the teacher..."</li> </ul>
<b>Step 5: Teacher re-states 1-2 concrete action steps that they are committing to in the next week. (1 minute)</b>	
<b>Step 6: All teachers share a transferable takeaway for their instruction (3 minutes)</b>	

## Data-Oriented Culture

At Invictus Academy, we will create a culture in which data drives decisions. To accomplish this, we will develop school-wide structures and systems for rigorous, regular analysis of data at all levels of our organization, ranging from school leadership to students and families. The following represent key ways in which data will permeate our identity as an organization:

- Mastery-based Grading:** Invictus Academy will use a mastery-based grading approach utilizing a grading tool such as JumpRope. In this grading system, teachers organize their gradebook by mastery strands, which encompass knowledge and skills students must master in their respective courses. Assessments are then linked to each knowledge/skill strand. For example, in 8<sup>th</sup> grade U.S. History, a mastery strand may state, "Students are able to analyze Japanese internment in modern context." Assessments of this skill may

include a Socratic seminar and/or a Document Based Question essay. Teachers are able to adjust the weight of mastery strands in each unit of their course to ensure students' grades reflect students' mastery of the most important knowledge and skills encompassed in their courses.

Through its transparent representation of student data, mastery-based grading empowers teachers to communicate clearly the precise knowledge and skills students are expected to master in each course. This format also enables clearer communication to parents, as grade reports show which content students are grasping and where they may need more support. Using this information, teachers, in partnership with students and parents, can develop plans to support students towards content mastery.

- **Instructional Leadership Team (ILT):** Starting in our second year of operation, we will create an ILT composed of school leadership, department leads, and/or Master Teachers. This group constitutes a representative body of staff leaders who will meet weekly to analyze school-wide data and design action steps based on data-driven insights, including input on and planning of weekly teacher professional development. The ILT will collect and analyze a variety of data, including, but not limited to:
  - NWEA MAP Results
  - Grade Data
  - Interim Assessments
  - Final Exams/Summative Assessments
  - College Admissions Assessments
  - Classroom Observations (conducted by ILT members)
  - Research on Instructional Best Practices

The ILT will be responsible for ensuring Invictus Academy teachers and coaches are continuously improving instruction responsively to student achievement data. It also provides an opportunity for teacher leadership and unique professional development.

- **School Culture Leadership Team (SCLT):** Starting in our second year of operation, we will create a SCLT led by our Dean of Students and composed of teachers and students, both of whom will apply for seats on the SCLT. The SCLT will meet every other week and will be tasked with monitoring and strengthening school culture in response to the following data:
  - Student surveys
  - Student focus groups
  - Classroom observations
  - Community meeting observations

Like the ILT, the SCLT will be responsible for monitoring and strengthening school culture in response to data-driven insights. It provides a unique opportunity for students, staff, and school leadership to share diverse perspectives on school policies and practices to ensure a positive working and learning environment for all members of the Invictus community.

- **Data Days:** Of our 24 days of teacher professional development, four are specifically focused on data analysis. These days are calendared to follow major assessments so that teachers can delve deeply into their classes' student achievement data, identify misconceptions, root causes of those misconceptions, and create re-teaching plans. Teachers will look closely at their instruction in relation to student outcomes, and select an instructional area of focus on this basis for future units. By allocating time and space for teachers to closely explore and respond to student data, we seek to build our teachers' knowledge, skills, and habits regarding analysis of data, such that these practices become deeply rooted in our culture.



#### **Element 4: Governance Structure**

**“The governance structure of the school, including but not limited to, the process to be followed by the school to ensure parental involvement.”**

- **California Education Code Section 47605 (b)(5)(D)**

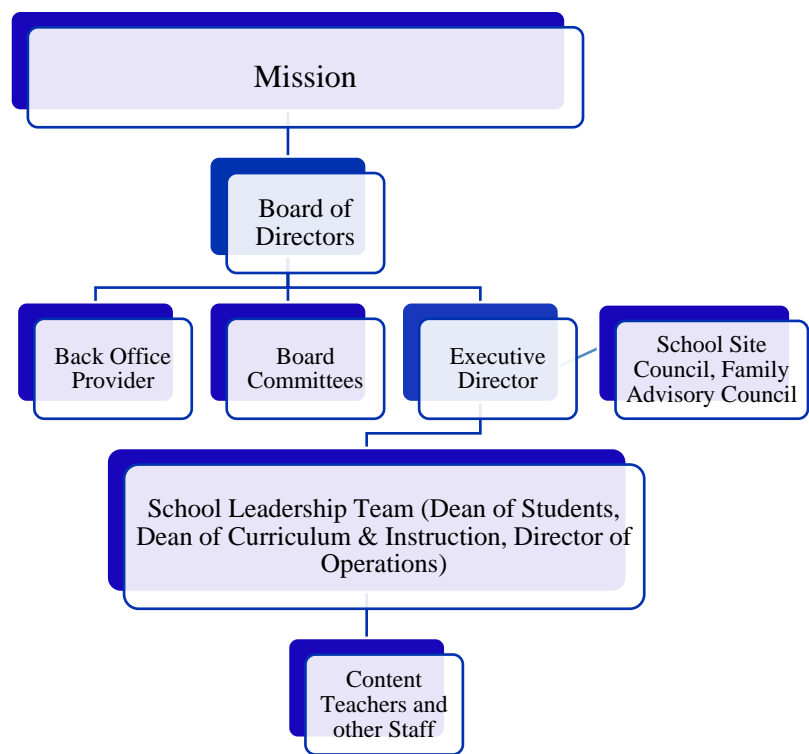
#### **Governance Structure**

Invictus Academy’s founding team consists of eight individuals who will serve on the Founding Board of Directors and Lead Founder and proposed Executive Director Gautam Thapar. The founding team’s expertise is both broad and deep, including expertise in education, finance, facilities, community outreach, marketing, fundraising, legal and regulatory issues, and technology. This team is uniquely equipped with the knowledge, skills, and understandings needed to execute upon the program we have outlined in this charter:

- All nine founding team members have relevant professional expertise in education
- Six of the nine founding team members work and/or live in Richmond
- Seven of the nine founding team members are people of color
- Three of the nine founding team members have prior experience as classroom teachers
- Three founding team members have Master’s degrees in Business Administration, one in Educational Studies, one in Accounting, and one in Law.

The organizational structure of the Charter School is designed to ensure the fulfillment of its mission. Broadly, there are four levels to this structure: the mission, governance (the Board), management (the Executive Director and leadership team), and staff. This structure is demonstrated below in **Figure 38**.

**Figure 38. Board Organizational Chart**



### **Governance and Management**

The Board is responsible for hiring and evaluating the Executive Director and setting policies to secure the current and future fiscal, operational, and legal health of the Charter School, and ensure adequate resources are in place. Through these responsibilities, the Board provides oversight and accountability to management. The Board is responsible for approving the annual budget as well as staff and student handbooks, which codify and communicate school policies. The Board is also responsible for ensuring the school has sufficient resources to fulfill its mission, while management is responsible for allocating those resources to fulfill the mission. The Board sets personnel policies, within which management hires and retains staff.

Management is responsible for the day-to-day execution at the school site level to ensure the fulfillment of the school's mission. Some of these duties include making hiring decisions for school staff, selecting and implementing curricula, and implementing personnel policies. Management communicates frequently with the Board Chair as well as Committees to ensure cohesion across the organization.

Our Board of Directors will include the following the following roles and responsibilities:

**Figure 39. Officer Titles and Responsibilities**

<b>Officer Title</b>	<b>Proposed Officer</b>	<b>Responsibilities</b>
<b>Board Chair</b>	<b>Julia Wasserman</b>	The Board Chair will preside at meetings of the Board and be responsible for the supervision and administration of all governance related matters and business of the school. The Board Chair will serve on designated committees and complete any other duties as prescribed by the board.
<b>Board Vice-Chair</b>	<b>Charles Oshinuga</b>	The Board Vice-Chair will perform all duties and responsibilities of the Board Chair in the event that the Board Chair is absent or unable to perform his/her duties, as well as other duties prescribed by the Board or the Board Chair.
<b>Board Secretary</b>	<b>Karen Norwood</b>	The Board Secretary will ensure accurate record keeping of all Board meeting minutes, in accordance with the Brown Act, as well as any committees to which the Secretary is appointed. The Secretary will be the keeper of the school's non-financial records, and be responsible for any other duties prescribed by the Board.
<b>Board Treasurer</b>	<b>Ashwin Ravi</b>	The Board Treasurer will keep complete and accurate accounts of all receipts and disbursements of the school. He/she will also be responsible for depositing all money of the school in banks and depositories, as designated by the Board. The Treasurer will maintain accurate financial recordkeeping and ensure transparency, both for the Board and the public. The Treasurer will submit a report on the financial viability of Invictus Academy of Richmond annually, and as requested.

## **Committees**

The Board of Directors includes the following committees, which will meet monthly and report minutes to the Board at full board meetings. The Board of Directors has the discretion to add or remove committees, change meeting schedules, or make other adjustments to committee structure as allowed by the Board's bylaws.

- **Governance Committee:** The Board Chair heads the Governance Committee, which manages the recruitment, selection, and onboarding of new Board members. The Governance Committee is also responsible for providing for the ongoing training for the Board on matters of governance. The Governance Committee will manage recruitment of new members each year and will nominate prospective new Board members at least once, annually. A 2/3 vote is required for a prospective member to be selected to the Board, per Invictus Academy's governing bylaws. Upon selection, the Governing Committee is responsible for providing relevant training and onboarding support to new members. It is also responsible for facilitating the Board's annual self-evaluation. Founding Board members will serve staggered terms of one, two, or three years, and all members who join thereafter will serve three year terms. No board member can serve more than two

consecutive terms. Details on governance procedures are available in our draft bylaws, **Appendix 5: Board Bylaws**.

- **Finance Committee:** The Finance Committee is responsible for ensuring the school's mission, vision, and policies are reflected in the annual budget and closely monitors actual versus budgeted expenditures. Chaired by the Board Treasurer, the Finance Committee reports on the viability of the school's finances and provides requisite training to the Board regarding the interpretation of financial statements, including the school's income and cash flow statements, as well as our balance sheet. The Treasurer and the Finance Committee will work closely with our back office provider to ensure accurately, timely, and thorough reporting of financial matters to the Board at each meeting. Finally, the Finance Committee will ensure compliance with all local, state, and federal regulations, oversee audits, and review financial policies, as necessary.
- **Academic Performance Committee:** The Academic Performance Committee meets monthly to review student achievement data, collaborates with the Executive Director to ensure reporting to the full Board is thorough and in accordance with the school's mission, and evaluates assessment policy to advise the full Board. This Committee will also oversee an annual survey to staff and parents, and report on the findings to the Board.
- **Development Committee:** The Development Committee is responsible for fundraising, building relationships in the community, and supporting facility needs. This Committee drafts annual fundraising goals, and meets monthly to strategize and review progress towards annual fundraising goals, which it reports to the board on a quarterly basis. Members will set ambitious fundraising goals and create a development plan to ensure benchmarks are met and additional funds are secured to support the achievement of the mission of the school.

## Legal Status

The Charter School shall be operated as a California non-profit public benefit corporation formed and organized pursuant to California Nonprofit Public Benefit Corporation Law. The Charter School will be governed by the Board of Directors pursuant to its corporate bylaws, which shall be consistent with this charter.

The Charter School will operate autonomously from the Authorizer, with the exception of the supervisory oversight as required by statute and other contracted services. Pursuant to California Education Code Section 47604(c), the Authorizer shall not be liable for the debts and obligations of the Charter School or for claims arising from the performance of acts, errors, or omissions by the charter school as long as the Authorizer has complied with all oversight responsibilities required by law. All staff are employees of the Charter School. All duties herein applying to the Charter School shall ultimately rest with the Charter School operating as a non-profit public benefit corporation. See **Appendix 4: Conflict of Interest Policy**, **Appendix 5: Board Bylaws**, and **Appendix 6: Articles of Incorporation**.

## Board of Directors

The Charter School Board is a policy-making Board which oversees the fundamental aspects of the School. The Board shall be composed of at least seven (7) and no more than fifteen (15) directors, including community members, with expertise in finance, law, non-profit governance, fundraising, school leadership, and academic program development. In addition, in accordance with Education Code Section 47604(b), the authority that grants the charter to a charter school to be operated by a nonprofit public benefit corporation shall be entitled to a single representative on the Board of Directors of the nonprofit public benefit corporation.

As of May of 2017, the Founding Team includes the proposed Executive Director and eight proposed Board of Directors:

**Gautam Thapar, proposed Executive Director** and Richmond resident, is currently a Fellow with Building Excellent Schools, through which he has studied nearly 40 high-performing charter schools across the country to learn best practices. Mr. Thapar joined Teach For America in 2010 and taught for four years, most recently as a U.S. History and Advanced Placement U.S. History teacher at Leadership Public Schools-Richmond. At LPS-Richmond, Mr. Thapar's 11<sup>th</sup> grade U.S. History students had the highest proficiency rates of any open-enrollment school in the district. He graduated with honors from Stanford University with a Bachelor of Arts Degree in Political Science and earned a Master's in Business Administration from the University of Michigan.

**Jessica Covarrubias, a proposed Board member**, leads strategy and marketing for YouTube Kids, a Google platform designed for young people to discover and learn from video content. Prior to Google, she worked in marketing and strategy roles for PepsiCo on its Gatorade and Quaker brands. A native of the south side of Chicago and an alumna of Chicago Public Schools, Ms. Covarrubias is passionate about providing an equitable education and resources for all students to ensure that they live up to their full potential. She has served on the board for Chicago Run, a nonprofit organization that promotes the health and wellness of Chicago children through innovative, engaging, and sustainable youth running programs. Ms. Covarrubias also served as a fellow for the Revive the Dream Institute, a nonprofit organization that grows emerging community leaders by developing them into enthusiasts for education reform to improve the life prospects of underserved children. Additionally, she has dedicated time to do pro-bono work for public schools in Chicago and Detroit. Ms. Covarrubias graduated from Stanford University with both a Bachelor of Arts in Sociology and Communication and holds a Master of Business Administration and a Master of Arts in Education Leadership & Policy from the University of Michigan.

**Jesse Madway, a proposed Board member**, is in his 25th year working in urban public schools. He is currently the Head of Operations and Facilities, as well as the Testing Coordinator at Leadership Public Schools-Richmond, in Richmond California. From 2007-2016, Mr. Madway was the Dean of Students at LPS-Richmond, and prior to that he was an English teacher at the school. LPS-Richmond is one of the highest performing schools in the nation, having been ranked in the top 1% of all public schools for the past three years in a row according to *US News and World Report*. Mr. Madway has worked extensively in several middle schools and high schools as

both a teacher and an administrator. Mr. Madway grew up in the Bay Area and attended the University of California, Santa Cruz where he earned his Bachelor of Arts in American Studies.

**Tana Monteiro, a proposed Board member**, is a Richmond resident, and is currently the Parent Engagement Coordinator at Richmond College Preparatory School, where she builds and maintains connections with parents and families, involving them in the broader school community. Ms. Monteiro loves working with families and strives to make their voices heard as they work together to make a safer, healthier, and happier community. Ms. Monteiro has lived in Richmond and nearby San Pablo for the past 19 years and is raising four sons, all of whom have attended public schools. Previously, Ms. Monteiro served as the Community Wellness Coordinator at YES Families from 2013 to 2016 after serving as a parent organizer and community liaison at Richmond College Preparatory School for seven years. Ms. Monteiro led YES's Wellness Program and coordinated 15-20 adult Wellness Navigators annually to advocate for health and wellness in their communities. Ms. Monteiro received professional certifications in Healthcare Administration and Culinary Arts from Chabot College and Contra Costa Community College, respectively. As evidenced by her extensive professional experience, Ms. Monteiro is committed to working with families and strives to make their voices heard as they work together to make a stronger community.

**Karen Norwood, a proposed Board member**, currently serves as the Facilities Services Manager for Kaiser Permanente School of Allied Health Sciences in Richmond, CA. She is responsible for providing daily leadership in facility operations for the school. Ms. Norwood has always had a passion for working in healthcare to eliminate health disparities in California, and has been active in the community to create positive change. She serves on the Board of Directors for Rubicon Programs, Inc. and the Hercules Academic Athletic Board. Ms. Norwood is also a member of the Kaiser Permanente African American Professional Association, and is a Kaiser Permanente Care Volunteer. She graduated from the University of Central Arkansas with a Bachelor of Science degree in Health Education and earned a Master's in Business Administration from Aspen University.

**Charles Oshinuga, a proposed Board member**, is a Richmond resident, and was born in Louisiana to Nigerian immigrant parents and raised primarily in the Mojave Desert. After graduating from UC Berkeley with a double major in Molecular Cell Biology and Legal Studies, he worked with youth, including teaching for a year at a charter school in Southern California. Mr. Oshinuga then went on to the UC Davis King Hall Law School where he focused on public interest law. After graduation, Mr. Oshinuga applied his skills at the Mendocino Public Defender's Office where he realized that many clients were in the system due to unstable housing situations. As a result, Mr. Oshinuga decided to work on housing issues, joining the Eviction Defense Collaborative and later Bay Area Legal Aid. Both jobs have allowed him to keep finger on the pulse of pertinent housing issues and to advocate for low-income, disabled tenants, as well as tenants in Public Housing, and to educate the general public about landlord/tenant issues.

**Mitzi Perez, a proposed Board member**, is a Richmond resident and alumnus of West Contra Costa Unified public schools. She is currently the communications specialist for Students For Education Reform (SFER). In 2015, Ms. Perez co-founded the SFER chapter at the University of California, Berkeley campus. As part of SFER, Ms. Perez has engaged in community organizing

in advocacy of reforms that would benefit students in the District. In addition to her role with SFER, Ms. Perez is a reporter and photographer for the *Richmond Pulse*. She is deeply invested in ensuring that students in Richmond and the community at large thrive. Ms. Perez graduated from UC Berkeley with a Bachelor of Arts in Media Studies.

**Ashwin Ravi, a proposed Board member**, is an experienced technology leader and financial analyst, with a commitment to improving educational opportunity and outcomes at a community level. A Detroit native, Mr. Ravi managed growth at Lumosity, the leading online program to train core cognitive abilities, helping reach over 75 million users. He previously worked as an investor at Norwest Venture Partners with a focus on supporting high-potential education services companies. Mr. Ravi has held several roles on the leadership team of Minds Matter of San Francisco, a volunteer-run mentorship organization helping low-income, high-achieving students in the Bay Area reach college success. Mr. Ravi graduated from the Honors College at the University of Michigan with a Bachelor of Arts in Economics.

**Julia Wasserman, a proposed Board member**, is a Berkeley native and works with the Google for Education Solutions Team, driven by a commitment to improving educational outcomes for students everywhere. In the two years before Ms. Wasserman joined Google for Education, she worked to shift her focus from a career in finance where she was a Senior Portfolio Management Analyst at a fund of hedge funds towards a career in education due to her deeply held belief that a great education is a most fundamental human right. During that time, she worked as a Summer Associate and Education Pioneers Summer Fellow for AltSchool in San Francisco, helping them develop their micro-schools model. She has held volunteer positions with Junior Achievement and spent a semester helping loveLife, a South African youth organization develop online, skills-based, certificate-granting programs for young people across South Africa. She holds a Bachelor of Arts degree in Economics from the University of Virginia and a Master's in Business Administration from Berkeley-Haas Business School.

## Open Meetings

The Board of Directors of the Charter School will meet regularly, at least every month, and in accordance with the Brown Act. The Board of Directors is fully responsible for the operation and fiscal affairs of the school, including but not limited to: approval of all budget-related and financial activities connected to the school; communication, negotiation and collaboration with the authorizer; hiring/termination of the Executive Director; evaluation of school programs; participation in independent fiscal and programmatic audit; and long-term strategic planning.

Invictus Academy is committed to adhering to the letter and spirit of the Brown Act and open meeting laws. A Board meeting will be defined as “Any gathering of a quorum of a legislative body to discuss or transact business under the body’s jurisdiction.”<sup>112</sup> To ensure transparency with the public and accountability to stakeholders in Richmond, our Board is committed to abiding by the tenets of the Brown Act, including but not limited to:

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<sup>112</sup> Lockyer, Bill. "Books and Pamphlets." *The American Journal of Nursing* 79.4 (1979): n. pag. The Brown Act. The Attorney General of California. Web. [http://ag.ca.gov/publications/2003\\_Intro\\_BrownAct.pdf](http://ag.ca.gov/publications/2003_Intro_BrownAct.pdf).



1. **Location:** Board meetings will be held within the territorial boundaries of the District to ensure public access for local stakeholders.
2. **Public Testimony:** Meeting agendas will include time for public comment for consideration by the Board.
3. **Facilities:** Meetings cannot occur in places that discriminate upon the basis of race, religion, color, nationality, sex, or where disabled people do not have access. Meetings must be free.
4. **Public Votes:** All votes other than those cast during closed session must be made in public.
5. **Public Records and Record-Keeping:** All materials, excluding those made exempt under the Public Records Act, must be provided to the public. A recording of meetings will be made available to the public.

All Board members will receive an annual training on the Brown Act led by the Governance Committee. Moreover, all new Board members will undergo an orientation that is in accordance with and trains them on the Brown Act. Our Board Secretary will ensure that all meeting announcements, locations, agendas, and minutes are posted in accordance to each specific type of meeting and as required by the Brown Act. These meetings include:

1. **Regular Meetings:** Agendas will be provided at least 72 hours prior to the meeting.
2. **Special Meetings:** 24-hour notice will be provided to the Board and media outlets.
3. **Emergency Meetings:** One-hour notice will be provided in the case of a dire emergency.

We also understand that there are times in which we must conduct closed session meetings. For closed session meetings, agenda items must be described in the agenda and notice for the meeting. Prior to the closed session, the Board must orally announce the subject of the session. If action is taken in the session, the Board must report the action at the close end of the session. The following are reasons to have a closed session:

1. **Personnel Exemption:** Generally held to consider appointment, employment, and evaluation of an employee.
2. **Public Security:** Generally held to meet with law enforcement or security concerning safety and services.
3. **Pending Litigation:** Generally held when receiving advise from legal counsel in situations that require litigation.
4. **Labor Negotiations:** Generally held to discuss salary of employees and the budget. Decisions must be made public
5. **Real Property Negotiations:** Generally held to negotiate or consider the terms of payment or purchase in exchange of real property.

## Board Training

The Board will be supported by Building Excellent Schools governance staff through direct training, which will occur annually. This can include observations of high performing charter schools, attending these schools' board meetings, and workshops led by BES governance staff on



issues pertinent to the work of the Board. In addition, the Governance Committee facilitates ongoing professional development for the Board pertaining to matters of governance. This includes onboarding training for new board members.

Postings will occur by email to those who have requested it and in a location that is publicly available 24 hours per day, 7 days per week in both English and Spanish. Invictus Academy will maintain for its Board a record book of meeting agendas and minutes. Agendas and minutes will be provided in English and Spanish. For ease of access, Invictus Academy will post the agendas and minutes on its website. The law requires no less than one meeting annually; however, the Board will meet at least ten times annually to conduct business plus special meetings. All meetings of the Board will be open to the public, excluding closed sessions as permitted by the Brown Act.

The Board may elect to use teleconferencing in connection with any meeting of the Board. If the Board elects to use teleconferencing, it shall post agendas at all teleconference locations and conduct teleconference meetings in full compliance with the Brown Act and in a manner that protects the statutory and constitutional rights of the parties or the public appearing before the Board. Each teleconference location shall be identified in the notice and agenda of the meeting or proceeding, and each teleconference location shall be accessible to the public. The agenda shall provide an opportunity for members of the public to address the Board directly at each teleconference location. During the teleconference, at least a quorum of the members of the Board shall participate from locations within the boundaries of the territorial boundaries of WCCUSD. Participation in a meeting through use of teleconferencing constitutes presence in person at that meeting as long as all members participating in the meeting are able to hear one another. All votes taken during a teleconferenced meeting shall be by roll call. "Teleconference" means a meeting of the Board, the members of which are in different locations, connected by electronic means, through either audio or video, or both. Nothing stated here shall prohibit the corporation from providing the public with additional teleconference locations.

### **Role of the Board**

The Board of Directors is responsible for oversight and accountability for the Charter School. Its roles and responsibilities include:

- Hiring and annually evaluating the Executive Director
- Ensuring effective planning and adequate financial resources
- Protecting assets and providing adequate financial oversight
- Maintaining and building effective capacity for the Board
- Ensuring legal and ethical integrity
- Approving key policies including, but not limited to, budget, personnel, and Board bylaws
- Complying with open meeting law in accordance with the Brown Act
- Abiding by all internal Board bylaws, including the Board's Conflict of Interest policy
- Conducting an annual self-evaluation according to Board's self-evaluation protocol
- Building Board capacity by rotating and adding members, as needed

## Role of the Executive Director

The Executive Director communicates and executes on the Charter School's mission. The Executive Director's roles and responsibilities are bulleted below:

- Develop and communicate the mission, academic program, and culture of Invictus Academy of Richmond to key stakeholders, including students, families, and staff
- Design and implement fundraising initiatives in concert with the Board to ensure the long-term fiscal health and viability of the Charter School
- Ensure complete and thorough reporting to the Board, including key measures of student achievement, financial indicators, and other operational issues as needed for the Board to fulfill its oversight and accountability duties
- Serve as a liaison between the Authorizer and the Charter School Board of Directors.
- Develop and implement the budget of the Charter School in accordance with generally accepted accounting principles
- Manage (with the school's Operations Director) the efficient and effective planning and implementation of back-office tasks for the Charter School, including but not limited to budget development, financial reporting, audits, and fundraising
- Contract with and evaluate third-party support providers to provide payroll, bookkeeping, budgeting, and other back-office services
- Ensure that the Authorizer and the State of California receive all necessary and mandated reports and data
- Negotiate Memoranda of Understanding and other contracts with charter Authorizer, and other community partners
- Ensure all state and federal required reports are completed and filed (i.e. CBEPS, R30; quarterly and annual financial reporting)

## Family and Stakeholder Involvement

Invictus Academy believes in cultivating strong partnerships with families. The following represent key ways in which we will engage families in the education of their children.

### Family Engagement

We believe a strong partnership between Invictus Academy and our students' families is vital to the achievement of our collective mission. We have intentionally designed structures and systems to make time and space to foster these partnerships, starting before students ever set foot on campus. These structures and systems are detailed below.

- **Home Visits:** During summer professional development, staff will visit every incoming seventh grader's home to meet with incoming students and families.<sup>113</sup> These meetings will enable us to learn more about students' and families' experiences in school thus far, set clear expectations and goals for the coming school year, and clearly communicate our commitment to being the best partner possible with families. These visits will support the

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<sup>113</sup> Home visits will be conducted for students who join Invictus Academy in later grades.

development of close relationships between Invictus Academy and its students' and families.

- **Parent University:** We recognize that our school provides a different school day than that to which students and families are accustomed. To ensure this transition is smooth and to maximize time spent pushing towards our mission, we will host two Parent University days before the start of the school year. These sessions will highlight expectations for students and cover key school policies in detail as well as relevant information regarding parent involvement. We believe that these orientations will be instrumental to establishing a strong culture starting on day one.
- **Weekly Communication:** Through numerous conversations with parents, we have found that families sincerely appreciate when schools communicate their child's progress clearly and frequently. This communication also serves as a vehicle to motivate students, and as a result, we will systematically communicate with parents. During the first week of school, we will come together as a staff after school each day to send positive communication to families. We believe it is *even more* important to communicate positively about students with families than it is to highlight areas of growth. Following the first week, we allocate time at our weekly staff meeting for teachers to make phone calls and send texts or emails to update families about students' progress. We will err on the side of over-communicating with families, understanding that they are one of the most critical stakeholders in our school.
- **Monthly Family Events:** To maintain and develop relationships established at the outset of the school year, we will host monthly family events, such as barbeques, student performance nights, and, most commonly, college information sessions. These events will be the main medium through which college information regarding required courses, the college application process, and financial aid will be disseminated. These events create settings in which students, parents, and staff can meet face-to-face, have authentic conversations, and build trust with families while simultaneously providing relevant and detailed information regarding their child's education. They also align to our mission by strengthening the connection between home and school to support student achievement.
- **Monthly Coffee and Pastries with Families:** It is crucial that parents feel welcome on campus and have opportunities to interface with school leadership. This builds trust and relationships, and provides parents with information to better support students towards our common mission. As a result, once per month, we will host a coffee and pastries event with families on campus. This will occur during the school day during second period, with the school leader presenting updates on the school and sharing video of highlights from classes. Parents will then have an opportunity to bring forth questions and engage in dialogue with the school leader regarding any topics they feel relevant.
- **Family-Teacher Conferences:** Once per semester, following interim assessments, students and families will come to school to discuss student academic performance as well as their growth in non-academic habits with their Advisors. These sessions will be largely led by students, who will complete a reflection form in preparation for these meetings in

Advisory. Teachers act as facilitators and offer additional insights on student strengths and areas for growth. This is an opportunity for parents to gain additional insight into students' progress during that semester, which can inform their messaging at home. Family-teacher conferences are critical to keeping families informed and aware of their students' path to college.

- **Annualized Surveys:** At the midpoint of each school year, we will send home a survey for parents to complete. These surveys will include items questions regarding family communication and work with the school. Submission of the survey will be a homework requirement for students, such that we collect representative data to analyze. School leadership and, in Year 2 and thereafter, the SCLT will undergo a data analysis protocol during January professional development to uncover insights from the surveys and inform adjustments to close any gaps that manifest themselves.
- **School Site Council:** Invictus Academy will have an advisory council, the School Site Council (SSC), consisting of the Executive Director, teachers, students, and parents, as well as possible inclusion of classified staff, and community representatives. Half of the SSC will be made up of school staff, the majority of which must be teachers, and half will be made up of parents and students. Members of the SSC will be elected by their constituent group (teachers elect teachers, parents elect parents, and so on). The School Site Council will typically meet monthly to provide suggestions and recommendations, advising the Executive Director on day-to-day operations and issues, including but not limited to, budgeting, curriculum, school policies, school/community participation, and the general direction of the school. The SSC will meet at the school site. If requested by the Executive Director and if the subject(s) to be discussed warrant it, members of the Invictus Academy Board will attend School Site Council meetings.
- **Family Advisory Council:** The Family Advisory Council (FAC) is a partnership between parents and school leaders, allowing families to highlight successes, share challenges, and contribute to the school community through fundraising, organizing parent volunteers, and developing or requesting specific workshops for parents and community members. It is a voluntary group that is open to all parents who are interested in taking part. The Executive Director, along with the elected parent liaison, will lead the Family Advisory Council and clearly outline the expectations for parental involvement. The Executive Director will work closely with the FAC parent representative to organize monthly meetings. During the monthly meetings, parents are invited to attend and participate in conversations with the Executive Director about the overall success of the school as well as any challenges they may be facing or improvements they would encourage. The FAC will report on its work to the Invictus Academy Board on a quarterly basis, or as agreed upon by the Board Chair, the Executive Director, and the FAC parent representative.

## Element 5: Qualifications to be Met by Individuals Employed by the School

“The qualifications to be met by individuals to be employed by the school.”

- California Education Code Sections 47605 (b)(5)(E)

### Statement of Non-Discrimination

The Charter School shall be nonsectarian in its employment practices and all other operations. The Charter School shall not discriminate against any individual (employee or pupil) on the basis of ethnicity, national origin, gender, gender expression, gender identity, or disability or any of the characteristics listed in Education Code Section 220.

### Organizational Structure

The organizational structure of the school will develop and grow annually with our slow-growth model, until we reach full capacity in the fall of 2023. Above all else, Invictus Academy of Richmond (“Invictus Academy”) and any employees operating under the name adhere first and foremost to the mission of the school, ensuring students are able to thrive in college, solve relevant problems, and communicate with confidence. Our organizational chart reflects our slow growth model as well as our budgeting in a fiscally conservative way, as financial viability is key to the success of the school.

In order to be competitive within the educational market, Invictus Academy adequately compensates staff as we know that attracting, hiring, training and retaining top talent will drive student achievement. **Figure 40** outlines our staffing plan for the first five years of operations.

**Figure 40: Invictus Academy of Richmond 5 Year Staffing Plan<sup>114</sup>**

Year	Positions
2018-2019	Executive Director, Dean of Students, Director of Operations, Office Clerk, Content Teachers (7)
2019-2020	Executive Director, Dean of Students, Dean of Curriculum and Instruction, Director of Operations, Operations Fellow, Office Clerk, content teachers (14),
2020-2021	Executive Director, Deans of Students (2), Dean of Curriculum and Instruction (2), Director of Operations, Operations Fellow (2), Office Clerk (2), Counselor (1), Content Teachers (21)
2021-2022	Executive Director, Dean of Students (2), Dean of Curriculum and Instruction (3), Director of Operations, Operations Fellow (3), Office Clerk (2), Content Teachers (28), College/Social Emotional Counselor
2022-2023	Executive Director, Dean of Students (2), Dean of Curriculum and Instruction (3), Director of Operations (2), Operations Fellow (4), Office Clerk (2), Content Teachers (35), College/Social Emotional Counselor (2)

<sup>114</sup> This staffing plan assumes Invictus Academy is a “school of the District” for special education purposes.

## General Qualifications

All employees at the Charter School will be required to demonstrate alignment with the Charter School's mission, vision, and educational philosophy. It is the responsibility of management to ascertain this commitment in a rigorous interview process for each applicant. Regardless of the role for which an applicant is applying, the following attributes will be sought in all personnel to be employed by the Charter School:

- The applicant is in alignment with the Charter School's mission and vision.
- The applicant believes that all students, regardless of race, class, family background, or other demographic factors, can achieve at the highest level.
- The applicant seeks to work with a student and family population reflective of the Richmond community, including students who fit the typical student profile of Invictus Academy of Richmond.
- The applicant seeks to be part of a team-oriented culture that holds all stakeholders, including staff, to high expectations.
- The applicant demonstrates attributes that are highly predictive of professional success, including the Charter School's ten core values.

Beyond the general filters above, key roles at the Charter School require more specialized knowledge, skills, and abilities. These are outlined for selected roles below in **Figure 41**.

**Figure 41. Leadership Team Roles and Qualifications**

Position	Certificated	Qualifications	Expectations
<b>Executive Director</b>	N	<ul style="list-style-type: none"> <li>• Commitment to school's mission</li> <li>• Four years teaching and/or school leadership experience</li> <li>• Bachelor's degree required; Master's or advanced degree preferred</li> <li>• Experience in education strategic planning</li> <li>• Record of high student and professional achievement with quantifiable success</li> <li>• TB Clearance</li> <li>• Background check clearance</li> </ul>	<ul style="list-style-type: none"> <li>• Oversee the day to day management of school instructional program and operations</li> <li>• Strengthen school culture and maintain focus on school mission</li> <li>• Strategically plan to ensure all students meet achievement goals</li> <li>• Lead professional development of instructional staff, including direct coaching and supporting the creating of curriculum materials</li> <li>• Select and evaluate teachers and other staff</li> <li>• Regularly communicate with the Board of Directors regarding the performance and health of the school</li> <li>• Oversee annual budgeting</li> <li>• Manage vendor relationships and contracting</li> <li>• Oversee implantation of programs to support students with special needs and ELs</li> </ul>

		<ul style="list-style-type: none"> <li>• Experience with budgeting and contracting</li> </ul>	<ul style="list-style-type: none"> <li>• Regularly communicate with school stakeholders, including families and parents, regarding school performance and health</li> <li>• Ensure that operational health of the school, including responsible management of the school budget</li> <li>• Serve as primary school disciplinarian for student misbehavior</li> <li>• Lead WASC accreditation process</li> <li>• Serve as liaison to authorizing entity</li> </ul>
<b>Director of Operations</b>	N	<ul style="list-style-type: none"> <li>• Commitment to school's mission</li> <li>• At least 2 years' experience with operations/systems management (preferably within the education field)</li> <li>• Experience with reading and reviewing annual budgets</li> <li>• Experience with data organization and analysis</li> <li>• Bachelor's degree</li> <li>• TB clearance</li> <li>• Background check clearance</li> </ul>	<ul style="list-style-type: none"> <li>• Assist Executive Director in the day to day management of the school</li> <li>• Communicate with school's back office provider regarding financial and HR matters</li> <li>• Oversee maintenance and creations and federal and state required documents and reports</li> <li>• Manage student data and school information systems (both digital and physical)</li> <li>• Assist Executive Director in the management of vendor relationships</li> <li>• Coordinate school vendors</li> <li>• Manage school front office staff</li> <li>• Manage financial reports</li> <li>• Manage and oversee facilities issues</li> <li>• Manage audit processes</li> <li>• Serve as testing coordinator</li> </ul>
<b>Dean of Students</b>	Y	<ul style="list-style-type: none"> <li>• Commitment to school's mission</li> <li>• CA teaching credential highly qualified</li> <li>• At least 2 years' teaching experience</li> <li>• Record of high student achievement with quantifiable success</li> <li>• Strong classroom management and instruction skills</li> <li>• Bachelor's degree</li> <li>• TB clearance</li> </ul>	<ul style="list-style-type: none"> <li>• Lead school culture initiatives, including weekly community meetings, student discipline systems, and core values character development</li> <li>• Regularly communicate with parents and families regarding student behavior</li> <li>• Support the Executive Director in maintaining and developing positive school culture and in implementing school wide discipline and cultural systems</li> <li>• Provide coaching and professional development to classroom teachers regarding classroom management, family</li> </ul>

		<ul style="list-style-type: none"> <li>• Background check clearance</li> </ul>	<p>communications, and community building within the classroom</p> <ul style="list-style-type: none"> <li>• Monitor student discipline records (including attendance and homework) and strategize ways to address individual issues and schoolwide trends</li> <li>• Assist Executive Director with instructional support as requested</li> </ul>
<b>Dean of Curriculum and Instruction</b>	Y	<ul style="list-style-type: none"> <li>• Commitment to school's mission</li> <li>• CA teaching credential highly qualified</li> <li>• At least 2 years' teaching experience</li> <li>• Record of high student and professional achievement with quantifiable success</li> <li>• Strong classroom management and instruction skills</li> <li>• Experience coaching instruction and writing curriculum</li> <li>• Bachelor's degree</li> <li>• TB clearance</li> <li>• Background check clearance</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate with Executive Director to strategize instructional goals and strategies</li> <li>• Coordinate with Executive Director regarding instructional professional development for teaching staff</li> <li>• Support classroom teachers in developing instructional materials</li> <li>• Provide professional development and coaching to classroom teachers re. classroom management and content instruction</li> <li>• Assist Executive Director with instructional support as requested</li> </ul>
<b>Special Education Director</b>	Y	<ul style="list-style-type: none"> <li>• Commitment to school's mission</li> <li>• At least one year prior teaching experience preferred</li> <li>• Certified Special Education Teacher highly qualified</li> <li>• Experience working with students with special needs</li> <li>• Knowledge of special education rights of students and responsibilities of schools, including the IEP process (testing and</li> </ul>	<ul style="list-style-type: none"> <li>• Manage school matters involving special education</li> <li>• Maintain records regarding students with special needs and the education services provided to them</li> <li>• Work with content area teachers to support students with special needs, including implementation of IEPs</li> <li>• Facilitate review of intake assessments for new students</li> <li>• Facilitate evaluation/reevaluation process</li> <li>• Ensure school compliance with state and federal special education laws and regulations</li> </ul>



		implementation of accommodations and modifications) <ul style="list-style-type: none"> <li>• Bachelor's degree</li> <li>• TB clearance</li> <li>• Background check clearance</li> </ul>	<ul style="list-style-type: none"> <li>• Provided direct special education services to students in one-on-one setting sand through push-in/pull-out instruction</li> </ul>
<b>Office Clerk</b>	N	<ul style="list-style-type: none"> <li>• Commitment to school's mission</li> <li>• Experience with Microsoft office</li> <li>• Fluent in written and spoken Spanish</li> <li>• High school diploma</li> <li>• TB clearance</li> <li>• Background check clearance</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain a calm and welcoming front office environment</li> <li>• Assist Director of Operations in coordination of school systems and operations</li> <li>• Monitor front desk and school phone</li> <li>• Assist with parent communication as requested</li> <li>• Maintain and organize school supplies (not including SPED supplies)</li> </ul>
<b>Teachers</b>	Y	<ul style="list-style-type: none"> <li>• Commitment to school's mission</li> <li>• At least one year prior teaching experience preferred</li> <li>• CA teaching credential highly qualified</li> <li>• Bachelor's degree</li> <li>• TB clearance</li> <li>• Background check clearance</li> </ul>	<ul style="list-style-type: none"> <li>• Plan and execute effective and engaging lessons, aligned to CCSS and scaffolded to meet the needs of all learners</li> <li>• Work with Executive Director, dean of curriculum and instruction, and other members of the content team to develop curriculum and assessments</li> <li>• Participate in practice based professional development</li> <li>• Serve as primary classroom disciplinarian enforcing school discipline system</li> <li>• Regularly communicate with parents regarding student performance</li> </ul>

The Charter School shall comply with all relevant credentialing regulations. Currently, Education Code Section 47605(1), states in pertinent part:

“Teachers in charter schools shall be required to hold a Commission on Teacher Credentialing certificate, permit or other document equivalent to that which a teacher in other public schools would be required to hold. These documents shall be maintained on file at the charter school and shall be subject to periodic inspection by chartering authority. It is the intent of the Legislature that charter schools be given flexibility with regard to non-core, non-college preparatory courses.”

The Charter School teachers at all levels shall meet or exceed all “highly qualified requirements” under the Every Student Succeeds Act (“ESSA”). Accordingly, a teacher of core academic subjects (i.e. English-Language Arts, History-Social Science, Math and Science) must have:

- Bachelor's degree
- State credential
- Demonstrated core academic subject matter competence

### Qualifications of School Support Staff

Invictus Academy of Richmond (“Invictus Academy”) reserves the right to hire or retain non-credentialed school support staff for noncore, non-college preparatory subjects (core is defined as English, math, social studies, and science), as per Education Code Section 47605(l), if that prospective staff person has an appropriate mix of subject matter expertise, professional experience, and demonstrated capacity to work successfully in such capacity. All non-instructional support staff will possess experience and expertise appropriate for their position.

Invictus Academy may also hire or retain non-credentialed instructional support staff (Associate Teachers) to support core or college prep subjects. In such instances, the instructional support staff will meet one of the following qualifications: two years of higher education study, an associate degree or higher, or a passing score on a formal state or local academic assessment that demonstrates the ability to assist in teaching reading, writing, and mathematics.

### Hiring of Teachers

The Executive Director will recruit highly qualified staff through multiple sources, including but not limited to university credentialing programs (e.g. Stanford Teacher Education Program), Teach For America, postings to EdJoin, pre-existing contacts within the Charter School's professional network, and referrals.

Invictus Academy of Richmond will consider applicants through a transparent, three-stage interview process:

- **Cover letter/resume screening:** Following a candidate's initial submission of a cover letter and resume, the Executive Director will screen materials for mission alignment and credentialing requirements. Candidates who meet these requirements will be contacted for a phone interview.
- **Phone interview:** Candidates who advance to a phone interview will be asked a series of questions to illuminate the degree to which they are aligned with the Invictus Academy's mission and vision. Questions during this stage will probe the candidate's background, experience, and instructional approach. Candidates who demonstrate high qualifications on the basis of the phone interview will be selected for in-person interviews.
- **In-person interview and demonstration lesson:** The final stage of the interview process is the most rigorous. Candidates interview in-person with the Executive Director, members of the leadership team, and students (starting in Year 1). Candidates also meet with current teachers (starting in Year 1). This stage of the interview also entails a demonstration lesson, after which members of the leadership team provide feedback. In select cases, candidates will be asked to teach a second lesson to ascertain the degree to which the candidate was

able to swiftly implement feedback. The Executive Director and leadership team then meet to discuss the candidate, with the decision being communicated to the candidate within a week of the final interview. While multiple constituents may be involved in the hiring process, the Executive Director will make all final hiring decisions.

The selection procedures shall not discriminate on the basis of ethnicity, national origin, religion, gender, gender identity, age, disability, or any other protected classifications. Invictus Academy employees will be held accountable by the Executive Director.

All faculty and staff undergo a criminal background check and fingerprinting to be conducted by the Department of Justice and the FBI, as well a child abuse registry check. The applicants are required to provide a full disclosure statement regarding prior criminal records. All staff are required to produce documents for U.S. employment authorization and a Mantoux tuberculosis (TB) test.

We will comply with all federal laws regarding maintenance and disclosure of employee records. Invictus Academy is a School of Choice and no employees will be forced to work there.

## Element 6: Health and Safety Procedures

**“The procedures that the school will follow to ensure the health and safety of pupils and staff. These procedures shall include the requirement that each employee of the school furnish the school with a criminal record summary as described in Section 44237.”**

- **California Education Code Sections 47605 (b)(5)(F)**

Invictus Academy will implement a comprehensive set of health, safety, and risk management policies, which will be reviewed with the staff, students, parents, and governing board. These will also be reviewed and discussed with the school's insurance carriers and include the following items:

- Policies and procedures for response to natural disasters and emergencies, including fires and earthquakes.
- A policy requiring that instructional and administrative staff receive training in emergency response, including appropriate “first responder” training or its equivalent.
- Policies relating to the administration of prescription drugs and other medicines.
- A policy establishing that the school functions as a drug, alcohol, and tobacco free workplace.
- A policy for reporting child abuse, acts of violence, and other improprieties as mandated by federal, state, and local agencies. Child abuse will be reported immediately by the individual discovering or being informed of the alleged child abuse/neglect. In accordance with the requirements of AB 1432, annual reporter training will be provided within the first six weeks of school or the first six weeks of that person’s employment, and proof of that training will be provided to the president of the school’s governing board.

A draft of the school’s health and safety procedures can be found in the Invictus Academy draft Student and Parent Handbook, which can be found in **Appendix 15: Draft Student and Family Handbook** as well as in our Health and Safety Plan, which can be found in **Appendix 16: Health and Safety Plan**. A full draft of these policies will be submitted to the District for review at least 30 days prior to Invictus Academy’s first day of operation.

Invictus Academy will comply with all health and safety laws and regulations that apply to non-charter public schools, including those regarding auxiliary services (food services, transportation, custodial services, hazardous materials, pest management, etc.) and those required by CAL/OSHA, the California Health and Safety Code, and EPA.

The Director of Operations will serve as Custodian of Records per Department of Justice Requirements.

Invictus Academy will participate in the National School Lunch Program (“NSLP”), which is a federally assisted meal program operating in public and nonprofit private schools and residential child care institutions. NSLP provides nutritionally balanced, low-cost or free lunches to children each school day. Invictus Academy and its food vendors comply with all federal and state regulations of the program, including, but not limited to, the nutritional requirements of food served that promote a healthy growth in physique and the stimulation of the mind. Additionally,

food of little nutritional value, or “junk food,” will not be served or distributed on campus, and students are further discouraged from obtaining and bringing such items onto campus.

### **Protection Against Sexual Harassment**

Invictus Academy of Richmond is committed to providing a school that is free from sexual harassment, as well as any harassment based upon such factors as race, religion, creed, color, national origin, ancestry, age, gender, medical condition, marital status, sexual orientation, or disability. Invictus Academy will develop and maintain comprehensive policies and procedures to prevent and immediately remediate any concerns about sexual discrimination or harassment at the Charter School (including employee to employee, employee to student, and student to employee misconduct). Misconduct of this nature is very serious and will be addressed in accordance with the school policy.

### **Criminal Record Summary**

Employees and contractors of Invictus Academy will be required to submit to a criminal background check and to furnish a criminal record summary as required by Education Code Sections 44237 and 45125.1. New employees not possessing a valid California Teaching Credential must submit two sets of fingerprints to the California Department of Justice for the purpose of obtaining a criminal record summary. The Executive Director of Invictus Academy shall monitor compliance with this policy and report to the Board of Directors on a quarterly basis. The Board Chair shall monitor the fingerprinting and background clearance of the Executive Director. Volunteers who will volunteer outside of the direct supervision of a credentialed employee shall be fingerprinted and receive background clearance prior to volunteering without the direct supervision of a credentialed employee. Registered sex offenders under Penal Code Section 290 may not serve as volunteers on campus or anywhere or at any time students are present.

It is the responsibility of the Director of Operations to provide new employees with the necessary forms for the background check. It is also the Director of Operations responsibility to verify the results, and to notify the employee of the results of the criminal background check contain a “knockout” conviction that prevents the employee from being hired.

### **Mandated Reporting of Child Abuse**

All classified and certificated staff (including teachers in any non-core, non-college preparatory courses), as well as short-term employees and independent contractors, will be mandated child abuse reporters and will follow all applicable reporting laws, the same policies and procedures used by the Authorizer. Training on child abuse reporting shall be provided to all employees.

### **Drug Free/Alcohol Free/Smoke Free Environment**

Invictus Academy shall maintain a drug and alcohol and tobacco free environment.

### **CPR/First Aid**

At least one person on site will be CPR and First Aid trained.

## **TB Testing**

Faculty and staff will be tested for tuberculosis prior to commencing employment and working with students as required by Education Code Section 49406.

## **Immunizations**

All students enrolled and staff will be required to provide records documenting immunizations as is required at public schools pursuant to Health and Safety Code Sections 120325-120375, and Title 17, California Code of Regulations Sections 6000-6075. All incoming 7<sup>th</sup> graders must be immunized with a pertussis (whooping cough) vaccine booster.

## **Medication in School**

Invictus Academy will adhere to Education Code Section 49423 regarding administration of medication in school.

## **Vision, Hearing, and Scoliosis**

Students will be screened for vision, hearing and scoliosis. The Charter School will adhere to Education Code Section 49450, *et seq.*, as applicable to the grade levels served by the Charter School.

## **Diabetes**

Invictus Academy will provide an information sheet regarding type 2 diabetes to the parent or guardian of incoming 7th grade students, pursuant to Education Code Section 49452.7. The information sheet shall include, but shall not be limited to, all of the following:

1. A description of type 2 diabetes.
2. A description of the risk factors and warning signs associated with type 2 diabetes.
3. A recommendation that students displaying or possibly suffering from risk factors or warning signs associated with type 2 diabetes should be screened for type 2 diabetes.
4. A description of treatments and prevention of methods of type 2 diabetes.
5. A description of the different types of diabetes screening tests available.

## **Blood-borne Pathogens**

The Charter School shall meet state and federal standards for dealing with blood borne pathogens and other potentially infectious materials in the work place. The Board shall establish a written infectious control plan designed to protect employees and students from possible infection due to contact with blood borne viruses, including human immunodeficiency virus (“HIV”) and hepatitis B virus (“HBV”).

Whenever exposed to blood or other bodily fluids through injury or accident, staff and students shall follow the latest medical protocol for disinfecting procedures.

## **Facilities**

### **Facilities Compliance**

Invictus Academy shall use facilities that are compliant with the Field Act or facilities that are compliant with the California Building Standards Code. The Charter School agrees to test sprinkler systems, fire extinguishers, and fire alarms annually at its facilities to ensure that they are maintained in an operable condition at all times. The Charter School will maintain on file records documenting such compliance. The Charter School shall conduct fire drills as required under Education Code Section 32001 and in conjunction with the District (if at District facilities).

### **Safety & Disaster Plans**

Invictus Academy will create a complete guide of health and safety and emergency procedures in case of fire, bomb threat, earthquake, flooding, crash, intrusion, or any other disaster which will be fully in place by the time the school opens. A full draft of the Charter School's health and safety policies and procedures shall be provided to the authorizer for review and approval by June 30th of each year prior to operation.

Please see **Appendix 16: Health and Safety Plan** for the complete school site safety plan.

### **Suicide Prevention Policy**

Invictus Academy will adopt a policy on student suicide prevention in accordance with Education Code Section 215.

## **Element 7: Means to Achieve Racial/Ethnic Balance Reflective of the District**

**“The means by which the school will achieve a racial and ethnic balance among its pupils that is reflective of the general population residing within the territorial jurisdiction of the school district to which the charter petition is submitted.”**

- **California Education Code Section 47605 (b)(5)(G)**

Invictus Academy of Richmond (“Invictus Academy”) will strive, through recruitment, to achieve a racial and ethnic balance among its pupils that is reflective of the general population residing within the territorial jurisdiction of the District.

### **Recruitment Strategy**

Invictus Academy will monitor the racial and ethnic balance among its students on an annual basis and, as appropriate in response to the data, modify its community outreach plan to achieve a racially and ethnically diverse student population. Our team has developed relationship with local community organizations, churches, and families, as well as grown an online presence on key social media and created an easily accessible website with enrollment information. Through these means, we expect to recruit a student population generally reflective of the community we seek to serve in South and Central Richmond.

Invictus Academy has and will continue to use a variety of strategies to ensure our student body’s diversity reflects that of the community. These strategies include, but are not limited to, the following:

- Adopting an open enrollment timeline that allots ample opportunity for outreach to students and families, information sessions, and parents to submit required enrollment materials.
- Distributing brochures, flyers, and other marketing materials in neighborhoods, local grocery stores and coffee shops, and community organizations.
- Conducting outreach to a broad base of culturally diverse community organizations including churches, youth centers, local sports leagues, neighborhood groups, and other leadership organizations.
- Translating all enrollment materials, information sessions, and parent meetings in both English and Spanish.
- Hosting information sessions to provide information about Invictus Academy’s mission, educational program, and curriculum.
- Communicating clearly in all outreach efforts and marketing materials that Invictus Academy is open to all student populations, including academically low-achieving and low-income students.
- Utilizing social media and other online means to increase awareness of Invictus Academy.
- Empowering parent leaders to leverage their networks to recruit families.

We are committed to ensuring that all outreach efforts are accessible and welcoming to students and families from all backgrounds. Invictus Academy shall not discriminate on the basis of the characteristics listed in Section 220 (actual or perceived disability, gender identity, gender expression, nationality, race or ethnicity, religion, sexual orientation, or any other characteristic



that is contained in the definition of hate crimes set forth in Section 422.55 of the Penal Code or association with an individual who has any of the aforementioned characteristics).

## **Element 8: Admissions Requirements**

### **“Admission requirements, if applicable.”**

- **California Education Code Section 47605 (b)(5)(H)**

### **Non-Discriminatory Admission Procedures**

Although Invictus Academy of Richmond (“Invictus Academy”) targets underserved students, the Charter School is a free public school open to all California residents without regard to prior academic achievement or the residence of the pupil or his or her parents in the State of California except as is required by Education Code Section 47605(d)(2)(B). Students shall be considered for admission without regard to ethnicity, national origin, gender, gender expression, gender identity, disability or sexual orientation or any other characteristic described in Education Code Section 220. With the exception of proof of immunizations (or acceptable legal alternative), an enrollment application, and birth certificate, no requirements for admission exist. There will be no test or interview as a condition to enrollment in the Charter School and we will adhere to all state and federal laws regarding the minimum age of students.

Students already enrolled at Invictus Academy will be exempt from the application and lottery process. During any period of discretionary grant funding from the U.S. Department of Education, Invictus Academy will comply with the Charter Schools Program Non-Regulatory Guidance (“CSP NRG”) regarding lotteries. In the event any provisions included here are deemed to conflict with the CSP NRG, Invictus Academy will modify its lottery procedures to ensure compliance and eligibility for federal funding.

The application process consists of completion and submission of a Student Interest Form for each child who is interested in attending the school.

An open application period will be publicly advertised by Invictus Academy. During this period, applications will be accepted for enrollment for the following school year. At the close of the open enrollment period, applications shall be counted to determine whether any grade level has received more applications than its maximum capacity. Should this occur, Invictus Academy will hold a public random drawing to determine enrollment for the grade level(s) in question, with the exception of existing Invictus Academy students who are guaranteed enrollment for the following school year. This exception will take effect following the first year operation. Enrollment preferences in the case of a public random drawing shall be as follows:

1. Siblings of students already admitted to Invictus Academy, provided siblings would attend the school concurrently
2. Children of founding families of Invictus Academy and children of Invictus Academy regular, full-time employees, not to exceed 10% of the total enrollment
3. Children residing within the District
4. All other students who reside in the state of California

## **Founding Parent Designation**

Invictus Academy is committed to ensuring a close partnership with parents and families to support our mission. Our founding team has begun the work of cultivating these partnerships in our founding stages, with some parents leading and/or contributing to our community outreach efforts. In recognition of these efforts, we will provide the opportunity for these parents to be designated as “Founding Parents.” To qualify for this designation, a parent must contribute significant personal time in founding efforts, including but not limited to, holding events with other parents, tabling, collecting petition signatures, and disseminating flyers prior to the holding of a lottery, if necessary. Parents shall not be required to make any financial contribution to earn designation as a Founding Parent, and Invictus Academy will comply with all oversight requirements related to designation of Founding Parents.

## **Lottery and Waitlist Procedures**

In the event that a lottery becomes necessary, lottery rules will be communicated to all parties present at the lottery, orally and in writing in both English and Spanish, including applicable enrollment preferences. Prior to any student names being drawn from the lottery, students who are given preference will be identified. Student names will be pulled from the lottery by an uninterested third party selected by the Executive Director.

To ensure the fairness and propriety of the enrollment lottery, the following process shall be followed:

- Student names will be printed on slips of paper and placed into a box, with enrollment preferences identified by visible mark.
- Lottery will be conducted by grade level.
- Upon being drawn, student names will be read aloud twice and recorded in chronological order, to include student name, an assigned number corresponding to the order they were drawn, student contact information, and any preference identifiers.
- The recording and review lottery results will be conducted by an uninterested third party different from and unrelated to the individual who conducted the public lottery. A final review of lottery results, including a review of appropriate distribution of seats to students with preferences, will be completed prior to an announcement of final lottery results.

Student names will be drawn until all open seats are filled. Remaining names will be pulled and placed in chronological order to populate the waitlist. Students applying for enrollment after the lottery will be added to the waitlist in the chronological order in which they apply. At any time, a family may request to be removed from the waitlist, with any such requests being granted immediately. Waitlists shall be valid for the duration of the applicable school year for which the lottery populating the waitlist took place.

Families of students included in the lottery will be notified of enrollment and waitlist status by phone and/or mail within two weeks of the lottery. Students offered an open seat for the upcoming school year will be required to complete enrollment documents within four weeks of notification of an offer for an open seat. Following the lottery, and within two weeks of distributing initial notification enrollment status based on the lottery, the school will hold an information session for

families to have outstanding questions answered prior to the deadline for submitting enrollment documents.

If a seat becomes available for students on the waitlist, families will be notified and offered an open seat in chronological order, as identified on the waitlist. Families notified of an open seat from the waitlist up until two weeks prior to the start of the school year must confirm enrollment and complete enrollment documents within ten (10) business days of notification. Families notified of an open seat from the waitlist less than two weeks prior to the start of the school year or during the course of the school year must confirm enrollment and complete enrollment documents within seventy-two (72) hours of notification. In the event a family declines an offer for a seat, the next student in chronological order on the waitlist shall be offered a seat until the seat is filled. In no event shall a waitlist be applicable for more than one school year. Students on a waitlist who are not offered a seat prior to the conclusion of a given school year must apply for enrollment the following year.

Invictus Academy shall maintain records of applications, lottery, waitlists, enrollment, and notifications related thereto. Policies related to enrollment and lottery shall be available at the school site. Records of lottery, enrollment, and waitlists shall be made available, upon request, for public viewing, provided, however, that student identification information, including identification numbers, shall not be included in such records.

Following the public random drawing, students who could not be granted admission shall be given the option to put their name on a waitlist according to their place in the lottery draw. In the case of an opening prior to or during the upcoming school year, students on the waitlist will have the option of enrolling. Waitlists will not carry over to the following school year.

Parents must submit a completed Student Registration Form for all students who secure a seat at The Charter School.

Invictus Academy and the District mutually agree that the preferences in the public random drawing as listed above are consistent with Education Code Section 47605(d)(2) and applicable federal law and non-regulatory guidance; however, should the preferences require modification in order to meet requirements of the Public Charter Schools Grant Program (PCSGP), such modifications may be made at school's discretion without any need to materially revise the charter as long as such modifications are consistent with the law and written notice is provided by the Charter School to the District.

### **Admissions and Enrollment Timeline**

The following represents Invictus Academy's projected application, public random drawing, and admissions timeline. If necessary and appropriate, this timeline may be amended without any need to formally materially revise the charter as long as changes are communicated to the Authorizer and are posted on the Charter School's website.

- **December-February:** Multi-lingual information sessions will be held in large and small group settings with community partners including, but not limited to, community organizations, churches, and individual families.

- **January-March:** Application materials will be sent to target students/families in their preferred language. Re-enrollment forms sent to existing students (starting in Year 2). Application deadline occurs and public random drawing is held.
- **March-May:** Acceptance letters, enrollment materials, and orientation/onboarding information distributed to families of students accepted in the public random drawing. Waitlist letters distributed to families of students not granted admission through the public random drawing.

Students who are offered enrollment after the public random drawing will be required to provide registration information to Invictus Academy, including student academic history, a release of records, student health, and emergency information to ensure that Invictus Academy is prepared to serve the student.

## **Element 9: Financial Audit – Reporting and Accountability**

**“The manner in which an annual, independent financial audit shall be conducted, which shall employ generally accepted accounting principles, and the manner in which audit exceptions and deficiencies shall be resolved to the satisfaction of the chartering authority.”**

**- California Education Code Section 47605(b)(5)(I)**

### **Fiscal Audit**

The Charter School Board will appoint an Audit Committee, which will select an independent financial auditor from the State Controller’s list of approved education auditors and oversee audit requirements.

An annual independent fiscal audit of the books and records of the Charter School will be conducted as required under the Charter Schools Act, section 47605(b)(5)(I) and 47605(m). The books and records of the Charter School will be kept in accordance with generally accepted accounting principles, and as required by applicable law and the audit will employ generally accepted accounting procedures. The audit shall be conducted in accordance with applicable provisions within the California Code of Regulations governing audits of charter schools as published in the State Controller’s K-12 Audit Guide.

The Audit Committee will select an independent auditor through a request for proposal format. The auditor will have, at a minimum, a CPA and educational institution audit experience and approved by the State Controller on its published list as an educational audit provider. To the extent required under applicable federal law, the audit scope will be expanded to include items and processes specified in applicable Office of Management and Budget Circulars.

It is anticipated that the annual audit will be completed within four months of the close of the fiscal year and that a copy of the auditor's findings will be forwarded to the Authorizer, the Contra Costa County Superintendent of Schools, the State Controller, and to the CDE by the 15th of December of each year. Invictus Academy’s Executive Director, along with the Audit Committee, will review any audit exceptions or deficiencies and report to the Invictus Academy Charter School Board with recommendations on how to resolve them. The Invictus Academy Charter School Board will submit a report to the Authorizer describing how the exceptions and deficiencies have been or will be resolved to the satisfaction of the Authorizer along with an anticipated timeline for the same. The anticipated timeline will incorporate any recommendations from the auditor and shall reflect discussions with the Authorizer as to a reasonable timeline for resolution. Any disputes regarding the resolution of audit exceptions and deficiencies will be referred to the dispute resolution process contained in the dispute resolution process outlined in this charter. There is money allocated in our budget under the line-item “Accounting Fees” for this purpose. Our complete budget can be found in **Appendix 7: Budget Base Case-School of the District**.

Audit appeals or requests for summary review shall be submitted to the Education Audit Appeals Panel (“EAAP”) in accordance with applicable law.

The independent financial audit of the Charter School is public record to be provided to the public upon request.

## Programmatic Audit

The Charter School will provide to the Authorizer an annual performance report. This report will include at least the following information:

- Summary data showing student progress toward the goals and outcomes listed above
- A summary of major decisions and policies set forth by the Invictus Academy Charter School Board of Directors during the year
- Data on the parent involvement in the School's governance (and other facets of the school) and summary data from the Annual Community Survey
- Data regarding the number of staff working at the school and their qualifications
- A copy of the school's health and safety policies and any major changes to those policies during the year
- Data showing whether Charter School implemented the means listed in the charter to strive to achieve racially and ethnically diverse student population reflective of the territorial jurisdiction of the District
- A comprehensive view of Charter School's admissions practices during the year, including information regarding the numbers of students enrolled, children on waiting lists and the students expelled and/or suspended
- Analyses of the effectiveness of Charter School's internal dispute mechanisms and information regarding the number and resolutions of disputes and complaints
- Parent/Teacher satisfaction results from the Annual Community Survey
- Any other information regarding the educational program, the administrative, legal and governance operations of the Charter School relative to compliance with the terms of the charter generally

The Charter School and the Authorizer will jointly develop any additional content, evaluation criteria, timelines and process for the annual performance report. The Charter School will use the data in the performance report to assess and improve upon its educational programming on an on-going basis.

The above-referenced annual performance report and the State-mandated School Accountability Report Card will be submitted to the Authorizer within the timelines agreed upon by the Authorizer and the Charter School and made available to the public.

The Charter School and the Authorizer will jointly develop a visitation process to enable the Authorizer to gather information needed to validate the school's performance and compliance with the terms of this charter. However, the Charter School agrees to and submits to the right of the Authorizer to make random visits and inspections in order to carry out its statutorily required oversight in accordance with Education Code Section 47607.

Pursuant to Education Code Section 47604.3 the Charter School shall promptly respond to all reasonable inquiries including, but not limited to inquiries regarding its financial records from the Authorizer and the State Superintendent of Public Instruction.

## **Element 10: Pupil Suspension and Expulsion**

**“The procedures by which pupils can be suspended or expelled.”**

**- California Education Code Section 47605(b)(5)(J)**

### **School Culture**

Invictus Academy will foster a positive school culture in which students and staff are valued and expectations are made clear. We believe that this culture is achievable by communicating expectations clearly, making time and space to celebrate students and staff in both large and small ways, and administering consequences, when appropriate, fairly, calmly, and objectively. Our discipline system is not rooted in punishment, but rather, restorative justice, in which transgressions that affect our school community are explored and attempts at redemption made. Through our approach, we will establish a level of consistency with respect to discipline and consequences that sets all students up for success.

### **Individual and Whole Class Positive Reinforcement**

We strongly believe in a culture of positivity, and so we create time and space for praise and celebration of student achievement. There are several structures that will support this, including (1) positive phone calls and notes home weekly, (2) nominations for and winners of student of the week awards, (3) displays of individual students’ academic success in public spaces, and (4) public praise delivered to students in class. We will intentionally use these structures to cultivate intrinsic motivation for students.

In addition to individual opportunities for praise and recognition, grade levels will be able to earn tangible rewards for their achievements. During and by the end of each class period, teachers will lead students through a reflection protocol about the class’s success in demonstrating the school’s ten core values. This involves a one-minute verbal reflection in student pairs followed by a whole class share out of reflections on the class’s performance in each core value, with students using evidence or examples from class to explain their view and teachers facilitating the conversation. This system has been successful at numerous high performing schools, including Excel Academy in Boston as well as Valor Academy in Los Angeles. Classes that record the strongest achievement in these reflections will be eligible for rewards such as free dress days. These reflections and rewards are designed to acknowledge classes that show exceptional levels of teamwork in pursuit of our collective mission.

### **Behavior Infractions**

We will implement *The Behavior Management Cycle*, developed by Lee Canter, which has earned national acclaim for its effectiveness and been implemented in some of the strongest schools in the country.<sup>115</sup> This system rests on three main steps, executed sequentially: (1) teachers clearly and specifically communicate directions, (2) teachers positively narrate students on task to reinforce expectations, and (3) teachers administer consequences from a pre-established

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<sup>115</sup> Canter, L. (2010). *Assertive discipline, positive behavior management for today's classroom* (4th ed.). Bloomington, IN: Solution Tree Press.



consequence ladder for those students still not complying with directions. The sequence of these steps is critical, because teachers who give clear directions and positively narrate and reinforce expectations often will, often, not need to administer consequences, as students overwhelmingly meet behavioral expectations that are clearly communicated.

When corrective action is needed, teachers will be trained to administer the correction (1) calmly and unemotionally and (2) with the use of an established consequence ladder. It is crucial that teachers use a neutral tone with students to avoid communicating frustration with students, as this action on the part of the teacher results in escalation and negativity. In addition, consequences must be set in advance to avoid the administration of arbitrary penalties. If one student is given a detention for inappropriate language while another receives a verbal warning for the same misbehavior, this quickly creates a culture of inconsistency and bias, which causes culture to unravel. Instead, teachers assign consequences from a ladder that has been communicated in advance to students. At Invictus Academy, this ladder is as follows:

**Figure 42. Invictus Academy Consequence Ladder**

Step	Consequence
1 <sup>st</sup> Consequence	Verbal Warning
2 <sup>nd</sup> Consequence	Conversation During/After Class
3 <sup>rd</sup> Consequence	Conversation After Class, Lunch Reflection Room, Phone Call Home
4 <sup>th</sup> Consequence <sup>116</sup>	Sent Out of Class for Restorative Conversation with Dean of Students, Restorative Conversation with Teacher, Reflection Room at Lunch

The system above is rooted in restorative justice practices. After two behavioral infractions, a student is assured a restorative conversation with the teacher to get the student back on track. This conversation can happen during class, if the teacher can find a moment in the midst of instruction, or after class. Teachers reserve the right to skip down the consequence ladder for severe misbehaviors. For example, if a child physically hits another child, a teacher may immediately send the student out of class, triggering the consequences associated with step four in our consequence ladder.

**Figure 43. Restorative Principles and Sample Teacher Statements**

Restorative Principle	Sample Teacher Statements
Assume Best Intentions	“Sarah, you are a fantastic student, but I can tell your focus is off right now.”
Address the Specific Behavior/Avoid Generalizations	“I’ve had to ask you to keep your head up twice, so it’s important for us to check-in.”
Seek to Understand, Seek to Support	“What is causing you to lose focus, and how can I help you get back on track?”
Validate	“I completely understand that you’re tired and it’s almost lunch, and those things are affecting your energy. That’s valid.”
Refocus	“I know you want to succeed in this class, and for that to happen you need to persevere in these moments when you’re tired.”

<sup>116</sup> Triggers restorative justice protocol.

Explain the “why”	“I want you to be successful today and in this class so you can go on to Santa Clara University, which is where I know you and your family want to be.”
Commit	“I’m committed to checking in with you to make sure you’re grasping the material, but I also need you to commit to keeping your head up and doing your best to focus. Can you commit to that?”
Hold Firm (If Student Refuses to Commit/Refocus)	“I hear you and understand. Unfortunately, if you won’t commit to refocusing, I have to ask you to go to the Dean’s office. Know that I don’t want that—but if you are in class, you need to give your best. If you do choose to go to the Dean’s office, also know I have to follow up with your parent(s)—not to get you in trouble, but because I know they would want to know about this choice. We all agree that your education matters.”

For students who significantly disrupt class by earning a fourth consequence, a more intensive restorative process is triggered. These students return to the classroom in which the misbehavior occurred to have a restorative conversation with the teacher at lunch, at which the teacher and student agree to steps for the student to amend or take action to redress the community violations that occurred during class. The student then spends lunch in the Reflection Room, during which we encourage students to reflect through mindfulness exercises. Each stage in the process is framed and designed to support students towards demonstrating mindfulness, in which they manage their thoughts, emotions, and behaviors to be their best selves. We reject a more punitive-oriented approach, instead treating misbehaviors as cause for coaching students to manage themselves more effectively. We foster space for redemption and community building. Conversations between students and the Dean of Students are anchored by Kohlberg’s Moral Pyramid, which students immediately reflect upon if sent out of class.

**Figure 44. Modified Kohlberg’s Moral Pyramid**

Kohlberg’s Moral Pyramid Level	Anchor Statements
I follow my ethical code	<ul style="list-style-type: none"> <li>• “My actions align with my beliefs.”</li> <li>• “I want to make the world better.”</li> <li>• “I am the change I seek in the world.”</li> <li>• “I do what I do because it’s just plain right.”</li> </ul>
I act to better my community	<ul style="list-style-type: none"> <li>• “I do what good people do.”</li> <li>• “My actions better my community.”</li> <li>• “I know the effect my actions have on others.”</li> </ul>
I try to follow the rules	<ul style="list-style-type: none"> <li>• “I do what I do to follow the rules.”</li> <li>• “If there were no rules, there would be chaos.”</li> </ul>
I want to please others	<ul style="list-style-type: none"> <li>• “I do what I do to please somebody.”</li> <li>• “I try to have the right intent.”</li> </ul>
I seek rewards	<ul style="list-style-type: none"> <li>• “I act to earn a reward.”</li> <li>• “I act to get something in return.”</li> </ul>
I want to avoid punishment	<ul style="list-style-type: none"> <li>• “I do what I do to avoid getting in trouble.”</li> <li>• “Somebody told me it was right.”</li> </ul>

Invictus Academy is committed to ensuring a positive, physically and emotionally safe learning environment. We believe that through clear setting of expectations, positive reinforcement, and frequent conversations with students, most behaviors that erode the learning environment we seek can be corrected. However, those behaviors outlined above threaten the physical and emotional safety of the school community and can warrant temporary or permanent removal from Invictus Academy. The process for handling suspensions and/or expulsions is detailed below.

## Trauma Informed Practices

Our founding team is keenly aware and attentive to the growing importance of trauma informed practices given recent revelations regarding the pervasiveness of childhood trauma. A recent study by the Center for Youth Wellness found that 62% of California youth have experienced at least one Adverse Childhood Experience (ACE), such as abuse, neglect, or household dysfunction.<sup>117</sup> One in six of those surveyed had experienced four or more such experiences.<sup>118</sup> The pervasiveness of childhood trauma is deeply troubling. According to the Center for Disease Control and Prevention (CDC), “The ACE score, a total sum of the different categories of ACEs reported by participants, is used to assess cumulative childhood stress. Study findings repeatedly reveal a graded dose-response relationship<sup>119</sup> between ACEs and negative health and well-being outcomes across the life course.”<sup>120</sup> These negative health and well-being outcomes include, but are not limited to alcoholism and alcohol abuse, chronic obstructive pulmonary disease, depression, fetal death, illicit drug use, liver disease, poor work performance, financial stress, sexually transmitted diseases, smoking, suicide attempts, adolescent pregnancy, and poor academic performance. Given the severe consequences of trauma on a child’s life trajectory, it is incumbent upon schools to incorporate trauma informed practices, particularly in their discipline systems.

Invictus Academy has designed its model to support the pervasive use of research-based, trauma informed practices. Our practices were designed consistent with the policy agenda drafted in Massachusetts, *Helping Traumatized Children Learn*, designed by Massachusetts Advocates for Children, Harvard Law School, and the Task Force on Children Affected by Domestic Violence.<sup>121</sup> The policy framework was adopted in 2005 and codified best-practices in supporting trauma affected youth. The policy advocated for a “flexible framework” for trauma sensitive practices, which are documented in **Figure 45** below.

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<sup>117</sup> <http://www.centerforyouthwellness.org/about/our-news/details/?id=337>.

<sup>118</sup> Ibid.

<sup>119</sup> A graded dose-response means that as the dose of the stressor increases the intensity of the outcome also increases.

<sup>120</sup> <https://www.cdc.gov/violenceprevention/acestudy/about.html>.

<sup>121</sup> Cole, S.F., et al.(2005). *Helping Traumatized Children Learn: Supportive School Environments for Children Traumatized by Family Violence*. Boston, MA: Massachusetts Advocates for Children. Retrieved from [http://www.massadvocates.org/documents/HTCL\\_9-09.pdf](http://www.massadvocates.org/documents/HTCL_9-09.pdf).

**Figure 45. Trauma-Sensitive Practices<sup>122</sup>**

Domain	Specific Strategies	Invictus Academy Practices
School Culture and Infrastructure	<p>School administration should support and promote trauma-sensitive approaches school-wide through:</p> <ul style="list-style-type: none"><li>• Strategic planning</li><li>• Assess staff training needs</li><li>• Confidentially review and plan for individual cases</li><li>• Review policies (e.g., school discipline policies) to ensure they reflect an understanding of the role of trauma in student behaviors</li><li>• Develop community partnerships</li><li>• Evaluate these efforts on an ongoing basis</li></ul>	<p>School leadership will promote trauma-sensitive approaches school wide by:</p> <ul style="list-style-type: none"><li>• Assessing and strategically planning staff professional development around training needs, including both summer and in-year professional development</li><li>• Planning and reviewing individual cases before and during the school year in collaboration with teachers</li><li>• Ensuring ample professional development for staff regarding school discipline policies and restorative practices</li><li>• Develop partnerships in the Richmond area to offer trauma-sensitive support</li><li>• Evaluate trauma-sensitive practices with respect to instruction and school culture in the ILT and SCLT, respectively</li></ul>
Staff Training	<p>Incorporate staff training on trauma that addresses how to:</p> <ul style="list-style-type: none"><li>• Strengthen the relationships between staff, children who have experienced trauma, and their caregivers</li><li>• Identify and access outside supports</li><li>• Help traumatized children regulate their emotions to ensure academic and social success</li></ul>	<p>Integrate staff professional development on trauma-sensitive practices, including:</p> <ul style="list-style-type: none"><li>• Role playing critical conversations with students to support staff towards building strong relationships with students.</li><li>• Providing staff with supports available in school and in the community.</li><li>• Partnering with the Mindful Life Project to offer training to</li></ul>

<sup>122</sup>Ibid.

		staff and direct support to students to help students gain awareness of and regulate their emotions.
Link to Mental Health Professionals	<p>Schools should create links to mental health consultation and services for staff, students, and families.</p> <ul style="list-style-type: none"> <li>For staff, clinical supports include the opportunity to participate in sessions with their peers and a clinician to confidentially discuss specific cases, reflect on experiences of secondary trauma, and learn and practice strategies for working with children and families.</li> <li>For students and families, school staff should refer families to appropriate mental health resources and following up on referrals. Trusting relationships between parents/caregivers, school staff, and mental health providers can help to ensure success. Be sure to secure the necessary authorization for release of information between parties to facilitate communication and collaboration.</li> </ul>	<p>Invictus Academy will establish links to mental health consultation services for staff, students, and families by:</p> <ul style="list-style-type: none"> <li>Refer staff to relevant local mental health professional support centers to confidentially discuss specific cases, reflect on experiences of secondary trauma, and learn and practice strategies for working with children and families.</li> <li>Referring students and families to appropriate mental health resources and following up on referrals. Invictus Academy will secure the necessary authorization for release of information between parties to facilitate communication and collaboration.</li> </ul>
Academic Instruction for Students Who Have Experienced Trauma	<ul style="list-style-type: none"> <li>Specific strategies can be used to support the learning needs of students who have experienced trauma, including discovering and building on the student's individual interests and competencies; maintaining predictable routines and expectations; maintaining expectations for the student that are consistent with those of</li> </ul>	<p>Invictus Academy will utilize multiple teaching methods that are shown to be best-practices in trauma-sensitive instruction, including:</p> <ul style="list-style-type: none"> <li>Culturally relevant pedagogy</li> <li>Culturally relevant curriculum</li> <li>Activating schema/building on student interests and background knowledge</li> </ul>

	<p>his/her peers; and providing positive behavioral supports.</p> <ul style="list-style-type: none"> <li>• Language-based teaching approaches can help students process information and alleviate their fears. Students who have experienced trauma often pay more attention to nonverbal cues than verbal communication, so using multiple forms of communicating information and helping students identify and verbally express their feelings are important strategies to support learning.</li> <li>• School evaluations, including psychological, speech and language, functional behavioral, and occupational therapy evaluations, should assess the role of trauma and identify needed supports.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining predictable routines, including those for entry of the school and classroom, the Launch, daily practice of core values, and daily classroom procedures (e.g. passing in papers, quiz protocol, etc.)</li> <li>• A behavior management system focused on clear and consistent expectations, positive reinforcement, and restorative justice practices.</li> <li>• Explicit teacher training on use of non-verbal cues including tone, voice, facial expression, and physical proximity. Teachers will communicate information through verbal and written cues.</li> <li>• Attentiveness to the role of trauma in all psychological, speech and language, functional behavioral, and occupational therapy evaluations.</li> </ul>
Nonacademic Strategies	<p>School discipline policies are trauma-informed when they:</p> <ul style="list-style-type: none"> <li>• Balance accountability with an understanding of traumatic behavior;</li> <li>• Teach students the school and classroom rules while reinforcing that school is not a violent place and abusive discipline (which students who have experienced trauma may be accustomed to) is not allowed at school;</li> <li>• Minimize disruptions to education with an emphasis on positive behavioral supports and behavioral intervention plans;</li> </ul>	<p>Invictus Academy's discipline policies are trauma-informed in the following ways:</p> <ul style="list-style-type: none"> <li>• Our consequence ladder is consistent and holds students accountable to high behavioral standards, but builds in conversations between teachers and students to ensure mutual understanding.</li> <li>• Our discipline policies and practices are rooted in restorative justice, not punishment.</li> <li>• We utilize a system of recognitions and corrections,</li> </ul>

	<ul style="list-style-type: none"> <li>• Create consistent rules and consequences;</li> <li>• Model respectful, nonviolent relationships. Communication procedures and protocols are trauma-informed when they:</li> <li>• Respect confidentiality;</li> <li>• Involve open communication and relationship-building with families;</li> <li>• Ensure ongoing monitoring of new policies, practices and training.</li> </ul>	<p>monitoring data closely to ensure a minimum of a 3:1 recognition to correction ratio. We strive for a 4:1 recognition to correction ratio.</p> <ul style="list-style-type: none"> <li>• Rules, expectations, and consequences are consistent across classrooms.</li> <li>• Teachers receive explicit training, including role plays, of modeling respectful communication. Seeking to understand is an explicit step in our communication protocol.</li> <li>• We have a robust plan for frequent communication with families.</li> <li>• Our ILT and SCLT consistently monitor academic and school culture data to ensure policies, practices, and training for staff are effective and responsive.</li> </ul>
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## **Suspension and Expulsion Policy**

The school culture of Invictus Academy is a key driver of student behavior. The policy detailed in the following sections shall serve as the Charter School's policy and procedures for student suspension and expulsion and it may be amended from time to time without the need to amend the charter so long as the amendments comport with legal requirements. Charter School staff shall enforce disciplinary rules and procedures fairly and consistently among all students. Policy and procedures will be distributed as part of the Student and Family Handbook and will clearly describe discipline expectations, including a description on how it will be updated and maintained. Corporal punishment shall not be used as a disciplinary measure against any student. For purposes of the Policy, corporal punishment does not include an employee's use of force that is reasonable and necessary to protect the employee, students, staff or other persons or to prevent damage to school property.

## **Grounds for Suspension and Expulsion**

Behavior matters that are persistent and/or outside of the bounds of lunch detention will be handled by the Dean of Students. If a student is persistently disruptive to the learning process of other students, the Dean of Students will intervene to conference with the disruptive student in order to calm the situation and return the student to class as soon as possible, as a productive and contributing community member. Any breaches of community that are so egregious that they

might warrant suspension or expulsion will be handled by both the Executive Director and Dean of Students. No student will be suspended or expelled from school without the approval of the Executive Director, which shall occur after conference with student, advisory teacher, and Dean of Students.

A suspension means that a student is not allowed on school campus for a given number of days. The length of suspensions ranges from one to five days. A student who is suspended will be required to complete any assignments missed when out of school and provided with tutorial support upon return.

An expulsion means that a student is no longer allowed to attend the school. A student who is expelled has the right to due process. The Executive Director and Dean of Students will complete any necessary fact-finding and communicate with parents throughout the expulsion determination process.

The Invictus Academy discipline policy, including policy related to suspension and expulsion, may be applied to student actions that occur:

- on school grounds
- going to or coming from school
- during lunch or break periods (whether on or off school grounds)
- during, going to, or returning from school sponsored activities.

In accordance with CA Ed Code § 48900, a student may be recommended for suspension or expulsion if it is determined by the Executive Director or the Executive Director's designee that the student committed one or more of the acts listed below.<sup>123,124</sup> In most instances, suspension may only be imposed for a first offense when other means of discipline fail to bring about proper conduct. However, in certain circumstances, specifically identified below, students may be suspended for a first offense. In such cases, expulsion shall be decided by the Board if it finds that either: (i) other means of correction are not feasible or have repeatedly failed to bring about proper conduct; or (ii) due to the nature of the act, the presence of the student causes continuing danger. (CA. Ed Code § 48900 (b))

- Caused, attempted to cause, or threatened to cause physical injury to another person. (CA Ed Code § 48900 (a)(1)) (subject to first offense suspension)
- Willfully used force or violence upon the person of another, except in self-defense. (CA Ed Code § 48900 (a)(2)) (subject to first offense suspension)
- Possessed, sold, or otherwise furnished a firearm, knife, explosive, or other dangerous object, unless, in the case of possession of an object of this type, the pupil had obtained written permission to possess the item from a certificated school employee, which is concurred in by the Executive Director or the designee of the Executive Director. (CA Ed Code § 48900 (b)) (subject to first offense suspension)

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<sup>123</sup> Enumerated acts are copied from CA. Ed Code § 48900.

<sup>124</sup> We recognize that the California legislature regularly updates and amends laws and regulations governing student suspension and expulsion. We will regularly update our suspension and expulsion policies to reflect legal and regulatory changes.



- Unlawfully possessed, used, sold, or otherwise furnished, or been under the influence of, a controlled substance listed in Chapter 2 (commencing with Section 11053) of Division 10 of the Health and Safety Code, an alcoholic beverage, or an intoxicant of any kind. (CA Ed Code § 48900 (c)) (subject to first offense suspension) (subject to first offense suspension)
- Unlawfully offered, arranged, or negotiated to sell a controlled substance listed in Chapter 2 (commencing with Section 11053) of Division 10 of the Health and Safety Code, an alcoholic beverage, or an intoxicant of any kind, and either sold, delivered, or otherwise furnished to a person another liquid, substance, or material and represented the liquid, substance, or material as a controlled substance, alcoholic beverage, or intoxicant. (CA Ed Code § 48900 (d)) (subject to first offense suspension)
- Committed or attempted to commit robbery or extortion. (CA Ed Code § 48900 (e)) (subject to first offense suspension)
- Caused or attempted to cause damage to school property or private property. (CA Ed Code § 48900 (f))
- Stole or attempted to steal school property or private property. (CA Ed Code § 48900 (g))
- Possessed or used tobacco, or products containing tobacco or nicotine products, including, but not limited to, cigarettes, cigars, miniature cigars, clove cigarettes, smokeless tobacco, snuff, chew packets, and betel. However, this section does not prohibit the use or possession by a pupil of his or her own prescription products. (CA Ed Code § 48900 (h))
- Committed an obscene act or engaged in habitual profanity or vulgarity. (CA. Ed Code § 48900 (i))
- Unlawfully possessed or unlawfully offered, arranged, or negotiated to sell drug paraphernalia, as defined in Section 11014.5 of the Health and Safety Code. (CA Ed Code § 48900 (j))
- Disrupted school activities or otherwise willfully defied the valid authority of supervisors, teachers, administrators, school officials, or other school personnel engaged in the performance of their duties. (CA Ed Code § 48900 (k)(1)) (suspension only)
- Knowingly received stolen school property or private property. (CA Ed Code § 48900 (l))
- Possessed an imitation firearm. As used in this section, “imitation firearm” means a replica of a firearm that is so substantially similar in physical properties to an existing firearm as to lead a reasonable person to conclude that the replica is a firearm. (CA Ed Code § 48900 (m))
- Committed or attempted to commit a sexual assault as defined in Section 261, 266c, 286, 288, 288a, or 289 of the Penal Code or committed a sexual battery as defined in Section 243.4 of the Penal Code. (CA Ed Code § 48900 (n))
- Harassed, threatened, or intimidated a pupil who is a complaining witness or a witness in a school disciplinary proceeding for purposes of either preventing that pupil from being a witness or retaliating against that pupil for being a witness, or both. (CA Ed Code § 48900 (o))
- Unlawfully offered, arranged to sell, negotiated to sell, or sold the prescription drug Soma. (CA Ed Code § 48900 (p))
- Engaged in, or attempted to engage in, hazing. For purposes of this subdivision, “hazing” means a method of initiation or preinitiation into a pupil organization or body, whether or not the organization or body is officially recognized by an educational institution, that is likely to cause serious bodily injury or personal degradation or disgrace resulting in physical or mental harm to a former, current, or prospective pupil. For purposes of this

subdivision, “hazing” does not include athletic events or school-sanctioned events. (CA Ed Code § 48900 (q))

- Engaged in an act of bullying, as defined by the CA Ed Code. (CA Ed Code § 48900 (r))
- Committed sexual harassment as defined in Section 212.5 (CA Ed Code § 48900.2)
- Caused, attempted to cause, threatened to cause, or participated in an act of, hate violence, as defined in subdivision (e) of Section 233 (CA Ed Code § 48900.3)
- Intentionally engaged in harassment, threats, or intimidation, directed against school district personnel or pupils, that is sufficiently severe or pervasive to have the actual and reasonably expected effect of materially disrupting classwork, creating substantial disorder, and invading the rights of either school personnel or pupils by creating an intimidating or hostile educational environment (CA Ed Code § 48900.4)
- Made terroristic threats against school officials or school property, or both (CA Ed Code § 48900.7 (a))

In accordance with CA Ed Code § 48915, unless the Executive Director or the Executive Director’s designee determines that expulsion should not be recommended under the circumstances or that an alternative means of correction would address the conduct, a student will be recommended for expulsion if it is determined by the Executive Director or the Executive Director’s designee that the student committed one or more of the following acts at school or at a school activity on or off school grounds:<sup>125</sup> In such cases, expulsion shall be decided by the Board if it finds that either (i) other means of correction are not feasible or have repeatedly failed to bring about proper conduct; or (ii) due to the nature of the act, the presence of the student causes continuing danger. (CA Ed Code § 48915 (b))

- Causing serious physical injury to another person, except in self-defense (CA Ed Code § 48915 (a)(1)(A))
- Possession of any knife or other dangerous object of no reasonable use to the pupil (CA Ed Code § 48915 (a)(1)(B))
- Unlawful possession of any controlled substance listed in Chapter 2 (commencing with Section 11053) of Division 10 of the Health and Safety Code, except for either of the following:
  - (i) The first offense for the possession of not more than one avoirdupois ounce of marijuana, other than concentrated cannabis
  - (ii) The possession of over-the-counter medication for use by the pupil for medical purposes or medication prescribed for the pupil by a physician (CA Ed Code § 48915 (a)(1)(C))
- Robbery or extortion (CA Ed Code § 48915 (a)(1)(D))
- Assault or battery, as defined in Sections 240 and 242 of the Penal Code, upon any school employee (CA Ed Code § 48915 (a)(1)(E))

A student shall be immediately suspended and thereafter recommended for expulsion, upon a finding by the Executive Director or the Executive Director’s designee that such student has committed any of the following acts at school or at a school activity off school grounds:<sup>126</sup>

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<sup>125</sup> Enumerated acts are copied from CA. Ed Code § 48915(a).

<sup>126</sup> Enumerated acts are copied from CA. Ed Code § 48915(c).

- Possessing, selling, or otherwise furnishing a firearm. This subdivision does not apply to an act of possessing a firearm if the pupil had obtained prior written permission to possess the firearm from a certificated school employee, which is concurred in by the Executive Director or the designee of the Executive Director's designee. This subdivision applies to an act of possessing a firearm only if the possession is verified by an employee of a school district. The act of possessing an imitation firearm, as defined in subdivision (m) of Section 48900, is not an offense for which suspension or expulsion is mandatory pursuant to this subdivision and subdivision (d), but it is an offense for which suspension, or expulsion pursuant to subdivision (e), may be imposed. (CA Ed Code § 48915 (c)(1))
- Brandishing a knife at another person. (CA Ed Code § 48915 (c)(2))
- Unlawfully selling a controlled substance listed in Chapter 2 (commencing with Section 11053) of Division 10 of the Health and Safety Code (CA Ed Code § 48915 (c)(3))
- Committing or attempting to commit a sexual assault as defined in subdivision (n) of Section 48900 or committing a sexual battery as defined in subdivision (n) of Section 48900 (CA Ed Code § 48915 (c)(4))
- Possession of an explosive (CA Ed Code § 48915 (c)(5))

Students committing an act listed immediately above, requiring mandatory expulsion recommendation by law, shall be referred to a program of study that meets all of the following conditions:

- Is appropriately prepared to accommodate pupils who exhibit discipline problems
- Is not provided at a comprehensive middle, junior, or senior high school, or at any elementary school
- Is not housed at the school site attended by the pupil at the time of suspension (CA Ed Code § 48915 (d))

## Suspension Procedures

Unless otherwise specified by law, the Executive Director or the Executive Director's designee shall have the discretion to suspend students in violation of the enumerated acts listed above. Prior to the effectiveness of an expulsion or suspension, a student's parents will be notified. Parents shall have the opportunity to appeal suspensions and expulsions. Suspended students, whether in-school or out of school, will be provided with instructional materials missed while serving a suspension. In order to provide adequate notice and consultation with parents, suspension determinations will proceed under the following three step protocol.

1. **Parent Conference:** Prior to a student's suspension, the Executive Director shall confer with the student's parents to discuss the student behavior leading to suspension. The Executive Director may suspend students prior to a parent conference if such student poses and clear and present danger to the lives, safety or health of the student, other students, or school personnel. In such case, parents shall be notified as soon and a conference will be held as soon as practicable.
2. **Determination of Suspension Length and Placement:** The Executive Director or the Executive Director's designee shall have the discretion to determine the length and

placement of suspensions based on the circumstances surrounded the student act triggering suspension consideration. Severity of the offense, impact on school community, and student behavioral history will be considered when determining the length and location of suspension. In order to support student learning and maintain student's connection to the school community, every effort will be made to provide for in-school suspension rather than at home suspension. In school suspension may be served within a student's general classroom or, if the general classroom setting is not appropriate under the circumstances, in a separate space with constant supervision and support from a member of the instructional team.

3. **Notice of Suspension:** Upon a determination of suspension by the Executive Director or the Executive Director's designee, a student's parents shall be notified of the suspension decision and its terms either in-person or via telephone, with translation to home language if needed. Formal written notice of the suspension will follow initial in-person or telephone notice. Formal notice will include the reason for suspension, length of suspension, and the date and time at which student may return to school.

Except in the case of a suspension that is extended pending an expulsion, a student shall not be suspended for more than twenty school days in a school year. In the case of an extended suspension due to expulsion recommendation, Invictus Academy will be responsible for student's interim school placement pending the completion of expulsion proceedings.

### **Expulsion Procedures**

A student whose actions are subject to suspension will be recommended for extension to expulsion if the Executive Director determines that:

- Other means of correction are not feasible, or have repeatedly failed to bring about proper student conduct; and/or
- Due to the nature of the violation, the presence of the student causes a continuing danger to the physical safety of the student or others.

Students recommend for expulsion are entitled to a hearing within thirty days of an expulsion recommendation. The Board ultimately determines whether expulsion is appropriate in light of a student's action and recommendation from the Executive Director. The Board will preside over expulsion hearings. Unless requested by the student subject to expulsion, expulsion hearings shall be conducted in closed session meetings of the Board. Students and their parents will be provided written notice at least ten calendar days prior to any expulsion hearing. Such notice of expulsion hearing shall include the following:

- Date, time and location of hearing
- Statement of specific facts, charges and offense upon which the proposed expulsion is based
- Copy of disciplinary rules that relate to the alleged violation;
- Opportunity for the student and student's parents to appear in person at the hearing
- Opportunity for the student to be represented by legal counsel

- Right of the student to examine and acquire documents to be used by the Board at the hearing
- Opportunity to cross-examine all witnesses that testify at the hearing
- Opportunity to present evidence and witnesses on student's behalf.

Upon determination of expulsion by the Board, within 24 hours, written notice will be provided to the parents of an expelled student. Such notice will include:

- Statement of specific offense committed by the student for any acts listed in "Reasons for Suspension and/or Expulsion"
- Reinstatement eligibility review date
- Type of educational placement during period of expulsion
- Notice of appeal rights and procedures

The school will coordinate with an expelled student's district of residence, county and/or private schools to assist with appropriate educational placement. Incidences of violent and/or serious student behavior will be communicated to the district/school to which the student matriculates post-expulsion.

In the event that the Board rejects the recommendation of expulsion, the student will remain enrolled in and return to regular classes at Invictus Academy.

### **Appeal of Suspension or Expulsion**

Students have the right to appeal suspension and expulsion decisions made by the school.

Parents will be notified prior to the enactment of a suspension. Thereafter, within the term of suspension, parents may request an appeal to the Executive Director, which such appeal shall be heard within five (5) days of notification of suspension. Following due consideration, the Executive Director's decision will be considered final. Appealing parents will be notified of final decisions.

Expulsion appeals must be made within fifteen (15) business days of the Board's written decision to expel. Appeals must be submitted in writing to the Executive Director and send via U.S. Postal Service or delivered by hand to the school. Appeal hearings will be convened within 20 business days of the school's receipt of an appeal request, until which time students shall be considered suspended. Parents must be present at appeal hearings to present the student's appeal. The student may be represented by legal counsel or a non-attorney advisor.

Expulsion appeals will be heard by an expulsion appeal panel, consisting of three (3) certificated members who will not be employees of Invictus Academy or members of the Board. Panel members shall be impartial and not have participated in the original expulsion decision. The panel will be chosen by the Chair of the Board.

Review during appeal hearings shall be limited to a determination of whether the student was provided due process throughout the expulsion process. A student who successfully appeals an

expulsion decision will be immediately reinstated as student at Invictus Academy. Within three (3) days of an appeal decision, written notice will be sent to the parents of a student who is unsuccessful in appealing an expulsion decision, including reasons for denial.

Decisions made by the appeal panel are final.

The Charter School shall maintain records of all student suspensions and expulsions at the Charter School. Such records shall be made available to the authorizer upon request.

### **Suspension and Expulsion of Students with Disabilities**

Invictus Academy would immediately notify the SELPA upon suspension or expulsion for a student with an identified disability. The student's service during the suspension, should they be suspended for more than ten school days in a school year shall continue to receive services. Within ten (10) school days of a recommendation for expulsion, the Charter School, the parent, and relevant members of the IEP/504 Team shall review all relevant information in the student's file, including the child's IEP/504 Plan, any teacher observations, and any relevant information provided by the parents to determine: (1) If the conduct in question was caused by, or had a direct and substantial relationship to, the child's disability; (2) If the conduct in question was the direct result of the local educational agency's failure to implement the IEP/504 Plan. If either is applicable, the conduct shall be determined to be a manifestation of the child's disability. If determined that the conduct was a manifestation of the child's disability, the IEP/504 Team shall: assess, implement a behavioral intervention plan, OR review the existing behavioral intervention plan and modify it.

If determined that the behavior was not a manifestation of the student's disability and that the conduct in question was not a result of the failure to implement the IEP/504 Plan, then the Charter School may apply the relevant disciplinary procedures to children with disabilities in the same manner and for the same duration as the procedures would be applied to students without disabilities.

### **Due Process Appeals**

A parent may request an expedited administrative hearing by utilizing the dispute provisions of the 504 Policy and Procedures during which the student shall remain in the interim alternative educational setting pending the decision of the hearing officer or forty-five days, whichever occurs first, unless agreed otherwise.

### **Special Circumstances**

A student can be moved to an interim alternative educational setting (but not more than forty-five days) regardless of whether the student is charged with any of the following: a weapon at school, possesses/used/sold illegal drugs, or has inflicted serious bodily injury.

## **Interim Alternative Educational Setting**

The student's interim alternative educational setting shall be determined by the student's IEP/504 team.

## **Procedures for Students Not Yet Eligible for Special Education Services**

A student who has not been identified to be eligible for special education and related services and who has violated a code of student conduct may assert the procedural safeguards if the Charter School had knowledge that the student was disabled before the behavior occurred. Knowledge on the part of the Charter School includes:

1. The parent/guardian has expressed concern in writing, or orally, to supervisory or administrative personnel of the Charter School that the child is in need of special education and related services.
2. The parent/guardian has requested a special education evaluation of the child.
3. The student is in the process of being assessed for special education.
4. The student has a section 504 plan.
5. A teacher of the student, or other personnel of the LEA, expressed specific concerns about a pattern of behavior demonstrated by the child to the director of special education of the Charter School or to other supervisory personnel of the Charter School.

The Charter School shall not be deemed to have knowledge that the student had a disability if the parent/guardian has not allowed an evaluation, refused services, or if the student has been evaluated and determined to not be eligible.

## **Element 11: Employee Benefit**

**“The manner by which staff members of the charter schools will be covered by the State Teachers' Retirement System, the Public Employees' Retirement System, or federal social security.”**

- **California Education Code Section 47605 (b)(5)(K)**

All employees of Invictus Academy of Richmond (“Invictus Academy”) will be eligible for a 403b account. Employees will contribute at any rate and the school will match up to 6% in Year 1 and 8% thereafter. The Director of Operations, with the support of a back office provider, will ensure that appropriate arrangements for the coverage have been made. Invictus Academy will make all employer contributions as required. Invictus Academy will also make contributions for workers' compensation insurance, unemployment insurance and any other payroll obligations of an employer.

Invictus Academy will not participate in STRS or PERS.

### **Certificated Staff Members**

All full-time certificated staff members will be covered by Social Security and the 403b plan described above.

### **Classified Staff Members**

All full-time classified staff members will be covered by Social Security and the 403b plan described above.

### **Other Staff Members**

All other full-time staff members will be covered by Social Security and the 403b plan described above.



## **Element 12: Pupil School Attendance Alternatives**

**“The public school attendance alternatives for pupils residing within The Charter School district who choose not to attend charter schools.”**

**-California Education Code Section 47605(b)(5)(L)**

Invictus Academy of Richmond (“Invictus Academy”) is a "school of choice," and The Charter School recognizes that pupil attendance is voluntary and no pupil shall be required to attend Invictus Academy. Students who opt not to attend The Charter School may attend other district schools in accordance with existing enrollment and transfer policies of their district or county of residence. The parent or guardian of each student enrolled in The Charter School will be notified that their student shall have no right to admission in a particular school of any local educational agency (or program of any local educational agency) as a consequence of enrollment in The Charter School, except to the extent that such a right is extended by the local educational agency.

### **Element 13: Rights of District Employees**

**“A description of the rights of any employee of The Charter School district upon leaving the employment of The Charter School district to work in a charter school, and of any rights of return to The Charter School district after employment at a charter school.”**

**- California Education Code Section 47605(b) (5) (M)**

No employee shall be required to work at Invictus Academy of Richmond; the Charter School is a school of choice for employment. Employees of the District who choose to leave the employment of the District to work at Charter School shall have no automatic rights of return to the District after employment at Charter School unless specifically granted by the District through a leave of absence or other agreement or policy of the District as aligned with the collective bargaining agreements of the District. Leave and return rights for District union-represented employees and former employees who accept employment with Charter School will be administered in accordance with applicable collective bargaining agreements and any applicable judicial rulings.

#### **Element 14: Mandatory Dispute Resolution**

**The procedures to be followed by the charter school and the entity granting the charter to resolve disputes relating to provisions of the charter.**

**- California Education Code Section 47605(b) (5) (N)**

Invictus Academy of Richmond (“Invictus Academy”) is committed to working with the District in a spirit of cooperation. Matters unable to be resolved by the District Superintendent or designee and Invictus Academy will be referred to a mutually agreed upon legally licensed mediator at standard cost. Any costs and fees other than attorney fees associated with the mediation shall be shared equally by the parties.

The staff and Governing Board members of Invictus Academy agree to attempt to resolve all disputes between the District and Invictus Academy regarding this charter pursuant to the terms of this section. Both will refrain from public commentary regarding any disputes until the matter has progressed through the dispute resolution process.

Any controversy or claim arising out of or relating to the charter agreement between the District and Invictus Academy, except any controversy or claim that in any way related to revocation of this charter, shall be handled first through an informal process in accordance with the procedures set forth below.

(1) Any controversy or claim arising out of or relating to the charter agreement, except any controversy or claim that in any way related to revocation of this charter, must be put in writing ("Written Notification") by the party asserting the existence of such dispute. The Written Notification must identify the nature of the dispute and all supporting facts known to the party giving the Written Notification. The Written Notification may be tendered by personal delivery, by facsimile, or by certified mail. The Written Notification shall be deemed received (a) if personally delivered, upon date of delivery to the address of the person to receive such notice if delivered by 5:00 PM or otherwise on the business day following personal delivery; (b) if by facsimile, upon electronic confirmation of receipt; or (c) if by mail, two (2) business days after deposit in the U.S. Mail. All written notices shall be addressed as follows:

To School, c/o Executive Director:  
Invictus Academy  
141 Bayside Ct.  
Richmond, CA 94804

Mr. Matt Duffy  
1108 Bissell Ave.  
Richmond, CA 94801

(2) A written response ("Written Response") shall be tendered to the party providing the Written Notification within twenty (20) business days from the date of receipt of the Written Notification. The Written Response shall state the responding party's position on all issues stated in the Written Notification and set forth all fact which the responding party believes supports its position. The

Written Response may be tendered by personal delivery, by facsimile, or by certified mail. The Written Response shall be deemed received (a) if personally delivered, upon date of delivery to the address of the person to receive such notice if delivered by 5:00pm, or otherwise on the business day following personal delivery; (b) if by facsimile, upon electronic confirmation of receipt; or (c) if by mail, two (2) business days after deposit in the U.S. Mail. The parties agree to schedule a conference to discuss the claim or controversy ("Issue Conference"). The Issue Conference shall take place within fifteen (15) business days from the date the Written Response is received by the other party.

(3) If the controversy, claim, or dispute is not resolved by mutual agreement at the Issue Conference, then either party may request that the matter be resolved by mediation. Each party shall bear its own costs and expenses associated with the mediation. The mediator's fees and the administrative fees of the mediation shall be shared equally among the parties. Mediation proceedings shall commence within 60 days from the date of the Issue Conference. The parties shall mutually agree upon the selection of a mediator to resolve the controversy or claim at dispute. If no agreement on a mediator is reached within 30 days after a request to mediate, the parties will use the processes and procedures of the American Arbitration Association ("AAA") to have a mediator appointed.

(4) If the mediation is not successful, the parties agree that each party has exhausted its administrative remedies and shall have any such recourse available by law.

## **Element 15: Closure Procedures**

**A description of the procedures to be used if the charter school closes. The procedures shall ensure a. final audit of The Charter School to determine the disposition of all assets and liabilities of the charter school, including plans for disposing of any net assets and for the maintenance and transfer of pupil records.**

**- California Education Code Section 47604(b) (5) (P)**

In the event that The Charter School closes and does not continue operating under this charter or a different charter, the following procedures, which are adapted from the procedures recommended by the California Department of Education ("CDE"), shall be utilized to ensure a final audit of The Charter School to determine the disposition of all assets and liabilities of The Charter School, including plans for disposing any net assets and for the maintenance and transfer of pupil records.

### **Documentation of Closure Action**

The decision to close The Charter School for any reason will be documented by an official action of the Invictus Academy Board of Directors. The action will identify the reason for The Charter School's closure (i.e. whether the charter was revoked, not renewed or closed voluntarily) and the effective date of the closure, and an entity and person or persons responsible for closure-related activities.

### **Notification to the California Department of Education**

Notification will be given to the Charter Schools Unit at the CDE and to the County Office of Education. The notification will include the following information: pupils' school districts of residence; and the manner in which parents/guardians may obtain copies of pupil records, including specific information on completed courses and credits that meet graduation requirements.

The Board will ensure that the notification to the parents and students of The Charter Schools of the closure provides information to assist parents and students in locating suitable alternative programs. This notice will be provided promptly following the Board's decision to close the charter.

The Board will also develop a list of pupils in each grade level and the classes they have completed, together with information on the pupils' districts of residence, which they will provide to the entity responsible for closure-related activities.

### **Notification to Receiving Districts**

In the event that any students reside outside the District, The Charter School will notify each school district that is responsible for providing education services so that the receiving district may assist in facilitating student transfers.

## **Student and School Records Transfer**

The Charter School will facilitate the timely transfer of student records to each student's district of eligibility or school to which the student will transfer. All transfers of student records will be made in compliance with the Family Educational Rights and Privacy Act ("FERP A") 20 U.S.C. § 1232g. The Charter School will ask the District to store original records of The Charter School's students. All records of The Charter School shall be transferred to the District upon School closure. The Charter School and the District will assist parents in the transfer of their students to other appropriate schools. In the event that The Charter School is unable to transfer student records for any reason, The Charter School will maintain them in a safe and secure location and will provide authorized District employees with access to these records. The Charter School will maintain all school records, including financial and attendance records, for a reasonable period after The Charter School closure.

All state assessment results, special education records, and personnel records will be transferred to and maintained by the entity responsible for closure-related activities in accordance with applicable law.

## **Financial Close Out**

Invictus Academy of Richmond ("Invictus Academy") will have an independent audit completed within six months after the closure of The Charter School. This may coincide with the regular annual audit of Invictus Academy. The purpose of the audit is to determine the net assets or net liabilities of The Charter School. The final audit will include an accounting of all The Charter School's financial assets, including cash and accounts receivable and an inventory of property, equipment, and other items of material value, an accounting of the liabilities, including accounts payable and any reduction in apportionments as a result of audit findings or other investigations, loans, and unpaid staff compensation, and an assessment of the disposition of any restricted funds received by or due to The Charter School. The cost of the audit will be considered a liability of The Charter School.

In addition to this final audit, The Charter School will also submit any required year-end financial reports to the CDE and the District in the form and time frame required, pursuant to Education Code section 47604.33. These reports will be submitted as soon as possible after the closure action, but no later than the required deadline for reporting for the fiscal year.

## **Dissolution of Assets**

On closure of The Charter School, all assets of The Charter School, including but not limited to all leaseholds, personal property, intellectual property and all ADA apportionments and other revenues generated by students attending The Charter School, remain the sole property of Invictus Academy and upon the dissolution of the non-profit public benefit corporation shall be distributed in accordance with the Articles of Incorporation. The distribution shall include return of any grant funds and restricted categorical funds to their source in accordance with the terms of the grant or state and federal law, as appropriate, which may include submission of final expenditure reports for entitlement grants and the filing of any required Final Expenditure Reports and Final

Performance Reports, as well as the return of any donated materials and property in accordance with any conditions established when the donation of such materials or property was accepted. On closure, Invictus Academy shall remain solely responsible for all liabilities arising from the operation of The Charter School.

As The Charter School is operated by a non-profit public benefit corporation, should the corporation dissolve, the Board will follow the procedures set forth in the California Corporations Code for the dissolution of a non-profit public benefit corporation and file all necessary filings with the appropriate state and federal agencies.

Invictus Academy will utilize The Charter School's reserve fund to undertake any expenses associated with the closure procedures identified above.

## Miscellaneous Elements

### Budget and Financial Reporting

**“The petitioner or petitioners shall also be required to provide financial statements that include a proposed first year operational budget, including startup costs, and cash flow and financial projections for the first three years of operation.” - California Education Code §47605 (g)**

### Budget Narrative

The attached budget and cash flow projections are based on estimates of the actual revenue and costs to implement Invictus Academy of Richmond (“Invictus Academy” or the Charter School) as described in this Petition. Invictus Academy engaged EdTec to advise and consult in the development of accurately projected Revenues, Expenses, and Cash Flow.

EdTec is a social venture founded in 2001 to develop, support and advance quality charter schools. EdTec has built an excellent reputation throughout California with charter schools and their authorizers for providing the highest quality business services and operations support. EdTec’s team provides expertise and support to over 350 charter schools across a comprehensive range of services.

The narrative describes the assumptions on which this budget is based. The budget reflects a positive operating income in all years, with a fund balance of at least 5% in all years, growing to 16% of expenses by year five.

### Demographics

Invictus Academy will open in the 2018-19 school year with 128 students in 7<sup>th</sup> grade, growing one grade per year until reaching scale when grades 7-12 are filled in 2023-24. While Invictus Academy plans to backfill enrollment to maintain class size, for conservative budgeting, attrition is built in for the matriculating grades within the middle school and high school levels, as shown in **Figure 46** below.

**Figure 46. Invictus Academy Enrollment by Grade, with Attrition**

<b>Grade</b>	<b>Enrollment</b>
7 <sup>th</sup>	128
8 <sup>th</sup>	126
9 <sup>th</sup>	128
10 <sup>th</sup>	124
11 <sup>th</sup>	120
12 <sup>th</sup>	116
<b>Total Enrolled</b>	<b>742</b>



The attendance rate is assumed to be 95%.

Based on the demographics of schools in Invictus Academy's target neighborhood, we assume the following demographics.

- 35% English Learner
- 80% Free & Reduced Lunch qualifying
- 85% Unduplicated Percentage

## Revenues

Local Control Funding has been calculated using the FCMAT calculator released after the Governor's January 2017 Budget. The calculator file is available on request. Major assumptions include:

- Enrollment and ADA as outlined above.
- 74.33% unduplicated in all years assumed for Concentration Grant, based on West Contra Costa Unified demographics.
- In order to calculate the floor rate, data was used from West Contra Costa Unified School District.
- COLA percentages for 2017-18 through 2019-20 are based on the Governor's Budget and the most recently released FCMAT calculator. LCFF would be fully completed as planned in 2020-21. After 2020-21, funding rates assume a 1% annual increase.

Because Invictus Academy's unduplicated percentage is projected to be above the district average, the LCFF rates for comparable grade levels are projected to be the above the district.

Given the above assumptions, the funding rates used for each year are as follows:

**Figure 47. Funding Rates**

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
COLA	2.40%	2.53%	2.66%	1.00%	1.00%
Funding Rate	9,654	9,887	10,907	11,016	11,126
Implementation	53.85%	68.94%	100.00%	--	--

Of the above LCFF rate, 29.79% of the revenues would come from In-Lieu of Property Tax, based on Invictus Academy's projected ratio of Target Base to Target Entitlement. Invictus Academy's calculation is based on West Contra Costa Unified District's In-Lieu of Property Tax rate. Invictus Academy would also receive \$200 per ADA of funding through the Education Protection Account and the remaining LCFF funds would come from State Aid.

Invictus Academy has budgeted for Child Nutrition using 2016-17 reimbursement rates and 2% inflation. To be conservative, Invictus Academy is assuming that 13% of prepared meals are unconsumed, resulting in a 6% overall loss on the food service program.

Invictus Academy expects to receive Title I funding at a rate of \$445 per eligible student and Title II funding at \$17 per eligible student. The budget includes Title III funding beginning in year four, when Invictus Academy's English Learner population would enable the school to qualify for funding on its own without joining a consortium. The expected funding rate for Title III is \$100 per eligible student.

Invictus Academy will not receive facilities funding, as the school plans to locate in a Prop 39 facility.

The Charter School also has budgeted for state lottery revenue. These funds do not begin to arrive until year 2 (year 1 funds are accrued). This has been budgeted at \$189/ADA in 2018-19, which is based on the 2016-17 School Fiscal Services rates.

Invictus Academy has secured \$200,000 in grant money from Silicon Schools Fund (See **Appendix 3: Letters of Support**). This is reflected as \$150,000 in the startup period and \$50,000 in year one. Invictus Academy is evaluating other grant opportunities, none of which are currently included in the budget. Should additional grants materialize, Invictus Academy would add additional expenses associated with the grants. Additionally, Invictus Academy would qualify for the Charter School Startup Grant program, but it is not included in the petition budget.

## **Expenses**

### **Staffing and Benefits**

Staffing – All salaries grow at 3% per year. All salaries listed in this section are in real 2018 dollars.

### **Certificated**

Invictus Academy will open with seven core teachers in year one, adding seven teachers each year until reaching scale. In addition, a part-time debate teacher is added in year three, transitioning to a full-time debate teacher in year four. The average salary for teachers is \$54,000.

Invictus Academy will open with one Dean of Students (\$60,000). In year two, a Dean of Curriculum and Instruction (\$60,000) is added. In year three, a second Dean of Students and second Dean of Curriculum and Instruction are added. In year four, a third Dean of Curriculum and Instruction is added.

The Charter School will open with one Executive Director. The salary for this position is set at \$51,999 in year one, such that the Executive Director is making less than the lowest paid teacher. This rate reflects Invictus Academy's prioritization of recruitment of strong teachers in startup and mutual agreement between the proposed Board of Directors and proposed Executive Director. The salary for this position increases to \$110,000 in year three.

### **Classified**

Invictus Academy will open with one Director of Operations (\$55,000) and one Office Clerk (\$45,000). A second Director of Operations is added in year five, and a second Office Clerk is added in year three. Additional operational support positions are added as the school scales to ensure staffing to support lunch, security, and other campus operations.

A College and Social Emotional Counselor (\$54,000) is added in year three. A second Counselor is added in year five. A Parent Liaison (\$20,000) is added in year two.

### **Benefits**

It is assumed that all eligible employees will participate in a 403B Plan and pay into social security. Employer contribution is set at 6% in year one, increasing to 8% after the first year.

Invictus Academy will offer health insurance to all full time employees. Assumed rate is \$8,000 in 2018-19 for each employee participating and increasing by 9.5% annually thereafter. This amount would include health, dental, and vision.

Invictus Academy has also included employer contributions for Medicare, State Unemployment Insurance and Worker's Compensation.

### **Books and Supplies**

Unless otherwise noted, costs increase at 3% inflation.

The budget includes an allocation for approved textbooks and core curricula materials beginning at \$50/student, with the per student rate increasing annually. This assumes a mix of teacher-developed curriculum and consultant-developed curriculum. In year one, \$180 per student is budgeted for books and software, decreasing to \$125 per student in year two. This number is higher than the average spent by year one EdTec charter schools to include extra budget for software. An additional \$128 per student is included for other instructional materials and supplies.

The budget includes \$23 per student in custodial supplies, \$51 per student in office supplies, and \$87 per teacher in teacher supplies.

For classroom furniture, equipment, and supplies, the budget includes \$185 per new student with per student costs increasing at a rate exceeding inflation to account for more expensive furniture and equipment needs in the upper grades. Administrative furniture is budgeted at \$250 per full-time employee. For student computers, \$220 per new student is budgeted. For staff computers, \$668 per new teacher is budgeted, which will cover admin team computers as well. For document cameras and projectors, \$4,000 is budgeted annually.

The Charter School will arrange for an outside vendor to provide food service. Rates are based on Revolution Foods invoices plus inflation. The budget includes both revenues and expenses for these services at a small net cost to Invictus Academy, resulting in a 6% loss, as mentioned previously. An additional \$10 per student in other food, outside of the National School Lunch Program, is included.

### **Services and Operating Expenses**

Many of the Services and Operating expenses and cost rates were estimated by EdTec based on its experience doing back office services for over 350 California charter schools. As much as possible the rationale for the expenses is indicated in the notes column in the budget detail. Most expenses grow at 3% per year to account for inflation, while also increasing relative to the additional number of students and staff as the school grows.

### **Facilities**

Invictus Academy is planning to utilize a Prop 39 facility. Based on the Prop 39 rate of a current EdTec client in Richmond, plus 3% annual inflation, rent is assumed to be \$322 per student, or \$41,248 in year one.

The Charter School is separately budgeting for other facilities costs, including \$51 per student for utilities, \$41 per month for fire alarm monitoring, \$90 per student for building repairs and maintenance, \$306 per month for internet, \$42 per full-time employee for phone, and \$150 per student for contracted janitorial services, including grounds maintenance, pest control, and unscheduled maintenance.

### **Special Education**

The budget assumes that Invictus Academy operates as a School of the District with a Fair Share Contribution of \$822 per current year ADA, consistent with other schools in Richmond. Invictus Academy also ran a scenario in which the Charter School joined a SELPA and provided Special Education services through a mix of contracted employees and in-house staff. In this scenario, the revenue and fees associated with joining a SELPA are modeled based on the El Dorado County SELPA website. The operating budget remained solvent with a fund balance exceeding 5% in all years in this scenario. A copy of this budget can be found in **Appendix 8: Budget—Independent LEA**.

## Other

Invictus Academy will contract out with back office provider, such as EdTec, for support with budget development, financial management, accounting, payroll, accounts payable and attendance and board support. Fees are estimated based on a sliding scale percentage of revenue and are projected at \$60,250 in year one and gradually increasing to \$175,000 by year five. Invictus Academy has separately budgeted for its annual non-profit audit and tax filings, with a lower cost of \$5,000 in year one as the first audit will not occur until year two.

The Charter School has included the required 1% oversight payment to its charter authorizer and the interest payments associated with the CSFA Revolving Loan and potential receivable sales (see Cash Flow section).

The budget includes \$12,000 in year one and \$10,000 in years two and three for Building Excellent Schools Follow-On Support, and \$4,000 in year one for Mindful Life professional development, increasing at a rate exceeding inflation to account for staffing increases. An additional \$964 per full-time employee is allocated for other professional development opportunities, and \$60 per full-time employee is set aside for staff appreciation. For other consulting, \$204 per month is allocated. Contracted technology support is budgeted at \$153 per month. A copy machine lease is estimated at \$369 per full-time employee plus printing and reproduction costs of roughly \$340 per month. The student recruitment and marketing budget is set at \$5,000 in years one and two, increasing to \$10,000 in year three. In addition, \$2,040 is budgeted for other community engagement or marketing events.

For field trips, \$50 per student is allocated in year one, increasing to \$104 per student in year two. For student assessment (including NWEA MAP and SBAC), \$31 per student is budgeted. Student health services is budgeted at \$10 per month. Student Information System costs are estimated at \$11 per student.

The budget also includes \$5,100 for dues and licenses, \$8 per student for insurance, \$77 per month for banking fees, \$63 per full-time employee for fingerprinting, \$10,000 for legal fees, \$145 per full-time employee for payroll fees, and \$20 per student for postage and delivery.

In addition, Invictus Academy has included a Director's Contingency to be used for unanticipated expenses, such unanticipated facilities, Special Education, or legal costs. This is budgeted at \$20,000 in year one, growing proportionally as the school scales up employees.

## Start Up Expenses

The budget assumes \$90,492 for salaries and benefits for school leadership in the startup year. Additional expenses include \$1,500 for accounting and banking fees, \$3,000 for legal, \$2,000 for marketing, \$12,000 for BES Follow-on support, and \$210 in payroll fees.

## Cash Flow

The cash flow projection assumes that Property Tax payments are paid each month by the district, aside from the first two payments which would come in October 2018 and January 2019 through the special advance apportionment. Education Protection Account payments are disbursed quarterly.

Once authorized, Invictus Academy will apply for the California School Finance Authority Charter School Revolving Loan Fund. The Charter School has forecasted receipt of \$250,000 in principal in July 2018, and assumes a four-year payback period. In addition, due to unfavorable timing of revenues relative to expenses, receivable sales have been modeled in September 2019 and September 2020. September is a particularly challenging month for cash flow because all the start-up expenses for the upcoming school year have been incurred while the first major State Aid payment does not come until October. The Charter School has also budgeted interest expense for the loan and receivable sales. The interest expense was calculated based on current expectations for Revolving Loan Fund terms and the most recent receivable sales terms. In the unlikely case that the Charter School does not receive the Revolving Loan, the Charter School could sell additional receivables to finance operations.

Expenses have been allocated based on the experience of similar charter schools. Spending for books and supplies is heavier in July and August as the school purchases curriculum, technology and furniture.

## Facilities

**“The facilities to be utilized by the school. The description of the facilities to be used by WCCUSD shall specify where the school intends to locate.”**

**- California Education Code §47605 (g).**

Invictus Academy intends to locate within either the 94804 or 94801 zip code in West Contra Costa Unified School district, as detailed in **Element 1: Target Student Population**.

## Proposition 39 Facilities

Invictus Academy may seek the support of the West Contra Costa Unified School District in securing a district-owned facility through the annual presentation of a Proposition 39 request and/or under a separately negotiated long-term lease arrangement. It shall utilize California Building Standards Code compliant facilities in accordance with the Education Code Section 47610.

## Alternative Facilities

If Invictus Academy is not able to acquire a suitable facility through Proposition 39, Invictus Academy may seek to rent or purchase a facility. The Invictus Academy Board of Directors will seat a Facilities Search Team to evaluate options. Invictus Academy will draw upon the experience

of the team. Please see **Founding Team** for information on Board Member expertise in Facility Acquisition and Financing. Invictus Academy may apply for facilities financing assistance under the state’s Charter School Facilities Grant Program and/or state-administered Charter School Facilities Incentive Grants such as SB740, dependent upon eligibility determined by the school’s percentage of socio-economically disadvantaged students.

## Facility Requirements

Invictus Academy seeks to locate a facility that will maximize its mission and vision, providing a safe and nurturing learning environment for its students. Invictus Academy will require a single campus located within the boundaries of the District.

In it’s opening year, Invictus Academy’s facilities requirements include, but are not limited to, those shown below in **Figure 48**.

**Figure 48. Invictus Academy Facilities Needs**

Category	Space (square feet)
4 classrooms	10,240
3 offices	300
Bathrooms for boys, girls, and staff	600
Multi-purpose room	2,500
Staff room	750
<b>Total indoor space</b>	<b>14,390</b>
Outdoor space	One acre

## Facility Safety

As outlined in **Element 6: Health and Safety Procedures**, the charter shall comply with Education Code Section 47610 by either utilizing facilities that are compliant with the Field Act or facilities that are compliant with the State Building Code, including provisions for seismic safety. Please see **Element 6: Health and Safety Procedures** for all applicable assurances. In the event Invictus Academy does not secure a facility from WCCUSD, it shall secure a site and shall provide WCCUSD a Certificate of Occupancy and proper clearances, as applicable to Invictus Academy, no later than 30 days prior to the school’s opening date or by a date otherwise agreed to between the parties.

## Attendance Accounting

Invictus Academy will implement an attendance recording and accounting system to ensure contemporaneous record keeping that complies with state law.

## Reporting

Invictus Academy will provide reporting to WCCUSD as required by law including but not limited to the following: California Basic Educational Data System (CBEDS), actual Average Daily



Attendance reports, all financial reports required by Education Code Sections 47604.33 and 47605(m) and the School Accountability Report Card (SARC).

### **Potential Civil Liabilities**

#### **“Potential civil liability effects, if any, upon the school and upon the district.” - California Education Code Section 47605(g).**

Invictus Academy agrees to permit the district to inspect and receive copies of all records relating to the operation of the school, including financial, personnel, and pupil records. Pursuant to Education Code Section 47604.3, Invictus Academy shall promptly comply with all such reasonable written requests. The records of the School are public records under shall comply with the California Public Records Act. Invictus Academy agrees to and submit to the right of WCCUSD to make random visits and inspections in order to carry out its statutorily required oversight in accordance with Education Code Sections 47604.32 and 47607.

Invictus Academy shall be operated Invictus Academy Inc., a California nonprofit public benefit corporation. This corporation is organized and operated exclusively for charitable purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code and California Revenue and Taxation Code Section 23701(d). Pursuant to Education Code Section 47604(c), an entity that grants a charter to Invictus Academy operated by a non-profit public benefit corporation shall not be liable for the debts or obligations of Invictus Academy or for claims arising from the performance of acts, errors or omissions by Invictus Academy if the authority has complied with all oversight responsibilities required by law. Invictus Academy shall work diligently to assist WCCUSD in meeting any and all oversight obligations under the law, including monthly meetings, reporting, or other District-requested protocol to ensure WCCUSD shall not be liable for the operation of Invictus Academy. The corporate bylaws of Invictus Academy shall provide for indemnification of Invictus Academy’s Board, officers, agents, and employees, and Invictus Academy will purchase general liability insurance, Board Members’ and Officer’s insurance, and fidelity bonding to secure against financial risks. As stated above, insurance amounts will be determined by recommendation of WCCUSD and Invictus Academy’s insurance company for schools of similar size, location, and student population. WCCUSD shall be named an additional insured on the general liability insurance of Invictus Academy. The Invictus Academy Board will institute appropriate risk management practices as discussed herein, including screening of employees, establishing codes of conduct for students, and dispute resolution.

### **Charter Term**

The term of this charter shall begin July 1, 2018 and expire five years thereafter on June 30, 2023, in accordance with WCCUSD policies. Renewal of the charter shall be in accordance with the standards set forth in the Education Code Section 47605. Invictus Academy must submit its renewal petition to the District no earlier than 270 days before the charter is due to expire unless otherwise agreed by the Office of Charter Schools.



## **Amendments**

Any amendments to this charter shall be made by mutual agreement of the Invictus Academy Board of Directors and the West Contra Costa Unified School District. Material revisions and amendments shall be made pursuant to the standards, criteria, and timelines in Education Code Section 47605.

## **Severability**

The terms of this charter are severable. In the event that any of the provisions are determined to be unenforceable or invalid for any reason, the remainder of the charter shall remain in effect, unless mutually agreed otherwise by the West Contra Costa Unified School District and the Invictus Academy Board of Directors. The District and Invictus Academy agree to meet to discuss and resolve any issues or differences relating to invalidated provisions in a timely, good faith fashion.



# INVICTUS

ACADEMY OF RICHMOND

## Appendices







1. Teacher Signatures
2. Parent Signatures
3. Letters of Support
4. Conflict of Interest Policy
5. Board Bylaws
6. Articles of Incorporation
7. Budget Base Case—School of the District
8. Budget—Independent LEA
9. 2018-2019 Draft Calendar
10. Speech and Debate Course Map
11. Technology Platforms Chart
12. Draft Teacher Evaluation Rubric
13. Founding Team Resumes
14. Staff, Parent, and Student Surveys
15. Draft Student and Family Handbook
16. Draft School Safety Plan
17. Professional Development Plan
18. Marketing Flyers

## Invictus Academy of Richmond Teacher Approval Sign-Off

Start-Up School: Total number of teachers estimated to be employed at school during the first year of operation: 7

We agree to the contents of the attached charter proposal dated February 9th, 2017.

Our signatures indicate that we are teachers meaningfully interested in teaching at the charter school.





Teachers Name	Signature	Address	Telephone	Type of Credential	Credential Number	Expiration Date	Highest Degree Held
Brian Buttacavoli		2037 Vine Street Apt 8 Berkeley CA, 94709	951-970- 9940	CA Cleared (Single Subject: English Language Arts)	160114577	7/1/21	Master of Education (degree conferral Spring 2017)
Elizabeth Gore		549 37th St. Oakland, CA 94609	708-369- 8115	CA Cleared (Single Subject: English Language Arts); Cross- cultural, Language and Academic Development Certificate	130059180/ 170013632	3/1/18	Master of Arts in Teaching
Regina Pair		2819 Baker Street, #2, San Francisco, CA 94123	203-984- 2487	CA Cleared (Single Subject- English Language Arts)/CA Cleared (Multiple Subjects)	160218262/ 130114362	9/1/21; 7/1/18	Master of Education
Ernesto Umaña		2601 Hilltop Drive, Apt. 524, Richmond, CA 94806	510-543- 1848	Preliminary (Single Subject: Foundational Level Mathematics)	170078448	2/1/22	Master of Public Policy
Savannah Campbell		1719 Addison St. Berkeley, CA 94703	480-262- 7087	Temporary (Single Subject: Foundational Mathematics)	160171081	9/1/17	Bachelor of Science
Erika Doane		1530 Schmidt Lane #D303 El Cerrito CA 94530	204 303 9916	Single subject Intern credential	160164977	8/1/18	BA

# Invictus Academy of Richmond Teacher Approval Sign-Off

Start-Up School: Total number of teachers estimated to be employed at school during the first year of operation: 7

We agree to the contents of the attached charter proposal dated February 9<sup>th</sup>, 2017.

Our signatures indicate that we are teachers meaningfully interested in teaching at the charter school.

Teachers Name	Signature	Address	Telephone	Type of Credential	Credential Number	Expiration Date	Highest Degree Held
Rudy Sharar		620 8th Ave B309 Seattle, WA 98104	206-795-6939	CA Cleared (Single Subject: Science- Chemistry)	140150996/ 123130850	8/1/19	Masters of Education
Becca Abeles		2203 E Union St #416, Seattle, WA 98122	650-888-6503	CA Cleared (Single Subject: English Language Arts)	160114873	9/1/21	Bachelor of Arts, Masters of Education (in progress)
Alex Horowitz		2203 E Union St #416 Seattle, WA 98122	703-577-0734	CA Cleared Education Specialist/ Administrator	130099907 (SpEd) 140171550 (Admin)	SpEd - 6/1/18 Admin - 9/1/19	Masters of Education
Laelena Brooks		244 East 32nd Street #3F New York, NY 10016	510-882-7920	CA Cleared (Single Subject- Foundational Level Mathematics)	130125092	8/1/18	Masters of Education

To Whom It May Concern,

I am deeply excited by Invictus Academy of Richmond and am very meaningfully interested in being part of the founding team with Gautam Thapar.

I had the pleasure of working with Gautam for 2 years at Leadership Public Schools-Richmond (LPS). Gautam was one of the most phenomenal teachers I have ever seen. As a teacher early in my career at LPS, I was constantly looking for ways to grow and improve my practice. Observing Gautam both in and out of the classroom was one of the ways I chose to professionally develop myself. Inside the classroom, Gautam held students to an incredibly high standard, both behaviorally and academically. His students were reading about, writing about, and discussing material at a level that was fit for a college freshman seminar. Even when student struggled mightily, Gautam did not give up on them and pushed them to their full potential. He was also able to do this while building strong student confidence and academic self-efficacy. Outside of the classroom, Gautam built relationships with students that have lasted years beyond his US history class at LPS. The combination of strong family and student relationships and high academic standards was one that I strived for as a teacher and continue to deeply value in a leader. I know that Gautam will bring these strong qualities to his school and will instill them in all of his teachers.

I am currently the Director of Curriculum and Assessment at a high performing charter middle school in New York City. I have both been a teacher and a supervisor of teachers at a high performing middle school and know what it takes on both the staff and student level for a school to be successful so that students can excel. Gautam's model for Invictus Academy will set students up for success in college and beyond. Public speaking and interviewing skills are those that many middle and high school students lack, and the emphasis on speech and debate will provide students the space to practice and perfect those skills as they embark on their young adult lives – applying for jobs and welcoming college interviews. Focusing on math and ELA at the middle school level affords the opportunity to fill in knowledge and skill gaps from previous grades before moving on to high school level courses. The layout of the schedule provides students the opportunity to focus on academics, while building in additional life skills that will support student success.

I am writing this letter to signal my meaningful interest in teaching at Invictus Academy. Being from the Bay Area and going to middle and high school in the East Bay, I understand the significant importance of high-quality educational opportunities. As an alumna of Berkeley High School, I got to see firsthand growing up the educational injustices that existed between the opportunities that my peers and I had for middle and high school versus those that my peers had simply 3 miles away. The more high-quality schools that are available for children, the more educated our entire community will become. While I currently reside in New York and have committed to my current school through the 2017 – 18 school year, it is likely that I will return to the Bay Area for the 2018 – 19 school year. I currently hold a single subject mathematics California credential and plan to renew this prior to summer 2018. As I begin to plan my future, it is important that I am close to my family when I begin to raise a family of my own and therefore the East Bay is my ideal location to settle down. I loved working in Richmond and am



excited at the prospect of working with Richmond youth and families again. Because Invictus Academy will begin the year I would like to return home, I am meaningfully interested in working with Gautam as he opens this incredible school. Any child would be lucky to attend a school set up by Gautam's thoughtful and careful planning and it would be a missed opportunity if I was not interested in building this school with him.

Please do not hesitate to contact me with any additional questions.

Sincerely,

A handwritten signature in blue ink, consisting of a large, stylized 'L' followed by a horizontal line extending to the right.

Laelena Brooks

To Whom It May Concern,

My name is Savannah Campbell and I am a passionate educator in the West Contra Costa Unified School District. Currently, I am a secondary math teacher at John F. Kennedy High School. Prior to joining WCCUSD through Teach For America, I attended Cornell University where I obtained my Bachelors of Science in Industrial and Labor Relations. There, I was the Team Leader for Let's Get Ready SAT and College Prep Program, where I proudly expanded our outreach into more rural and lower performing schools in the Rust Belt of Upstate New York.

In my short year in Richmond, I am continually amazed by this dynamic community's ability to reclaim itself and innovate for the public good. Through my daily relationships with students and through class-wide Restorative Justice Circles, I have come to understand the incredible hardships my students have faced on their path to a quality education. From years of substitutes or transient teachers, to long wait-lists at other high schools in West Contra Costa, many of my students and their families have suffered a severe constraint of choice and power over their education. Therefore, I am convinced that Invictus Academy is the right school, at the right time, and in the right place. Not only will Invictus Academy give future students greater educational choices, but it will offer the support I know they need, like individual advising and double periods of core subjects, early in their secondary education paths.

I will have completed full credentialing by Invictus' opening in the Fall of 2018. I have spent the past year studying for CSETs, which I will have taken and passed by Summer 2017. I have also taken 2 semesters of credentialing coursework through LMU, and will finish my LMU-sponsored credential in the Spring of 2018.

Again, I am excited by the prospects of Invictus Academy in the Richmond community, and I am meaningfully interested in teaching at Invictus in its opening year. Please do not hesitate to contact me if you need any additional information. Thank you.

All the best,

Savannah Campbell

To Whom It May Concern,

I am incredibly excited about Invictus Academy of Richmond. I worked in both a traditional district school and charter school in Richmond, serving as a teacher and school leader. After six years of school experience in Richmond, I know that the community will embrace Invictus: the model is compelling, the leader is exceptional, and parents crave more options for their students.

As a Richmond educator, I had the pleasure of working directly with Gautam Thapar for three years. Gautam is, without question, one of the most talented and dedicated professionals I've had the pleasure of knowing. Gautam's classroom defined rigor, and his students exceeded his already high expectations. I know that Gautam will not rest until his school is simply fantastic. As I have learned more about Invictus, I am particularly excited about the commitment to building habits of success and the speech and debate program. We now know that for students to persevere in college, non-cognitive skills are as essential as academic proficiency. As a teacher at LPS Richmond, Gautam developed the school's habits of success curriculum, and revamped the bell schedule to ensure that all students had time and space in the day to learn about and practice habits like perseverance, grit, and compassion. Gautam is well positioned to design a school that reinforces these skills. Further, Gautam's vision to rally around a speech and debate program is wonderfully unique, and will undoubtedly promote communication and critical thinking in his students.

I have authored this letter to signal my meaningful interest in teaching at Invictus Academy. I lived in the Bay Area as a teacher and school leader for eight years, and absolutely love the region. I especially loved working in Richmond. Teaching and leading in Richmond schools is quite rewarding: the community is culturally and linguistically diverse, parents deeply care about their student's education, and there is a ton of energy around education reform. I know that Invictus Academy will be a wonderful asset, and contribute to the growing number of school options in the city. Working at Invictus will present as an exciting opportunity to any educator dedicated to equity and student achievement.

I currently hold both a California Administrative Services and Education Specialist credential. Should I return to Richmond, I will absolutely renew these before expiration.

Please reach out with any questions you may have,

Alex Horowitz

A handwritten signature in dark ink, appearing to read 'Alex Horowitz', written over a light blue horizontal line.



To whom it may concern,

My name is Rudy Sharar and I am a current high school Physics teacher at Summit Public Schools Sierra. I have taught high school science for the past six years, including five years as a Chemistry and AP Chemistry teacher at Leadership Public Schools Richmond in Richmond, CA. I am extremely interested in joining the founding staff at Invictus Academy in Richmond. I am excited about their model of instruction, including the emphasis on the intentional use of technology, the development of non-academic skills and the speech and debate program. I believe that under Mr. Thapar's leadership, this academic program has the potential to be a catalyst for outstanding academic achievement and college preparation for students in Richmond.

As I mentioned above, I taught in Richmond for five years and just recently moved to Seattle. I thoroughly enjoyed living in the Bay Area and I specifically loved working in the Richmond community and feel deeply connected to the students and families that live there. If I were to join Invictus, I would be extremely excited about the opportunity to live and work in a community where I already feel connected and I have roots. I would be able to leverage those relationships to help my students and the school thrive.

I currently hold a cleared California teaching credential (Single Subject Chemistry) which expires in 2019. As a result, my credential would be valid through the first year of Invictus Academy opening their doors for students. I plan on renewing my teaching credential when it expires in 2019 so that it is valid for an additional 5 years.

I look forward to following the progress of Invictus Academy and am excited for the opportunity that it will provide for the students and City of Richmond.

Sincerely,

Rudy Sharar  
[r.sharar@gmail.com](mailto:r.sharar@gmail.com)  
(206) 795-6939

5th Grade Families

# PETITION FOR THE ESTABLISHMENT OF Invictus Academy of Richmond CHARTER SCHOOL Petición para establecer la Escuela Charter Escuela Invictus Academia de Richmond

The petitioners listed below certify that they are parents meaningfully interested in enrolling their student(s) at the **Invictus Academy of Richmond** Charter School. As such, petitioners believe that the charter merits consideration and hereby petition the governing board of the West Contra Costa Unified School District to grant approval of the charter pursuant to Education Code 47600 et seq. The petitioners authorize the Leadership Team to negotiate any amendments to the charter necessary to secure approval by the District Board. Signature page is attached to petition upon signature.

Las personas que aquí dan su firma certifican que son padres de familia con un interés auténtico en inscribir a su(s) estudiante(s) en la Escuela Charter Invictus Academia de Richmond. Por lo tanto, los suscritos a esta petición afirman que ésta merece consideración y piden que la Junta Directiva Escolar del West Contra Costa Unified School distrito apruebe esta petición charter, según lo provee la Ley Educativa 47600 et seq. Los suscritos autorizan al Equipo Fundador de dicha escuela para negociar las enmiendas a esta petición que sean necesarias para asegurar la aprobación de la Junta Directiva Escolar. Esta página de firmas está adjunta a la petición cuando se firmó.

PARENT NAME Nombre	SIGNATURE Firma	ADDRESS Dirección	PHONE NUMBER número de teléfono	STUDENT GRADE IN 2018-2019 SCHOOL YEAR Grado del <sup>th</sup> estudiante	STUDENT NAME Nombre de Estudiante	DATE Fecha
Blanca Henríquez	Blanca Henríquez	3315 11th St.	(510) 253-4271		Amanda Henríquez	3/30/17
Maria Lourdes Subles	Maria Lourdes Subles	860 8th St Richmond, CA 94801	(510) 478-4615	7th	Leslie Cervantes	3/30/17
Josefina Campos	Josefina Campos	640 8th St Richmond, CA 94801	(510) 480-7112	7	Miguel Angel Campos	3/30/17
Maria Dolores Cruz	Maria Dolores Cruz	Richmond CA 94801	(510) 478 4238	7th	Esmeralda Gil	3/30/17
Elia Ninos	Elia Ninos	516 Pencilluonia Ave. 94801 Richmond CA	510 962 1054	7th	Yesenia Rivera	3/30/17
Maria Gallegos	Maria Gallegos	717-20th St Richmond, CA 94801	(510) 685-7872	7th	Valeria Garcia	3/30/17
Karla Castellanos	K. Ortiz	624 9th St. Richmond, CA 94801	(510) 646-7134	7th	Kimberly Lopez	5/4/17

Familias de S. gad.

# PETITION FOR THE ESTABLISHMENT OF Invictus Academy of Richmond CHARTER SCHOOL *Petición para establecer la Escuela Charter Escuela Invictus Academia de Richmond*

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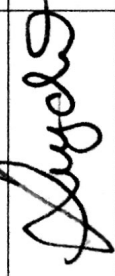
PARENT NAME Nombre	SIGNATURE Firma	ADDRESS Dirección	PHONE NUMBER número de teléfono	STUDENT GRADE IN 2018-2019 SCHOOL YEAR Grado del estudiante	STUDENT NAME Nombre de Estudiante	DATE Fecha
Elva Ruano	Elva Ruano	736 7th St.	(510) 974-9921	7	Juan Cabrera	4/19/17
Ana Santamaría	Ana Santamaría	2407 Virginia Ave	(415)	7th	Santamaría	4/19/17
Maria Hermosillo	Maria Hermosillo	854 9th St Richmond 510 778 6079	510 778 6079	7th	Graciela Hermosillo	4-19-17
Maria Pachez	Maria Pachez	418 West Main Ave Richmond CA	(408) 685-3870	7th	Blasio Muna	5-31-17

Familias de 5<sup>th</sup> grade

**PETITION FOR THE ESTABLISHMENT OF Invictus Academy of Richmond CHARTER SCHOOL**  
*Petición para establecer la Escuela Charter Escuela Invictus Academia de Richmond*

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Quincella Jackson		5249 Creeley Ave Rich, CA 94804	510-776-2207	7th	Jevan Stewart	5/4/17
Leydi Maldonado		2689 20th St San Pablo	510-334-6165	7	Eduardo Avila	5/4/17

**PETITION FOR THE ESTABLISHMENT OF Invictus Academy of Richmond CHARTER SCHOOL**  
*Petición para establecer la Escuela Charter Escuela Invictus Academia de Richmond*

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Tramaine Williams	T. Williams	623 South 33rd	(509) 712-5633	7th	DeAjaney Pina	04-12-17
Katie Dach	Katie Dach	1514 Florida Ave.	(610) 861-7620	7th	David Dach	4/12/17
Eva O'Fredo	Eva O'Fredo	345 S 22ND ST	(415) 261-2590	7th	Pedro Guillén	4/5/17
Cristina Camacho	Cristina Camacho	644 17th St Richmond 1821 STATION AVE SAN PABLO CA 94806	(510) 837-1226	7th	Cristian Aron Garcia Camacho	5-1-17
GLORIA GARCIA	Gloria Garcia	<del>2924 14th St</del> 2924 14th St	415 410 8878	7th	NATALY GARCIA	5/4/17
Marilu Garcia	Marilu Garcia	San Pablo Ave 94806	(510) 207-2037	7th	Stephanie Garcia	5/4/17



# PETITION FOR THE ESTABLISHMENT OF Invictus Academy of Richmond CHARTER SCHOOL *Petición para establecer la Escuela Charter Escuela Invictus Academia de Richmond*

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Laura Herrera		720 Acacia AV	510) 860-0332	7	Rene magana	4-10-17
Catalina Alejandre		719 6st	(510) 234 1852	7	Joan. Ponce	4.13.17
Rosalba melgar		746 551 Richmond	(510) 478-5837	7	Noomi Navarro	4-19-17
Ethel Barnes		318 Linda DR	(510) 485-1577	7	Rob. Nolasco	4-20-17

Familias de 5 grado

PETITION FOR THE ESTABLISHMENT OF Invictus Academy of Richmond CHARTER SCHOOL  
Petición para establecer la Escuela Charter Escuela Invictus Academia de Richmond

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Maria G Valenzuela	[Signature]	685 4th Richmond	510) 215-9022	Grado del estudiante 7 grado	Juan P. Contreras	04-4-17
Maria del Carmen Rangel	[Signature]	3328 Ohio Ave Richmond CA 94804	29 510-776-58	7 grado	Rangel Jonathan Rivera	4-4-17
Vindiana Parra	[Signature]	743 7th St Richmond	702-542-6648	7 grado	Michelle Reynoso	4-4-17
Rosa Gonsalez Prox Cortez	[Signature]	625 11th St Richmond	(510) 672-7832	7	David A. F. Jose Cuervo	4/11/17

**PETITION FOR THE ESTABLISHMENT OF Invictus Academy of Richmond CHARTER SCHOOL**  
*Petición para establecer la Escuela Charter Escuela Invictus Academia de Richmond*

5th Grade

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Iris Colles		123 Marina Way	(951) 660-9462	7	Alejandra Medina	4/14/17
Yolanda Alejandre	Yolanda	5321 Marina way S	(510) 367-2402	7	Isaac Alejandre	4-14-17
Laura Espinoza	Laura Espinoza	753 9th St Richmond	415 342-2859	7	Gavin Cuevas	4-14-17
Bebah' L		730 8th St R	(510) 672-8810	7		4-18-17
Arleny Torres		Richmond 622 19th St. 94801	510 680-108600	7	Celina Cortez	4/18/17
Jose Garcia	Jose Garcia	Richmond 3335 WILSON AVE	(510) 807-0103	7	Amillion Hackett	4-18-17



# PETITION FOR THE ESTABLISHMENT OF Invictus Academy of Richmond CHARTER SCHOOL *Petición para establecer la Escuela Charter Escuela Invictus Academia de Richmond*

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Orna Rivera	AR		415 532-6576	7	Angel River	4-28-17
Aurora Mata	AM			7	Mariana Viera	4/28/17
Sonia Viera				7	Stephane Moreno	4/28/17

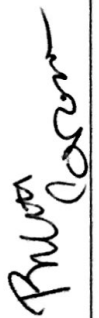




# PETITION FOR THE ESTABLISHMENT OF Invictus Academy of Richmond CHARTER SCHOOL

Petición para establecer la Escuela Charter Escuela Invictus Academia de Richmond

5th grade

The petitioners listed below certify that they are parents meaningfully interested in enrolling their student(s) at the **Invictus Academy of Richmond** Charter School. As such, petitioners believe that the charter merits consideration and hereby petition the governing board of the West Contra Costa Unified School District to grant approval of the charter pursuant to Education Code 47600 et seq. The petitioners authorize the Leadership Team to negotiate any amendments to the charter necessary to secure approval by the District Board. Signature page is attached to petition upon signature.


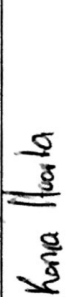



Las personas que aquí dan su firma certifican que son padres de familia con un interés auténtico en inscribir a su(s) estudiante(s) en la Escuela Charter Invictus Academia de Richmond. Por lo tanto, los suscritos a esta petición afirman que ésta merece consideración y piden que la Junta Directiva Escolar del West Contra Costa Unified School District apruebe esta petición charter, según lo provee la Ley Educativa 47600 et seq. Los suscritos autorizan al Equipo Fundador de dicha escuela para negociar las enmiendas a esta petición que sean necesarias para asegurar la aprobación de la Junta Directiva Escolar. Esta página de firmas está adjunta a la petición cuando se firmó.

PARENT NAME Nombre	SIGNATURE Firma	ADDRESS Dirección	PHONE NUMBER número de teléfono	STUDENT GRADE IN 2018-2019 SCHOOL YEAR Grado del estudiante	STUDENT NAME Nombre de Estudiante	DATE Fecha
Ruth Corona		145 S. 9th St St Richmond 94804	510-478 5142	5th	Brianna Gomez	4-13-17
Erica Mejia		149 S. 9th St Richmond 94804	510-932 4102	5th	Elia mejia	4-13- 17
MARILYN ASIS		527 NEVIN AVE. Richmond	510 3670998 94807	5th	Zamehjah	4-14
Maria Suarez		15 Bissell Ave. Rich	(510)253 3618	5th	Heidi Perez	4-18-17
Geronimo Perez		15 Bissell Ave. Richmond	(510)860 0865	5th	Heidi Perez	4/18/17

**PETITION FOR THE ESTABLISHMENT OF Invictus Academy of Richmond CHARTER SCHOOL**  
*Petición para establecer la Escuela Charter Escuela Invictus Academia de Richmond*

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Max						
Maria C Escobar Vasquez		351 S. 15th St Richmond CA 94804	(510) 860-1407	7 <sup>th</sup> grade	Juan Amaya Escobar	04/17/17
Karla Huerta		2577 Maricopa Ave Richmond CA 94804	(510) 778-5254	1st Grade	Goddino Zabalca	04-11-12
NORA BENITEZ				12-10	Marbella Mayisael Duarte	4-11-12
Nancy Davila		5855 Alameda Ave #3 Richmond CA. 94804	510-478-7372	5-6	Soul Brandon	04/19/17
Zeida Huerta		2381 Maricopa Ave Richmond CA 94804	(510) 778-0766	A	Valeria Zabalca	04/19/17

**PETITION FOR THE ESTABLISHMENT OF Invictus Academy of Richmond CHARTER SCHOOL**  
*Petición para establecer la Escuela Charter Escuela Invictus Academia de Richmond*

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María Almonte		1304 HELLING AVE. 94801 Richmond CA	(415) 876 9503	3	3, 1	04/18/17
Alberto Paz	Jorge A.P.f	560 Hansler Cir Richmond CA 94801	(510) 860 9265	3		04/18/17
Flore Castro		3834 Macdonald Ave Richmond CA	(510) 776 5884	3		4/18/17
Jesus Perez		420 S 38th St. Richmond CA 94804	(925)	6, 3 and K		4/21/17

**PETITION FOR THE ESTABLISHMENT OF Invictus Academy of Richmond CHARTER SCHOOL**  
*Petición para establecer la Escuela Charter Escuela Invictus Academia de Richmond*

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Elia Gonzalez	Elia Gonzalez	719 Florida Av	510 6218819		Nidia Solis	4/19/17
Lecnisio Esperanza	<del>Lecnisio Esperanza</del>	2135 Lincoln Ave.	(510) 374-8309	5	Leo Esperanza	4-21-17
Fideliasosa	Fideliasosa	130 9th St	510 930 5472	3	Gabriela	4/19/17
Margarita Fausto	Margarita Fausto	235 2nd St	(510) 4783543	1	Fidel Ortega	5/1/17
Martha Fausto	Martha Fausto	235 2nd St	(510) 9429386	2	Victor y Fausto Marianne Fausto	5/1/17



**PETITION FOR THE ESTABLISHMENT OF INVICTUS ACADEMY OF RICHMOND CHARTER SCHOOL**  
*Petición para establecer la Escuela Charter Escuela Invictus Academia de Richmond*

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Otras familias

# **PETITION FOR THE ESTABLISHMENT OF Invictus Academy of Richmond CHARTER SCHOOL** *Petición para establecer la Escuela Charter Escuela Invictus Academia de Richmond*

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Soledad Garcia		4818 Cutting Blvd Richmond CA 94804	510 691 5290	5 <sup>th</sup> 3 <sup>rd</sup> grade	Kevin Tobar Sol Lynelle Tobar	05/04/17
Gladys Hdz	Gladys Hdz	2451 Church Lane San Pablo CA 94803	510 622 8901	3/1	Daisy Manuel	05/04/17
Yajaira Flores	Yajaira Flores	330 South St Richmond Ca 94804	(510) 375 8163	2	Kimberly Lopez	05/04/17

**PETITION FOR THE ESTABLISHMENT OF Invictus Academy of Richmond CHARTER SCHOOL**  
*Petición para establecer la Escuela Charter Escuela Invictus Academia de Richmond*

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Cristina Morina	Cristina Morina	3136 Glenderson, Richmond CA 94806	510 4797552	7th	Avianag MAYNOR	4/17/17
JOSE ANDRADE	J. Andra	351 S. 12th St. Rich. CA 94804	415 882966	6th	AWARO HERNANDEZ	4/17/17
Angelica Rios	Angelica Rios	40 18th St apt A Richmond CA 94804	510 932 0292	3rd	du	4/17/17
Alicia Carmona	Alicia Carmona	619 S. 21st. Richmond CA 94804	(415) 706 4400	4th	Arelae Rodriguez	4/26/17
Micaela Ramos	Micaela Ramos	4719 Cotting Blvd Richmond, CA 94804	699-4982	8th	Maximus Bonilla	4/26-17
Norma Lozano	Norma Lozano	1285 12th St Richmond CA 94804	65101 730-8409	6th	Ximena Montes	4/26/17
Eloísa Montes	Eloísa Montes	319 Sanford Ave Richmond. CA	(510) 860-9413	6th		

\*




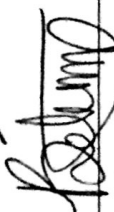




# **PETITION FOR THE ESTABLISHMENT OF Invictus Academy of Richmond CHARTER SCHOOL**

## *Petición para establecer la Escuela Charter Escuela Invictus Academia de Richmond*

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Maria Luisa Rosales		149 Collins St	(510) 932-7872		Noe Martinez	04/17/17
Glendi Galindo		422 S. 15th	510-829-6767		Alexandra Huando	4-26-17
Maria Zavala		614 S. 33rd St.	510) 978-5281	2	Jacelyn Z	4/26-17
Ma. Belen Perez		238 garard blv.	(510) 593-6114	1	Santiago Garcia	4/27/17
Fabiola Luna		240 S. 413 Sun Rubio Ct	(510) 932-7135	4	Jennifer Luna	4/27/17
Enka Cora		1943 15th St	(510) 221-9884	4 2	Fernando Jasmin	4-27-17

**PETITION FOR THE ESTABLISHMENT OF Invictus Academy of Richmond CHARTER SCHOOL**  
*Petición para establecer la Escuela Charter Escuela Invictus Academia de Richmond*

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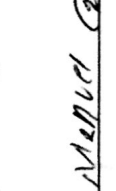




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Adriana Vazquez	Adriana Vazquez	1618 Vesalpa Ave	(510) 965-1063			4-15-17
Josefine Salas	Josefine Salas	401 S 9th St Richmond 94804	510-387-8197			4/13/17
Jeanette Zurita	Jeanette Zurita	1919 Mesa Buena Ave San Pablo, CA 94606	510-322-1399			4/13/17
Idania oregon	Idania oregon	56 chandler cir Richmond CA 94801	(510) 829-1148	3		4/14/17
Tomasa Espinoza	Tomasa Espinoza	420 S 38th Richmond CA 94804	(510) 837-1115	K, 3 y 6		4/14/17
Alma Flores	Alma Flores	329 7th St Richmond CA 94801	510 375-6375	K, 3		4/14/17
Rayna Flores	Rayna Flores	2135 Lincoln Ave. Richmond CA 94801	(510) 374-8309	2		4-14-17

# **PETITION FOR THE ESTABLISHMENT OF Invictus Academy of Richmond CHARTER SCHOOL** *Petición para establecer la Escuela Charter Escuela Invictus Academia de Richmond*

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Nela Morales		Richmond 651 18 St	(510) 860 260X		Christian Ugarte 4 años	4/28/17
Lucia Viera		1343 Esmorel Ave Richmond CA 94801	(925) 628-2025	1st	Arabella Beltran Viera	4/13/17
Manuel Cedeas		624 20th St RICHMOND, CA 94801	510 621 4313	2nd	Emmanuel Cedeas	4/14/17
Ana Duran			707 430 2341	5	Jeffrey	
MARIA M		709 Bradford Richmond CA 1103 26 St	510 978 0959	1	Leah MARTINEZ	
Maria Nila		Richmond CA	(510) 253-3968		Ashley Moreno	4/14/17
Georgina Rado-H		4335 Richmond CA 94805	(415) 685-7940	1st	Alkan Hernandez	4/14

*Petición para establecer la Escuela Charter Escuela Invictus Academia de Richmond*

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Rosa Mata	Rosa Mata	1343 Esmond Ave	(910) 260-1587	2	Sofia	4-12
Brittany Emory	Brittany Emory					



May 1, 2017

Dear West Contra Costa School District:

It is with enthusiasm and deep respect that I support the charter application for Invictus Academy of Richmond and the lead founder and proposed Executive Director, Gautam Thapar.

Building Excellent Schools (BES) is a highly selective, nationally recognized non-profit whose flagship program, the Building Excellent Schools Fellowship, prepares outstanding candidates for urban charter school leadership. Over the last eight months I have worked closely with Gautam and had the opportunity to observe first hand his strength and impact as a leader. Gautam is a thoughtful, disciplined, focused, and well positioned to do the monumental work necessary to lead a high-performing urban charter school for students in Richmond, CA. He brings instructional expertise, thorough content knowledge for middle and high school, and sharp business acumen to this work.

Gautam will also bring the experience of two month-long Residencies in high performing charter schools. In January, Gautam studied and developed under leadership at Liberty Collegiate, one of the highest performing middle schools in Nashville, TN. It was apparent to me, through conversations and work produced, that through this residency Gautam internalized and crystalized his vision for a rigorous curriculum and assessment system, teacher professional development, and how to execute upon a strong model for coaching and developing high quality teachers. This summer, Gautam will complete his second Residency at Collegiate High School in Los Angeles, California.

Post successful completion of the BES Fellowship and as part of our continued work with Gautam, through BES Follow on Support (FOS), we will work throughout his proposed planning year and subsequent first two years of operation to ensure that he delivers high quality, rigorous instruction to the students at Invictus Academy of Richmond. As Gautam continuously demonstrates, his openness and responsiveness to feedback in all current trainings position him well to successfully deal with the challenges school leaders face in their Founding Year. Through weekly coaching sessions, video analysis, on-site visits, and document review, Building Excellent Schools FOS provides significant support to ensure the successful opening and sustainability of each school and school leader.

We are honored to work with Gautam and have upmost confidence that his school leadership and the practice-proven components of the public charter school design for Invictus Academy of Richmond will lead to strong student achievement for the students of Richmond.

Respectfully,

*Erika Haskins*

Erika Haskins, Director of Leadership Development

Building Excellent Schools

[ehaskins@buildingexcellentschools.org](mailto:ehaskins@buildingexcellentschools.org) 617.227.4545





May 1, 2017

Dear West Contra Costa Unified School District:

It is with enthusiasm and confidence that I support the charter petition for Invictus Academy of Richmond and the lead founder and proposed Executive Director, Gautam Thapar.

Building Excellent Schools (BES) is a highly selective, nationally recognized non-profit whose flagship program, the Building Excellent Schools Fellowship, prepares outstanding candidates for urban charter school leadership. Over the last ten months I have been able to work closely with Gautam Thapar and observe first hand his incredible commitment to this work, his deep ties to the students and families in Richmond, and his strengths as a leader. Through his varied experiences working both as a teacher and teacher-leader at Leadership Public Schools-Richmond, Gautam brings a unique perspective to this work and understands fully what it takes to provide a high-quality school option to students in Richmond.

Gautam is an intelligent, thoughtful, well-prepared leader who brings his experience in curriculum design, school culture, teacher-leadership, and charter school training to this work. He also brings the experience of two month-long Residencies in high performing charter schools. Gautam completed his first Residency this past January at Liberty Collegiate Academy in Nashville, TN, and will complete his second Residency at Collegiate Charter High School, in Los Angeles, this July. Through his first Residency, Gautam has had exposure to strong leadership and leadership practices, rigorous, Common Core Standards-aligned curriculum, and a strong model for coaching and developing teachers.

Gautam has assembled deep support for the proposed charter school, including the assembly and training of a diverse and accomplished founding team, and he brings a network of school support, including that of Leadership Public Schools – Richmond and Republic Schools (Liberty Collegiate), in Tennessee. The support for the proposed school Gautam has assembled also includes deep support from numerous families throughout Richmond, of whom Gautam and the founding team have solicited significant input for the design of the school.

Gautam holds the bar of excellence high for himself as well as for his founding team and does not waver in his commitment to founding and leading a high-quality school that will provide a seamless 7-12 education for the students of Richmond. His ability to manage multiple priorities and engage a variety of stakeholders as well as to plan in detail an academic program that builds academic skill and character strength further evidences that he will be an effective school leader, responsive to the community's needs and resolute in providing a high quality education inspired by the school's mission, devoted to the success of its students, and held fast by its ambitious goals.

We are honored to work with Gautam and have complete confidence that his school leadership and the well-researched and practice-proven components of the public charter school design for Invictus Academy of Richmond will lead to strong student achievement for all students.

Respectfully,

A handwritten signature in black ink, appearing to read "Stephanie Patton".

Stephanie Patton, Associate Director, The Fellowship  
Building Excellent Schools  
spatton@buildingexcellentschools.org  
617-227-4545 x210

Office of West Contra Costa School District  
1108 Bissell Avenue  
Richmond, CA 94801  
March 24, 2017

West Contra Costa Unified School Board,

I write this letter in support of Invictus Academy, a proposed 9-12, college preparatory high school for students and families in Richmond.

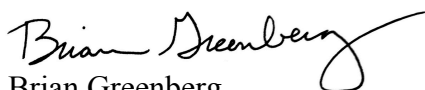
As the Chief Executive Officer of the Silicon Schools Fund, I meet with and evaluate most of the educators seeking to start new schools in the Bay Area. Our team has been highly impressed by the founder of Invictus Academy, Gautam Thapar. We have also conducted thorough diligence on the Invictus Academy school model, and are impressed by their level of preparation and commitment to serving all students.

The Silicon Schools Fund works with over 30 schools across the Bay Area, rethinking standards of excellence and using innovative and creative ways to ensure every student is learning at their own pace and level. We support traditional district schools, independent schools, and charter schools. I've personally founded a high performing school in Hayward, Leadership Public Schools, and served as the Chief Academic Officer of a high performing network of schools, Envision Schools. I became familiar with Mr. Thapar from his time at Leadership Public School's Richmond campus. Based on this experience and our extensive interactions with Invictus Academy, we made the decision to provide a grant to support the school based on their rigorous academics, targeted instruction, and commitment to having students solving relevant problems and communicating with confidence.

Our foundation is supporting the lead founder, Gautam Thapar, with startup funding of \$200,000 and hopes to provide additional funding in the first year of operation. Invictus Academy also receives quarterly design reviews from our staff to support the refinement of the academic model. Having helped numerous leaders through the process of starting a school from the earliest stage, we will work closely with him to refine and solidify his targeted instructional model.

The Bay Area needs more proof points that show that all students can achieve at high levels, and help create more innovation through personalized learning. For this reason, we strongly support and recommend approval of a charter for Invictus Academy. Thank you for your consideration.

Sincerely,



Brian Greenberg  
Chief Executive Officer







EdTec, Inc.  
1410-A 62nd Street  
Emeryville , CA 94608

May 2, 2017

Board of Trustees  
West Contra Costa Unified School District  
1108 Bissell Ave.  
Richmond, CA 94801-3135

Dear Board Members,

As a Client Manager at EdTec, I am pleased to provide this letter in support of the launch of Invictus Academy in West Contra Costa Unified School District. EdTec provided petition budget development services to the team at Invictus Academy. EdTec is a social venture founded in 2001 to develop, support, and advance quality charter schools. Through our back-office service practice and consulting services in finance, operations, facilities, and student information, we have helped support over 400 charter schools, CMOs, and charter school support organizations across 11 states.

In collaboration with Gautham Thapar, the lead petitioner, our team built the budget and cash flow projections based on conservative estimates of the actual costs to implement Invictus Academy's program as described in the charter petition. Assumptions driving our analysis are based on:

- Historical financial and demographic data from similar charter schools throughout California, with a focus on data from the surrounding Richmond area
- Projections from reliable sources such as Fiscal Crisis and Management Assistance Team and School Services of California
- Current rates from California Department of Education

School leadership estimated expenses based on research and statewide and proprietary data on charter school expenditures. Expense assumptions increase in the multi-year projections for inflation, in addition to being increased for enrollment and staffing growth, where applicable.

As a back-office provider serving California charter schools since 2001, we feel confident in the numbers and underlying assumptions presented with Invictus Academy. In our experience working with over 300 charter schools in California, we have seen many schools successfully operate with similar plans.

Should you have any questions or need for clarification, please contact me at [jamie.cotrone@edtec.com](mailto:jamie.cotrone@edtec.com)

Sincerely,

Jamie Cotrone  
Client Manager



## **Mindful Life Project**

*Healing Communities One Breath at a Time*

845 marina Bay Parkway, Suite 4, Richmond, CA 94804

Office of West Contra Costa School District  
1108 Bissell Avenue Richmond, CA 94801  
March 24, 2017

West Contra Costa Unified School Board,

I write this letter in full support of Invictus Academy, a proposed 7-12, college preparatory middle and high school for students and families in Richmond.

As the Founder and Director of Mindful Life Project I have had the opportunity to meet and work with many school leaders. I have been extremely impressed by the Invictus Academy school founder Gautam Thapar. In working with Gautam and getting to know the vision, mission, and way he is structuring the school I am extremely impressed with his extremely strong understanding of best school practices, educational equity, and providing excellent educational services specifically tailored for our youth in Richmond.

Mindful Life Project empowers students with mindfulness and other transformational skills that build self-awareness, self-regulation, perseverance, resilience and social-emotional intelligence that enable them to thrive in their classrooms, their schools and their community. We have four impactful services we provide, "Mindful Community", our whole class weekly mindfulness push-in program, our regular school day small group prevention/intervention program "Rise-Up", our highly regarded Mindful Educator Trainings and Mindful Life Assemblies.

Mindfulness is the specific and strategic practice of paying attention on purpose to the present moment without judgment. Through focused awareness, mindfulness builds skills to navigate all experiences by living in the here and now.

Mindfulness has many physical and mental benefits that have been proven by scientific research. Research shows that mindfulness is proven to strengthen physiological responses to stress, navigate emotions, reduce anxiety and depression, and improve one's quality of life by bringing joy and openness through self-awareness and a stronger understanding of oneself and how to connect at deeper levels with others. It builds one's capacity for empathy and compassion and is being proven to have the following benefits:

- Better focus and concentration
- Increased sense of calm
- Decreased stress & anxiety
- Enhanced health
- Improved impulse control
- Increased self-awareness

- Skillful responses to difficult emotions
- Increased empathy and understanding of others
- Development of natural conflict resolution skills

## Outcomes Achievement

Mindful Life Project continues to drive positive outcomes as a result of our activities in our partner schools. The following show discipline data results compared to the baseline measurement of discipline data prior to our first full-year of services at: \*(Decrease percentage in parenthesis)\*

- **First year partner school** – Grant Elementary (74%)
- **Second year partner schools** – Peres (63%), Verde (89%) and Lincoln (73%) elementary schools and Lovonya DeJean Middle School (71%)
- **Fourth year partner schools** – Nystrom (73%) and Coronado (61%) elementary schools
- • 82 percent of teachers saw improvements in their students relating to one another • 75 percent of teachers saw improvements in their students' ability to pay attention • 79 percent of teachers noted improvements in their students' ability to settle down • 73 percent of teachers indicated improvements in their students impulse control
- • 86 percent of teachers indicated improvements in their students' self-awareness On average, classroom teachers reported recovering more than **22 minutes** of additional quality teaching time per day that was previously spent on classroom management. Importantly, **86 percent** of classroom teachers reported incorporating mindfulness in their daily activities. The average teacher used mindfulness with the students **7 times per week**.

Our organization is supporting the lead founder, Gautam Thapar, by providing mindfulness trainings for his teachers and staff. We believe in the potential of Invictus Academy and will be partnering closely with them. For this reason, we strongly support and recommend approval of a charter for Invictus Academy. Thank you for your consideration.

In Gratitude,

JG Larochette  
 Founder and Director  
 Mindful Life Project  
[Jg.mindfullifeproject.org](http://Jg.mindfullifeproject.org)

**Conflict of Interest Policy**

The Charter School has an adopted conflicts of interest policy which can be found below. This code, which shall be maintained to comply with the Government Code Section 1090, the Political Reform Act, Corporations Code Conflicts of Interest rules, and any charter school-specific conflicts of interest regulations.

**Invictus Academy, Inc.  
Conflict of Interest Policy**

**Purpose:**

The purpose of the conflict of interest policy is to protect the interests of Invictus Academy, Inc. ("Charter School") when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer, director, or employee of the Charter School or might result in a possible excess benefit transaction. This policy is intended to supplement the Conflict of Interest Code Bridge Policy, adopted to ensure compliance with the Political Reform Act.

**Definitions:**

1. **Interested Person:** Any director, officer, key employee or member of a committee with Board-delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.
2. **Financial Interest:** A person has a financial interest if the person has, directly or indirectly, through business, investment, or through a family member:
  - a. An ownership or investment interest in any entity with which the Charter School has a transaction or arrangement.
  - b. A compensation arrangement with the Charter School or with any entity or individual with which the Charter School has a transaction or arrangement, or
  - c. A potential ownership or investment interest in, or compensation arrangement with any entity or individual with which the Charter School is negotiating a transaction or arrangement.
  - d. Received compensation from the corporation for services rendered to it within the previous 12 months, whether as a full-time or part-time employee, independent contractor, or otherwise, excluding any reasonable compensation paid to a director as director; and any brother, sister, ancestor, descendant, spouse, brother-in-law, sister-in-law, son-in-law, daughter-in-law, mother-in-law, or father-in-law of such person.

Compensation includes direct and indirect compensation, as well as gifts or favors that are not insubstantial.

**Procedures:**

1. **Duty to Disclose:** In connection with any actual or possible conflict of interest, an Interested Person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees considering the proposed transaction or arrangement.
2. **Procedures for Addressing the Conflict of Interest**
  - a. When an Interested Person who is NOT a director determines that he/she should not make a decision because of a financial interest, he/she should submit a written

disclosure of the financial interest to his/her immediate supervisor. The supervisor shall immediately reassign the matter to another employee and shall forward the disclosure notice to Executive Director, who shall record the employee's disqualification. In the case of an Interested Person who is head of an agency, this determination and disclosure shall be made in writing to his/her appointing authority (i.e. the Board).

- b. Interested Persons who are directors: No persons serving on the Board of Directors may be interested persons. If a Board member's financial interest arises after a Board member has been elected to the Board of Directors and
  - i. if the Board determines that no applicable remote or noninterest exceptions apply, the Board must either: (1) not enter into the contract, as Government Code Section 1090 prevents the entire board from voting on the contract; or (2) prior to the Board of Director's discussion of and/or taking any action on the contract at issue, the Board member must resign from the Board of Directors. The resignation shall be made part of the Board's official record.

### 3. Violations of the Conflicts of Interest Policy

- a. If the Board has reasonable cause to believe an Interested Person has failed to disclose actual or possible conflicts of interest, it shall inform the Interested Person of the basis for such belief and afford them an opportunity to explain the alleged failure to disclose.
- b. If after hearing the Interested Person's response and after making further investigation as warranted by the circumstances the Board determines the Interested Person has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action, and/or up to removal from the Board or immediate termination, as may be applicable. Any transaction entered into in violation of the Political Reform Act may be found to be void by a court of law. Any contract entered into in violation of Government Code section 1090 is void.

### **Records of Proceeding:**

The minutes of the Board and all committees with Board-delegated powers shall contain:

- a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present and the governing board of director's decision as to whether a conflict of interest in fact existed.
- b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

### **Annual Statements:**

Each director, officer, and member of a committee with Board-delegated powers shall annually sign a statement that affirms such person:

- a. Has received a copy of this Conflict of Interest Policy.
- b. Has read and understands the Policy.
- c. Has agreed to comply with the Policy.

- d. Understands the Charter School is a nonprofit public benefit corporation which operates a public charter school, and that in order to maintain its federal tax exemption, it must engage primarily in activities that accomplish one or more of its tax-exempt purposes.

**Periodic Reviews:**

To ensure the Charter School operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted.

This policy shall also be reviewed annually by each member of the Board. Any changes to the policy shall be communicated immediately to all Interested Persons.

**Acknowledgement of Invictus Academy of Richmond's  
Conflict of Interest Policy**

I \_\_\_\_\_, a Invictus Academy of Richmond director, officer, or committee member with Board-delegated powers, have received a copy of the Conflict of Interest Policy. I have read and understand the Conflict of Interest Policy, and I agree to the terms and conditions that are set out in this Policy.

I understand that Invictus Academy of Richmond is a nonprofit public benefit corporation, and in order to maintain its tax exemption, it must engage primarily in activities which accomplish one or more of its tax-exempt purposes. I also understand that Invictus Academy of Richmond operates a public charter school, and is also subject to the conflict of interest laws applicable to public charter schools.

Date: 4-30-17

Karen Norwood, Secretary



**Bylaws of Invictus Academy, Inc. (A California Nonprofit Public Benefit Corporation)****Board Bylaws**

Below are the draft bylaws for Invictus Academy, which will be put to a vote for adoption upon authorization of the school.

**ARTICLE I  
NAME**

Section 1. NAME. The name of this corporation is Invictus Academy, Inc. (“Corporation”).

**ARTICLE II  
PRINCIPAL OFFICE OF THE CORPORATION**

Section 1. PRINCIPAL OFFICE OF THE CORPORATION. The principal office for the transaction of the business of the Corporation may be established at any place or places within or without the State of California by resolution of the Board, provided that as long as this Corporation has a charter to operate a school granted by West Contra Costa Unified District (“WCCUSD”), the principal office shall be in the geographic boundaries of WCCUSD.

Section 2. OTHER OFFICES OF THE CORPORATION. The Board of Directors may at any time establish branch or subordinate offices at any place or places where this corporation is qualified to conduct its activities.

**ARTICLE III  
GENERAL AND SPECIFIC PURPOSES; LIMITATIONS**

Section 1. GENERAL AND SPECIFIC PURPOSES. The purpose of this corporation is to manage, operate, guide, direct and promote one or more California public charter schools (or “Charter School”). Also in the context of these purposes, the Corporation shall not, except to an insubstantial degree, engage in any other activities or exercise of power that do not further the purposes of the Corporation.

The Corporation shall not carry on any other activities not permitted to be carried on by: (a) a corporation exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code; or (b) a corporation, contributions to which are deductible under section 170(c)(2) of the Internal Revenue Code, or the corresponding section of any future federal tax code. No substantial part of the activities of the Corporation shall consist of the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publishing or distributing of statements) any political campaign on behalf of or in opposition to any candidate for public office.

## **ARTICLE IV CONSTRUCTION AND DEFINITIONS**

Section 1. **CONSTRUCTION AND DEFINITIONS.** Unless the context indicates otherwise, the general provisions, rules of construction, and definitions in the California Nonprofit Corporation Law shall govern the construction of these bylaws. Without limiting the generality of the preceding sentence, the masculine gender includes the feminine and neuter, the singular includes the plural, and the plural includes the singular, and the term “person” includes both a legal entity and a natural person.

## **ARTICLE V DEDICATION OF ASSETS**

Section 1. **DEDICATION OF ASSETS.** This corporation’s assets are irrevocably dedicated to public benefit purposes as set forth in the charter that authorized the Corporation to operate a charter school (“Charter”) and its Articles of Incorporation. No part of the net earnings, properties, or assets of the corporation, on dissolution or otherwise, shall inure to the benefit of any private person or individual, or to any director or officer of the corporation. On liquidation or dissolution, all properties and assets remaining after payment, or provision for payment, of all debts and liabilities of the corporation shall be distributed to a nonprofit fund, foundation, or corporation that is organized and operated exclusively for charitable purposes and that has established its exempt status under Internal Revenue Code section 501(c)(3).

## **ARTICLE VI CORPORATIONS WITHOUT MEMBERS**

Section 1. **CORPORATIONS WITHOUT MEMBERS.** This corporation shall have no voting members within the meaning of the Nonprofit Corporation Law. The corporation’s Board of Directors may, in its discretion, admit individuals to one or more classes of nonvoting members; the class or classes shall have such rights and obligations as the Board of Directors finds appropriate.

## **ARTICLE VII BOARD OF DIRECTORS**

Section 1. **GENERAL POWERS.** Subject to the provisions and limitations of the California Nonprofit Public Benefit Corporation Law and any other applicable laws, and subject to any limitations of the articles of incorporation or bylaws, the corporation’s activities and affairs shall be managed, and all corporate powers shall be exercised, by or under the direction of the Board of Directors (“Board”).

Section 2. **SPECIFIC POWERS.** Without prejudice to the general powers set forth in Section 1 of these bylaws, but subject to the same limitations, the Board of Directors shall have the power to:

- a. Appoint and remove, at the pleasure of the Board of Directors, all corporate officers, agents, and employees; prescribe powers and duties for them as are consistent with the law, the articles of incorporation, and these bylaws.
- b. Fix the compensation of the Executive Director (the “Executive Director”) of Invictus Academy of Richmond.
- c. Borrow money and incur indebtedness on the corporation’s behalf and cause to be executed and delivered for the corporation’s purposes, in the corporate name, promissory notes, bonds, debentures, deeds of trust, mortgages, pledges, hypothecations, and other evidences of debt and securities.
- d. Adopt and use a corporate seal.

Section 3. **DESIGNATED DIRECTORS AND TERMS** The authorized number of directors of the Corporation (“Directors”) shall be not less than seven (7) or more than fifteen (15); the exact authorized number to be fixed from time to time, within these limits, by resolution of the Board. All directors shall have full voting rights. Directors shall be sought who reflect the qualities, qualifications, and diversity determined by the Board delineated in the Job Description of the Board of Directors. All Directors (other than founding Directors) shall be elected at the annual meeting of the Board by the affirmative vote of two-thirds of the Directors then in office and in attendance at the meeting, assuming a quorum is present.

As soon as possible after their appointment, the total number of initial Directors shall be divided into three approximately equal groups. One group shall be designated initially to serve a three-year term, one group shall be designated initially to serve a two-year term, and the final group shall be designated initially to serve a one-year term. Each Director shall determine whether he or she will serve an initial one-, two- or three-year term by drawing lots. Thereafter, at subsequent annual meetings, the term of office for each Director to be elected shall be three years. Each Director, including a Director elected to fill a vacancy as more fully described in Section 12, shall hold office until the expiration of the term for which he or she was elected and until the election and qualification of a successor, or until that Director’s earlier resignation or removal in accordance with these Bylaws and California Nonprofit Corporation Law.

Section 4. **RESTRICTION ON INTERESTED PERSONS AS DIRECTORS.** No persons serving on the Board of Directors may be interested persons. An interested person is (a) any person compensated by the corporation for services rendered to it within the previous 12 months, whether as a full-time or part-time employee, independent contractor, or otherwise, excluding any reasonable compensation paid to a director as director; and (b) any brother, sister, ancestor, descendant, spouse, brother-in-law, sister-in-law, son-in-law, daughter-in-law, mother-in-law, or father-in-law of such person. However, any violation of this paragraph shall not affect the validity or

enforceability of transactions entered into by the corporation. The Board may adopt other policies circumscribing potential conflicts of interest.

**Section 5. DIRECTORS' TERM.** Except for the staggering of the initial Directors, as detailed in Section 3 above, each director shall serve a term of three (3) years from the date of their appointment, and until a successor director has been designated and qualified. A full three-year term shall be considered to have been served upon the passage of three (3) annual meetings. No director shall serve more than two (2) consecutive three-year terms.

**Section 6. NOMINATIONS BY COMMITTEE.** The Board will appoint a committee to designate qualified candidates for election to the Board. The slate of nominees shall be presented to the Board at the annual meeting of the Board, although additional candidates may be identified and nominated between annual meetings, as necessary.

**Section 7. USE OF CORPORATE FUNDS TO SUPPORT NOMINEE.** No corporation funds may be expended to support a nominee under any circumstances.

**Section 8. EVENTS CAUSING VACANCIES ON BOARD.** A vacancy or vacancies on the Board shall occur in the event of (a) the death, resignation, or removal of any director; (b) the declaration by resolution of the Board of a vacancy in the office of a director who has been convicted of a felony, declared of unsound mind by a court order, or found by final order or judgment of any court to have breached a duty under California Nonprofit Public Benefit Corporation Law, Chapter 2, Article 3; or (c) the increase of the authorized number of directors.

**Section 9. RESIGNATION OF DIRECTORS.** Except as provided below, any director may resign by giving written notice to the Chair of the Board, or the Secretary, or to the Board as a whole. The resignation shall be effective when the notice is given unless the notice specifies a later time for the resignation to become effective. If a director's resignation is effective at a later time, the Board may elect a successor to take office as of the date when the resignation becomes effective.

**Section 10. DIRECTOR MAY NOT RESIGN IF NO DIRECTOR REMAINS.** Except on notice to the California Attorney General, no director may resign if the corporation would be left without a duly elected director or directors.

**Section 11. REMOVAL OF DIRECTORS.** The Board may by resolution declare vacant the office of a Director who has been declared of unsound mind by an order of court, or convicted of a felony, or found by final order or judgment of any court to have breached a duty under California Nonprofit Corporation Law.

The Board may by resolution declare vacant the office of a Director who fails to attend three consecutive or four total Board meetings during any fiscal year unless the absences are due to mitigating factors that have been previously disclosed to and approved by the Board.

The Board may, by a majority vote of the Directors who meet all of the required qualifications to be a Director, declare vacant the office of any Director who fails or ceases to meet

any required qualification that was in effect at the beginning of that Director's current term of office.

Directors may be removed without cause by a majority of Directors then in office.

Any director may be removed, with or without cause, by the vote of the majority of the members of the entire Board at a special meeting called for that purpose, or at a regular meeting, provided that notice of that meeting and of the removal are given in compliance with the provisions of the Ralph M. Brown Act ("Brown Act"). (Chapter 9 (commencing with Section 54950) of Division 2 of Title 5 of the Government Code). Any vacancy caused by the removal of a director shall be filled as provided in Section 12.

**Section 12. VACANCIES FILLED BY BOARD.** Vacancies on the Board of Directors may be filled by majority vote of the Board of Directors or, if the number of directors then in office is less than the designated minimum of seven (7), by (a) the affirmative vote of two-thirds of the directors then in office at a regular or special meeting of the Board, or (b) a sole remaining director. A vacancy on the Board of Directors may also be filled by unanimous written consent of the Directors then in office. Each director to fill vacancy shall hold office until expiration of term of replaced Director.

**Section 13. NO VACANCY ON REDUCTION OF NUMBER OF DIRECTORS.** Any reduction of the authorized number of directors shall not result in any directors being removed before his or her term of office expires.

**Section 14. PLACE OF BOARD OF DIRECTORS MEETINGS.** Meetings shall be held at a place to be designated within WCCUSD's boundaries as set forth in the notice of the meeting. All meetings of the Board shall be called, held and conducted in accordance with the terms and provisions of the Brown Act.

**Section 15. MEETINGS; ANNUAL MEETINGS.** All meetings of the Board and its committees shall be called, noticed, and held in compliance with the provisions of the Brown Act. The Board shall meet annually for the purpose of organization, appointment of officers, and the transaction of such other business as may properly be brought before the meeting. This meeting shall be held at a time, date, and place as noticed by the Board in accordance with the Brown Act.

**Section 16. REGULAR MEETINGS.** Regular meetings of the Board, including annual meetings, shall be held at such times and places as may from time to time be fixed by the Board. The Board shall meet at least ten times annually. At least seventy-two (72) hours before a regular meeting, the Board or its designee shall post an agenda containing a brief general description of each item of business to be transacted or discussed at the meeting. The agenda shall be posted in a location that is accessible to the public/constituents.

**Section 17. SPECIAL MEETINGS.** Special meetings of the Board for any purpose may be called at any time by the Chair of the Board or by a majority of the Board of Directors. The party calling a special meeting shall determine the place, date, and time thereof.

Section 18. **NOTICE OF SPECIAL MEETINGS.** In accordance with the Brown Act, special meetings of the Board may be held only after at least twenty-four (24) hours' notice is given to the public through posting the call and notice of the meeting in a location that is freely accessible to members of the public and on the Corporation's website. Directors shall also receive at least twenty-four (24) hours' notice of the special meeting, as follows:

- a. Any such notice shall be addressed or delivered to each director at the director's address as it is shown on the records of the Corporation, or as may have been given to the Corporation by the director for purposes of notice, or, if an address is not shown on the Corporation's records or is not readily ascertainable, at the place at which the meetings of the Board of Directors are regularly held.
- b. Written notice, other than notice by mail, shall be deemed received at the time it is personally delivered to the recipient or is delivered to a common carrier for transmission, or is actually transmitted by the person giving the notice by electronic means to the recipient. Notices of special meetings of the Board of Directors sent by first-class mail shall be deposited in the United States mail at least three (3) days before the time set for the meeting. Oral notice shall be deemed received at the time it is communicated, in person or by telephone or wireless, to the recipient or to a person at the office of the recipient whom the person giving the notice has reason to believe will promptly communicate it to the receiver.
- c. The notice of special meeting shall state the time of the meeting, and the place if the place is other than the principal office of the Corporation, and the general nature of the business proposed to be transacted at the meeting. No business, other than the business the general nature of which was set forth in the notice of the meeting, may be transacted at a special meeting.

Section 19. **QUORUM.** A majority of the directors then in office shall constitute a quorum. All acts or decisions of the Board will be by majority vote of the Directors in attendance, based upon the presence of a quorum, unless a majority vote of the entire Board is otherwise required under the California Corporations Code, as specified in these bylaws. Every act taken or decision made by a vote of the majority of the Directors present at a meeting duly held at which a quorum is present is the act of the Board, unless a greater number is expressly required by California Nonprofit Corporation Law, the Articles of Incorporation or these Bylaws. A meeting at which a quorum is initially present but due to the withdrawal of Directors, is no longer present, may not transact business; those Directors present may either (a) elect to continue as a committee or (b) adjourn to a future date. Directors may not vote by proxy.

The following actions shall require a vote by a majority of all Directors then in office in order to be effective: (a) Creation of, and appointment to, Committees (but not advisory committees) as described in Section 22; (b) Removal of a Director without cause as described in Section 11; and (c) Indemnification of Directors as described in Article 12. Directors may not vote by proxy.

Section 20. **ADJOURNMENT.** A majority of the directors present, whether or not a quorum is present, may adjourn any Board meeting to another time or place. Notice of such adjournment to another time or place shall be given, prior to the time schedule for the continuation of the meeting, to the directors who were not present at the time of the adjournment, and to the public in the manner prescribed by the Brown Act.

Section 21. **COMPENSATION AND REIMBURSEMENT.** Directors may not receive compensation for their services as directors or officers, only such reimbursement of expenses as the



Board may establish by resolution to be just and reasonable as to the corporation at the time that the resolution is adopted.

**Section 22. CREATION AND POWERS OF COMMITTEES.** The Board, by resolution adopted by a majority of the directors then in office, may create one or more committees of the Board, each consisting of two or more directors and no one who is not a director, to serve at the pleasure of the Board. Appointments to committees of the Board shall be by majority vote of the authorized number of directors. The Board may appoint one or more directors as alternate members of any such committee, who may replace any absent member at any meeting. Any such committee shall have all the authority of the Board, to the extent provided in the Board resolution, except that no committee may:

- a. Take any final action on any matter that, under the California Nonprofit Public Benefit Corporation Law, also requires approval of entire Board;
- b. Fill vacancies on the Board or any committee of the Board;
- c. Amend or repeal bylaws or adopt new bylaws;
- d. Amend or repeal any resolution of the Board that by its express terms is not so amendable or subject to repeal;
- e. Create any other committees of the Board or appoint the members of committees of the Board; or
- f. Expend corporate funds to support a nominee for director if more people have been nominated for director than can be elected.

The Board may also create one or more advisory committees composed of directors and non-directors. It is the intent of the Board to encourage the participation and involvement of faculty, staff, parents, students and administrators through attending and participating in open committee meetings. The Board may establish, by resolution adopted by a majority of the directors then in office, advisory committees to serve at the pleasure of the Board.

**Section 23. MEETINGS AND ACTION OF COMMITTEES.** Meetings and actions of committees of the Board shall be governed by, held, and taken under the provisions of these bylaws concerning meetings, other Board actions, and the Brown Act, if applicable, except that the time for general meetings of such committees and the calling of special meetings of such committees may be set either by Board resolution or, if none, by resolution of the committee. Minutes of each meeting shall be kept and shall be filed with the corporate records. The Board may adopt rules for the governance of any committee as long as the rules are consistent with these bylaws. If the Board has not adopted rules, the committee may do so.

**Section 24. NON-LIABILITY OF DIRECTORS.** No director shall be personally liable for the debts, liabilities, or other obligations of this corporation.

**Section 25. COMPLIANCE WITH LAWS GOVERNING STUDENT RECORDS.** The Corporation and the Board of Directors shall comply with all applicable provisions of the Family Education Rights Privacy Act ("FERPA") as set forth in Title 20 of the United States Code Section 1232g and attendant regulations as they may be amended from time to time.



## **ARTICLE VIII OFFICERS OF THE CORPORATION**

Section 1.      **OFFICES HELD.** The officers of this corporation shall be a Chair, a Vice-Chair, a Secretary, and a Treasurer.

Section 2.      **ELECTION OF OFFICERS.** The officers of this corporation shall be chosen annually by the Board at the corporation's annual meeting and shall serve at the pleasure of the Board.

Section 3.      **REMOVAL OF OFFICERS.** The Board may remove any officer with or without cause.

Section 4.      **RESIGNATION OF OFFICERS.** Any officer may resign at any time by giving written notice to the Board. The resignation shall take effect on the date the notice is received or at any later time specified in the notice. Unless otherwise specified in the notice, the resignation need not be accepted to be effective. Any resignation shall be without prejudice to any rights of the corporation under any contract to which the officer is a party.

Section 5.      **VACANCIES IN OFFICE.** A vacancy in any office because of death, resignation, removal, disqualification, or any other cause shall be filled in the manner prescribed in these bylaws for normal appointment to that office, by majority vote of the Board. However, in the event that the office of Chair becomes vacant, the Vice-Chair shall become the Chair for the unexpired portion of the term.

Section 6.      **CHAIR OF THE BOARD.** The Chair of the Board shall preside at the Board meetings and shall exercise and perform such other powers and duties as the Board of Directors may assign from time to time. In the case of a tie vote, the Chair of the Board shall abstain from the vote, allowing an odd number of directors to vote on the matter. If a Chair of the Board of Directors is elected, there shall also be a Vice-Chair of the Board. In the absence of the Chair, the Vice-Chair shall preside at Board meetings and shall exercise and perform such other powers and duties as the Board may assign from time to time.

Section 7.      **SECRETARY.** The Secretary shall keep or cause to be kept, at the corporation's principal office or such other place as the Board may direct, a book of minutes of all meetings, proceedings, and actions of the Board and of committees of the Board. The Corporation shall keep a minute book in written form which shall contain a record of all actions by the Board or any committee including (i) the time, date and place of each meeting; (ii) whether a meeting is regular or special and, if special, how called; (iii) the manner of giving notice of each meeting and a copy thereof; (iv) the names of those present at each meeting of the Board or any Committee thereof; (v) the minutes of all meetings; (vi) any written waivers of notice, consents to the holding of a meeting or approvals of the minutes thereof; (vii) all written consents for action without a meeting; (viii) all protests concerning lack of notice; and (ix) formal dissents from Board actions.

The Secretary shall keep or cause to be kept, at the principal California office, a copy of the articles of incorporation and bylaws, as amended to date.

The Secretary shall give, or cause to be given, notice of all meetings of the Board and of committees of the Board of Directors that these bylaws require to be given. The Secretary shall keep

the corporate seal, if any, in safe custody and shall have such other powers and perform such other duties as the Board of Directors or the bylaws may require.

Section 8. **TREASURER.** The Treasurer shall keep and maintain, or cause to be kept and maintained, adequate and correct books and accounts of the corporation's properties and transactions. The Treasurer shall send or cause to be given to directors such financial statements and reports as are required to be given by law, by these bylaws, or by the Board. The books of account shall be open to inspection by any director at all reasonable times.

The Treasurer shall (a) deposit, or cause to be deposited, all money and other valuables in the name and to the credit of the corporation with such depositories as the Board may designate; (b) disburse the corporation's funds as the Board may order; (c) render to the Chair of the Board, and the Board, when requested, an account of all transactions as Treasurer and of the financial condition of the corporation; and (d) have such other powers and perform such other duties as the Board or the bylaws may require.

## **ARTICLE IX CONTRACTS WITH DIRECTORS**

Section 1. **CONTRACTS WITH DIRECTORS.** The Corporation shall not enter into a contract or transaction in which a director directly or indirectly has a material financial interest (nor any other corporation, firm, association, or other entity in which one or more of this Corporation's directors are directors have a material financial interest).

## **ARTICLE X CONTRACTS WITH NON-DIRECTOR DESIGNATED EMPLOYEES**

Section 1. **CONTRACTS WITH NON-DIRECTOR DESIGNATED EMPLOYEES.** The Corporation shall not enter into a contract or transaction in which a non-director designated employee (e.g., officers and other key decision-making employees) directly or indirectly has a material financial interest.

## **ARTICLE XI LOANS TO DIRECTORS AND OFFICERS**

Section 1. **LOANS TO DIRECTORS AND OFFICERS.** This Corporation shall not lend any money or property to or guarantee the obligation of any director or officer without the approval of the California Attorney General; provided, however, that the corporation may advance money to a director or officer of the corporation for expenses reasonably anticipated to be incurred in the performance of his or her duties if that director or officer would be entitled to reimbursement for such expenses of the corporation.

## **ARTICLE XII INDEMNIFICATION**

Section 1. **INDEMNIFICATION.** To the fullest extent permitted by law, this Corporation shall indemnify its directors, officers, employees, and other persons described in Corporations Code Section 5238(a), including persons formerly occupying any such positions,

against all expenses, judgments, fines, settlements, and other amounts actually and reasonably incurred by them in connection with any “proceeding,” as that term is used in that section, and including an action by or in the right of the corporation by reason of the fact that the person is or was a person described in that section. “Expenses,” as used in this bylaw, shall have the same meaning as in that section of the Corporations Code.

On written request to the Board by any person seeking indemnification under Corporations Code Section 5238 (b) or Section 5238 (c) the Board shall promptly decide under Corporations Code Section 5238 (e) whether the applicable standard of conduct set forth in Corporations Code Section 5238 (b) or Section 5238 (c) has been met and, if so, the Board shall authorize indemnification.

### **ARTICLE XIII INSURANCE**

Section 1. **INSURANCE.** This Corporation shall have the right to purchase and maintain insurance to the full extent permitted by law on behalf of its directors, officers, employees, and other agents, to cover any liability asserted against or incurred by any director, officer, employee, or agent in such capacity or arising from the director’s, officer’s, employee’s, or agent’s status as such.

### **ARTICLE XIV MAINTENANCE OF CORPORATE RECORDS**

Section 1. **MAINTENANCE OF CORPORATE RECORDS.** This corporation shall keep:

- a. Adequate and correct books and records of account;
- b. Written minutes of the proceedings of the Board and committees of the Board; and
- c. Such reports and records as required by law.

### **ARTICLE XV INSPECTION RIGHTS**

Section 1. **DIRECTORS’ RIGHT TO INSPECT.** Every director shall have the right at any reasonable time to inspect the corporation’s books, records, documents of every kind, physical properties, and the records of each subsidiary as permitted by California and federal law. The inspection may be made in person or by the director’s agent or attorney. The right of inspection includes the right to copy and make extracts of documents as permitted by California and federal law. This right to inspect may be circumscribed in instances where the right to inspect conflicts with California or federal law (e.g., restrictions on the release of educational records under FERPA) pertaining to access to books, records, and documents.

Section 2. **ACCOUNTING RECORDS AND MINUTES.** On written demand on the Corporation, any director may inspect, copy, and make extracts of the accounting books and records and the minutes of the proceedings of the Board and committees of the Board at any reasonable time for a purpose reasonably related to the director’s interest as a director. Any such inspection and copying may be made in person or by the director’s agent or attorney. This right of inspection extends to the records of any subsidiary of the corporation.

Section 3.      **MAINTENANCE AND INSPECTION OF ARTICLES AND BYLAWS.** This Corporation shall keep at its principal California office the original or a copy of the articles of incorporation and bylaws, as amended to the current date, which shall be open to inspection by the directors at all reasonable times during office hours.

Section 4.      **MAINTENANCE AND INSPECTION OF FEDERAL TAX EXEMPTION APPLICATION AND ANNUAL INFORMATION RETURNS.** The Corporation shall at all times keep at its principal office a copy of its federal tax exemption application and, for three years from their date of filing, its annual information returns. These documents shall be open to public inspection and copying to the extent required by the Code.

## **ARTICLE XVI REQUIRED REPORTS**

Section 1.      **ANNUAL REPORTS.** The Board shall cause an annual report to be sent to itself (the members of the Board of Directors) within 120 days after the end of the corporation's fiscal year. That report shall contain the following information, in appropriate detail:

- a.      The assets and liabilities, including the trust funds, or the corporation as of the end of the fiscal year;
- b.      The principal changes in assets and liabilities, including trust funds;
- c.      The Corporation's revenue or receipts, both unrestricted and restricted to particular purposes;
- d.      The Corporation's expenses or disbursement for both general and restricted purposes;
- e.      Any information required under these bylaws; and
- f.      An independent accountant's report or, if none, the certificate of an authorized officer of the Corporation that such statements were prepared without audit from the corporation's books and records.

Section 2.      **ANNUAL STATEMENT OF CERTAIN TRANSACTIONS AND INDEMNIFICATIONS.** As part of the annual report to all directors, or as a separate document if no annual report is issued, the Corporation shall, within 120 days after the end of the Corporation's fiscal year, annually prepare and mail or deliver to each director and furnish to each director a statement of any transaction or indemnification of the following kind:

- a.      Any transaction (i) in which the Corporation, or its parent or subsidiary, was a party, (ii) in which an "interested person" had a direct or indirect material financial interest, and (iii) which involved more than \$50,000 or was one of several transactions with the same interested person involving, in the aggregate, more than \$50,000. For this purpose, an "interested person" is either:
  - (1)      Any officer of the Corporation, its parent, or subsidiary (but mere common directorship shall not be considered such an interest); or

- (2) Any holder of more than 10 percent of the voting power of the corporation, its parent, or its subsidiary. The statement shall include a brief description of the transaction, the names of interested persons involved, their relationship to the Corporation, the nature of their interest, provided that if the transaction was with a partnership in which the interested person is a partner, only the interest of the partnership need be stated.

## **ARTICLE XVII BYLAW AMENDMENTS**

Section 1. BYLAW AMENDMENTS. The Board may adopt, amend or repeal any of these Bylaws by a two-thirds vote of the directors present at a meeting duly held at which a quorum is present, except that no amendment shall make any provisions of these Bylaws inconsistent with the Charter, the Corporation's Articles of Incorporation, or any applicable laws.

## **ARTICLE XVIII FISCAL YEAR**

Section 1. FISCAL YEAR OF THE CORPORATION. The fiscal year of the Corporation shall begin on July 1<sup>st</sup> and end on June 30<sup>th</sup> of each year.

**ARTS-PB-501(c)(3)****Articles of Incorporation of a Nonprofit Public Benefit Corporation**

To form a **nonprofit public benefit corporation** in California, you can fill out this form or prepare your own document, and submit for filing along with:

- A \$30 filing fee.
- A separate, non-refundable \$15 service fee also must be included, if you **drop off** the completed form or document.

**Important!** California nonprofit corporations are not automatically exempt from paying California franchise tax or income tax each year. **A separate application is required in order to obtain tax exempt status.** For more information, go to [https://www.ftb.ca.gov/businesses/exempt\\_organizations](https://www.ftb.ca.gov/businesses/exempt_organizations) or call the California Franchise Tax Board at (916) 845-4171.

Note: Before submitting this form, you should consult with a private attorney for advice about your specific business needs.

FILED  
SECRETARY OF STATE  
STATE OF CALIFORNIA

19V FEB -3 2017

This Space For Office Use Only

For questions about this form, go to [www.sos.ca.gov/business/be/filing-tips.htm](http://www.sos.ca.gov/business/be/filing-tips.htm)

**Corporate Name** (List the proposed corporate name. Go to [www.sos.ca.gov/business/be/name-availability.htm](http://www.sos.ca.gov/business/be/name-availability.htm) for general corporate name requirements and restrictions.)

- ① The name of the corporation is Invictus Academy, Inc.

**Corporate Purpose** (Item 2a: Check one or both boxes. Item 2b: The specific purpose of the corporation must be listed if you are organizing for "public" purposes, or if you intend to apply for tax-exempt status in California.)

- ② a. This corporation is a nonprofit **Public Benefit Corporation** and is not organized for the private gain of any person. It is organized under the Nonprofit Public Benefit Corporation Law for: ☒ public purposes. ☐ charitable purposes.
- b. The specific purpose of this corporation is to educate K-12 students.

**Service of Process** (List a California resident or an active 1505 corporation in California that agrees to be your initial agent to accept service of process in case your corporation is sued. You may list any adult who lives in California. You may not list your own corporation as the agent. Do not list an address if the agent is a 1505 corporation as the address for service of process is already on file.)

- ③ a. Gautam Thapar

Agent's Name

- b. 425 1st St. #2904, San Francisco

CA 94801

Agent's Street Address (if agent is not a corporation) - Do not list a P.O. Box

City (no abbreviations)

State Zip

**Corporate Addresses**

- ④ a. 425 1st St. #2904, San Francisco, CA 94801

Initial Street Address of Corporation - Do not list a P.O. Box

City (no abbreviations)

State Zip

- b. 425 1st St. #2904, San Francisco, CA 94801

Initial Mailing Address of Corporation, if different from 4a

City (no abbreviations)

State Zip

**Additional Statements** (The following statements are required to obtain tax exemption from the Internal Revenue Service or the California Franchise Tax Board under Internal Revenue Code section 501(c)(3). Note: Corporations seeking other types of tax exemptions should not use this form.)

- ⑤ a. This corporation is organized and operated exclusively for the purposes set forth in **Article 2a** hereof within the meaning of Internal Revenue Code section 501(c)(3).
- b. No substantial part of the activities of this corporation shall consist of carrying on propaganda, or otherwise attempting to influence legislation, and this corporation shall not participate or intervene in any political campaign (including the publishing or distribution of statements) on behalf of any candidate for public office.
- c. The property of this corporation is irrevocably dedicated to the purposes in **Article 2a** hereof and no part of the net income or assets of this corporation shall ever inure to the benefit of any director, officer or member thereof or to the benefit of any private person.
- d. Upon the dissolution or winding up of this corporation, its assets remaining after payment, or provision for payment, of all debts and liabilities of this corporation shall be distributed to a nonprofit fund, foundation or corporation which is organized and operated exclusively for **charitable, educational and/or religious** purposes and which has established its tax-exempt status under Internal Revenue Code section 501(c)(3).

This form must be signed by each incorporator. If you need more space, attach extra pages that are 1-sided and on standard letter-sized paper (8 1/2" x 11"). All attachments are made part of these articles of incorporation.

Gautam Thapar  
Incorporator - Sign here

Gautam Thapar

Print your name here

Make check/money order payable to: **Secretary of State**  
Upon filing, we will return one (1) uncertified copy of your filed document for free, and will certify the copy upon request and payment of a \$5 certification fee.

**By Mail**  
Secretary of State  
Business Entities, P.O. Box 944260  
Sacramento, CA 94244-2600

**Drop-Off**  
Secretary of State  
1500 11th Street, 3rd Floor  
Sacramento, CA 95814

**Invictus Academy of Richmond**  
 Multiyear Budget Summary

	2017/18	2018/19	2018/19	2019/20	2020/21	2021/22	2022/23
	Startup Budget	Current Forecast	Notes	Preliminary Budget	Preliminary Budget	Preliminary Budget	Preliminary Budget
<b>SUMMARY</b>							
<b>Revenue</b>							
LCFF Entitlement	-	1,173,926		2,385,733	3,958,150	5,295,425	6,616,769
Federal Revenue	-	145,510		248,589	408,036	587,164	756,881
Other State Revenues	-	35,066		70,810	109,286	148,793	186,017
Local Revenues	-	10,931		22,341	34,608	47,217	60,167
Fundraising and Grants	150,000	50,000		-	-	-	-
<b>Total Revenue</b>	<b>150,000</b>	<b>1,415,433</b>		<b>2,727,473</b>	<b>4,510,080</b>	<b>6,078,599</b>	<b>7,619,835</b>
<b>Expenses</b>							
Compensation and Benefits	90,492	778,273		1,502,693	2,543,368	3,351,494	4,254,900
Books and Supplies	-	250,548		440,198	653,280	886,124	1,095,392
Services and Other Operating Expenditures	18,710	358,654		701,059	1,138,577	1,472,038	1,830,673
Depreciation	-	-		-	-	-	-
<b>Total Expenses</b>	<b>109,202</b>	<b>1,387,475</b>		<b>2,643,950</b>	<b>4,336,205</b>	<b>5,709,657</b>	<b>7,181,054</b>
<b>Operating Income</b>	<b>40,798</b>	<b>27,958</b>		<b>83,523</b>	<b>173,874</b>	<b>368,941</b>	<b>438,780</b>
<b>Fund Balance</b>							
Beginning Balance (Unaudited)		40,798		68,756	152,280	326,154	695,095
Audit Adjustment		-		-	-	-	-
Beginning Balance (Audited)		40,798		68,756	152,280	326,154	695,095
Operating Income	40,798	27,958		83,523	173,874	368,941	438,780
<b>Ending Fund Balance (including Depreciation)</b>	<b>40,798</b>	<b>68,756</b>		<b>152,280</b>	<b>326,154</b>	<b>695,095</b>	<b>1,133,875</b>
<b>Ending Fund Balance as a % of Expenses</b>	<b>37.4%</b>	<b>5.0%</b>		<b>5.8%</b>	<b>7.5%</b>	<b>12.2%</b>	<b>15.8%</b>



**Invictus Academy of Richmond**  
 Multiyear Budget Summary

		2017/18	2018/19	2018/19	2019/20	2020/21	2021/22	2022/23
Detail		Startup Budget	Current Forecast	Notes	Preliminary Budget	Preliminary Budget	Preliminary Budget	Preliminary Budget
<b>Enrollment Breakdown</b>								
	7	-	128	-	128	128	128	128
	8	-	-	-	126	126	126	126
	9	-	-	-	-	128	128	128
	10	-	-	-	-	-	124	124
	11	-	-	-	-	-	-	120
	12	-	-	-	-	-	-	-
	<b>Total Enrolled</b>	-	<b>128</b>	-	<b>254</b>	<b>382</b>	<b>506</b>	<b>626</b>
	<b>Average</b>	<b>0%</b>	<b>95%</b>	-	<b>95%</b>	<b>95%</b>	<b>95%</b>	<b>95%</b>
<b>ADA</b>								
	K-3	0.0	0.0	-	0.0	0.0	0.0	0.0
	4-6	0.0	0.0	-	0.0	0.0	0.0	0.0
	7-8	0.0	121.6	-	241.3	241.3	241.3	241.3
	9-12	0.0	0.0	-	0.0	121.6	239.4	353.4
	<b>Total ADA</b>	<b>0.0</b>	<b>121.6</b>	-	<b>241.3</b>	<b>362.9</b>	<b>480.7</b>	<b>594.7</b>
<b>Demographic Information</b>								
	<b>Current Year</b>	-	-	-	-	-	-	-
	CALPADS Enrollment (for unduplicated % calc)	-	128	-	254	382	506	626
	# Unduplicated Count (CALPADS)	-	109	-	216	325	430	532
	# Free & Reduced Lunch (FRL) (CALPADS)	-	102	-	203	305	404	500
	# ELL (CALPADS)	-	45	-	89	134	177	219
	New Students	-	128	-	126	128	124	120

**Invictus Academy of Richmond**  
 Multiyear Budget Summary

	2017/18	2018/19	2018/19	2018/19	2019/20	2020/21	2021/22	2022/23
	Startup Budget	Current Forecast	Notes		Preliminary Budget	Preliminary Budget	Preliminary Budget	Preliminary Budget
<b>LCFF Entitlement</b>								
8011 Charter Schools LCFF - State Aid	-	799,938	Backfills State Aid		1,626,854	2,706,588	3,718,120	4,645,886
8012 Education Protection Account Entitlement	-	24,320	Greater of: \$200 per ADA or 25% of State Aid		48,260	72,580	-	-
8096 Charter Schools in Lieu of Property Taxes	-	349,688	In accordance with Local Property Tax of \$2876 per ADA		710,619	1,178,982	1,577,305	1,970,883
<b>SUBTOTAL - LCFF Entitlement</b>	-	1,173,926			2,385,733	3,958,150	5,295,425	6,616,769
<b>8100 Federal Revenue</b>								
8220 Child Nutrition Programs	-	98,228		-	200,769	311,002	424,314	540,690
8291 Title I	-	45,568	\$445 per Title I eligible student		46,080	93,583	144,265	191,092
8292 Title II	-	1,714	\$16.74 per Title I eligible student		1,741	3,451	5,185	6,868
8293 Title III	-	-			-	-	13,400	18,231
<b>SUBTOTAL - Federal Income</b>	-	145,510		-	248,589	408,036	587,164	756,881
<b>8300 Other State Revenues</b>								
8520 Child Nutrition - State	-	12,084		-	24,698	38,258	52,197	66,513
8560 State Lottery Revenue	-	22,982	\$189 per ADA per SSC		46,112	71,028	96,596	119,504
<b>SUBTOTAL - Other State Income</b>	-	35,066		-	70,810	109,286	148,793	186,017
<b>8600 Other Local Revenue</b>								
8634 Food Service Sales	-	10,931	\$85 per Students Total		22,341	34,608	47,217	60,167
<b>SUBTOTAL - Local Revenues</b>	-	10,931		-	22,341	34,608	47,217	60,167
<b>8800 Donations/Fundraising</b>								
8802 Donations - Private	150,000	50,000	\$200K Silicon Schools Fund		-	-	-	-
<b>SUBTOTAL - Fundraising and Grants</b>	150,000	50,000		-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>150,000</b>	<b>1,415,433</b>		-	<b>2,727,473</b>	<b>4,510,080</b>	<b>6,078,599</b>	<b>7,619,835</b>

**Invictus Academy of Richmond**  
 Multiyear Budget Summary

		2017/18	2018/19	2018/19	2018/19	2019/20	2020/21	2021/22	2022/23
		Startup Budget	Current Forecast	Notes	Preliminary Budget	Preliminary Budget	Preliminary Budget	Preliminary Budget	Preliminary Budget
<b>EXPENSES</b>									
<b>1000 Certified Salaries</b>									
1100	Teachers Salaries	-	378,000	7 FTE Y1, 14 FTE Y2, 21.5 FTE Y3, 29 FTE Y4, 36 FTE Y5, 43 FTE Y6	778,680	1,231,705	1,711,210	2,187,989	
1200	Certificated Pupil Support Salaries	-	60,000	Dean of Students, Dean of Curriculum & Instruction	123,600	254,616	327,818	337,653	
1300	Certificated Supervisor & Administrator Salaries	70,000	51,999	Executive Director	53,559	110,000	110,000	113,300	
	<b>SUBTOTAL - Certificated Employees</b>	<b>70,000</b>	<b>483,999</b>	-	<b>955,839</b>	<b>1,596,321</b>	<b>2,149,029</b>	<b>2,638,942</b>	
<b>2000 Classified Salaries</b>									
2102	Classified - Counselors	-	-	-	-	57,289	59,007	121,555	
2300	Classified Supervisor & Administrator Salaries	-	55,000	Director of Operations	56,650	58,350	60,100	123,806	
2400	Classified Clerical & Office Salaries	-	45,000	Parent Liaison, Office Clerk	66,950	116,699	120,200	123,806	
2900	Classified Other Salaries	-	-	Operational Support Staff (Cafeteria, Yard Duty, Etc.)	41,200	63,654	87,418	112,551	
	<b>SUBTOTAL - Classified Employees</b>	<b>-</b>	<b>100,000</b>	-	<b>164,900</b>	<b>295,991</b>	<b>326,725</b>	<b>481,718</b>	
<b>Employee Benefits Summary</b>									
3300	OASDI-Medicare-Alternative	5,358	45,170	-	85,792	144,846	189,493	238,842	
3400	Health & Welfare Benefits	10,286	88,000	\$8000 per FTE per year. Growing at 10% per year.	175,200	302,154	420,138	563,563	
3500	Unemployment Insurance	648	5,544	3.60% per first ~\$7K of pay per person	7,812	12,348	15,624	16,380	
3600	Workers Comp Insurance	-	14,160	2.40% of payroll, per insurance quote for similarly sized	26,895	45,415	59,418	74,896	
3900	Other Employee Benefits	4,200	35,400	6.00% of applicable payroll	86,355	146,293	191,067	240,649	
	<b>SUBTOTAL - Employee Benefits</b>	<b>20,492</b>	<b>188,274</b>	-	<b>362,054</b>	<b>651,056</b>	<b>875,740</b>	<b>1,154,330</b>	

**Invictus Academy of Richmond**  
 Multiyear Budget Summary

	2017/18	2018/19	2018/19	2019/20	2020/21	2021/22	2022/23
	Startup Budget	Current Forecast	Notes	Preliminary Budget	Preliminary Budget	Preliminary Budget	Preliminary Budget
<b>4000 Books &amp; Supplies</b>							
4100 Approved Textbooks & Core Curricula Materials	-	6,400	Costs increase in Y3 with high school, with per student rate increasing annually. Assumes mix of teacher developed curriculum and consultant developed curriculum, hired at \$5000/curriculum set + miscellaneous other	19,050	31,836	65,594	67,540
4200 Books & Software	-	23,000	\$180 per Student Based on EdTec client benchmarking data + extra for software and then decreasing as school scales	31,750	49,183	67,102	85,506
4315 Custodial Supplies	-	2,938	\$23 per Student.	6,004	9,301	12,680	16,170
4325 Instructional Materials & Supplies	-	16,320	\$128 per Student.	33,357	51,671	70,497	89,832
4330 Office Supplies	-	6,528	\$51 per Student.	13,343	20,668	28,199	35,933
4346 Teacher Supplies	-	612	\$87 per Teacher.	1,261	1,994	2,771	3,542
4410 Classroom Furniture, Equipment & Supplies	-	23,738	\$185 per New Student. . Costs increase at rate exceeding inflation to account for more expensive furniture and equipment needs in upper grades.	25,169	26,080	27,070	28,139
4420 Computers (individual items less than \$5k)	-	28,160	\$220 per New Student. Student Computers	28,552	29,875	29,810	29,713
4423 Classroom Noncapitalized Items 1	-	4,000	Document Cameras and Projectors (4/yr)	4,120	4,244	4,371	4,502
4430 Non Classroom Related Furniture, Equipment & Supplir	-	2,750	Administrative Furniture	5,408	8,885	11,747	14,913
4433 Admin Computers	-	1,836	Per New Admin Headcount.	2,497	3,905	1,004	1,007
4435 Teacher Computers	-	4,673	\$668 per New Teacher.	4,814	5,312	5,472	5,260
4710 Student Food Services	-	128,287	\$1002 per Student	262,206	406,172	554,189	706,147
4720 Other Food	-	1,306	\$10 per Student.	2,669	4,134	5,640	7,187
<b>SUBTOTAL - Books and Supplies</b>	-	<b>250,548</b>	-	<b>440,198</b>	<b>653,260</b>	<b>886,124</b>	<b>1,095,392</b>

**Invictus Academy of Richmond**  
 Multiyear Budget Summary

	2017/18	2018/19	2018/19	2018/19	2019/20	2020/21	2021/22	2022/23
	Startup Budget	Current Forecast	Notes		Preliminary Budget	Preliminary Budget	Preliminary Budget	Preliminary Budget
<b>Services &amp; Other Operating Expenses</b>								
5000 Subagreements for Services	12,000	10,000	BES Follow-On Support		10,000	-	-	-
5101 Subagreements 1	-	4,000	Mindful Life PD		6,000	8,000	10,000	10,300
5200 Travel & Conferences	-	-			9,500	12,500	15,500	18,500
5300 Dues & Memberships	-	5,100	Dues and licenses includes CCSA, WASC, etc.		5,253	5,411	5,573	5,740
5400 Insurance	-	1,067	\$8 per Student. Based on EdTec CA Data + inflation		2,181	3,379	4,610	5,875
5515 Janitorial, Gardening Services & Supplies	-	19,200	150 per Student. Grounds / Pest / Unscheduled Maintenance / Contractual. Custodial. Per Student costs decline as school scales. Similar to Bay Area Schools of similar size30		39,243	60,790	82,938	105,685
5520 Security	-	490	\$41 per Monthly Rate. Fire Alarm Monitoring		504	519	535	551
5535 Utilities - All Utilities	-	6,528	\$51 per Student. Utilities (Waste, Electricity, Water, Security Alarm)		13,343	20,688	28,199	35,933
5605 Equipment Leases	-	4,062	\$369 per FTE copy machine lease (\$400/mo in Y1, increasing with staff), jump in Y4 for 2nd machine		7,986	13,123	31,754	40,313
5610 Rent	-	41,248	\$322 per Student Based on EdTec Richmond Client Prop 39 data + inflation		84,307	130,597	178,179	227,048
5615 Repairs and Maintenance - Building	-	11,520	\$90 per Student		23,546	36,474	49,763	63,411
5603 Accounting Fees	1,000	5,000	Lower rate in Y1 for partial audit & 990 filings increasing in Y2		10,000	10,300	10,609	10,927
5609 Banking Fees	500	918	\$77 per Monthly Rate.		946	974	1,003	1,033
5612 Business Services	-	60,250	6.0% of eligible revenues in Y1		100,000	150,000	150,000	175,000
5620 Consultants - Non Instructional - Custom 1	-	2,448	\$204 per Monthly Rate. Other Consulting		2,521	2,597	2,675	2,755
5621 Consultants - Non Instructional - Custom 2	-	-	School Site Technician		15,000	20,000	20,600	21,218
5624 District Oversight Fees	-	11,739	1.0% of LCFF General Purpose Grant		23,857	39,582	52,954	66,168
5626 Directors Contingency	-	20,000	\$1818 per FTE		39,327	64,618	85,431	108,458
5629 Enrichment Program	-	-	Speech and Debate \$500/student, assuming 25% of students participate beginning Y3 for entry fees and travel		-	47,750	65,148	83,015
5630 Field Trips Expenses	-	6,400	\$50 per Student increasing in Y2		26,426	81,076	109,542	138,231
5636 Fingerprinting	-	689	\$63 per FTE. Fingerprinting & CPR Reimb Rate decreases as # new staff members decrease annually		749	993	595	605
5643 Interest - Loans Less than 1 Year	-	-			2,654	4,626	1,002	1,000
5645 Legal Fees	3,000	10,000			10,000	10,300	10,609	10,927
5651 Marketing and Student Recruiting	2,000	5,000	\$10K/yr in Y1 and Y2. Increasing in y3		5,000	10,000	10,000	10,000
5657 Payroll Fees	210	1,591	\$145 per FTE.		3,121	5,170	6,463	7,804
5660 Printing and Reproduction	-	4,080	\$340 per Monthly Rate. Assume 10 pages per student per day to allot unlimited copying/printing for teachers and increasing proportionally with enrollment.		8,096	12,176	16,129	19,954
5663 Professional Development	-	10,608	\$964 per FTE. Assume all staff participate in professional development, with disproportionate share allocated to teachers		20,808	34,468	43,089	52,024
5664 Professional Development - Other	-	663	\$60 per FTE. Staff Appreciation		1,301	2,154	2,693	3,252
5672 Special Education Fair Share Contribution	-	99,955	Based on rates of EdTec client in Richmond		204,299	316,471	431,775	550,198
5677 Student Activities	-	2,040	Marketing / Community Enrichment		2,101	2,164	2,229	2,296
5678 Student Assessment	-	3,917	\$31 per Student. Assume costs for NWEA MAP and SBAC exam		8,006	12,401	16,919	21,560
5680 Student Health Services	-	122	\$10 per Monthly Rate. Health Supplies		126	130	134	138
5681 Student Information System	-	1,436	\$11 per Student. 0		2,935	4,547	6,204	7,905
5687 Technology Services	-	1,836	\$153 per Monthly Rate. Technology Consulting		1,891	1,948	2,006	2,066
5910 Communications - Internet / Website Fees	-	3,672	\$306 per Monthly Rate.		3,782	3,896	4,012	4,133
5915 Postage and Delivery	-	2,611	\$20 per Student.		5,337	8,267	11,280	14,373
5920 Communications - Telephone & Fax	-	464	\$42 per FTE.		910	1,508	1,885	2,276
<b>SUBTOTAL - Services &amp; Other Operating Exp.</b>	<b>18,710</b>	<b>358,664</b>			<b>701,059</b>	<b>1,139,577</b>	<b>1,472,038</b>	<b>1,830,673</b>
<b>TOTAL EXPENSES</b>	<b>109,202</b>	<b>1,387,475</b>			<b>2,643,950</b>	<b>4,336,205</b>	<b>5,709,657</b>	<b>7,181,054</b>

**Invictus Academy of Richmond**  
Monthly Cash Forecast

2018/19													
	Actual & Projected												
	Jul Projected	Aug Projected	Sep Projected	Oct Projected	Nov Projected	Dec Projected	Jan Projected	Feb Projected	Mar Projected	Apr Projected	May Projected	Jun Projected	Forecast APIAR
<b>Beginning Cash</b>	40,798	273,626	159,788	41,958	351,076	254,766	143,345	258,514	156,875	168,356	202,963	207,510	
<b>Revenue</b>													
LCFF Entitlement	-	-	-	393,884	-	-	206,929	-	134,935	121,705	103,465	103,465	1,173,926
Federal Income	-	-	9,823	21,643	9,823	9,823	21,643	9,823	9,823	21,643	9,823	9,823	145,510
Other State Income	-	-	1,208	1,208	1,208	1,208	1,208	1,208	1,208	1,208	1,208	1,208	35,066
Local Revenues	-	-	1,093	1,093	1,093	1,093	1,093	1,093	1,093	1,093	1,093	1,093	10,931
Fundraising and Grants	50,000	-	-	-	-	-	-	-	-	-	-	-	50,000
<b>Total Revenue</b>	90,000	-	12,124	417,829	12,124	12,124	230,874	12,124	147,059	145,649	115,589	115,589	1,415,433
<b>Expenses</b>													
Compensation & Benefits	37,834	68,140	68,803	68,140	67,863	67,863	70,080	68,140	68,140	66,535	66,535	59,202	778,273
Books & Supplies	27,204	38,867	18,448	18,448	18,448	18,448	18,448	18,448	18,448	18,448	18,448	18,448	250,548
Services & Other Operating Expenses	2,134	8,836	43,708	24,128	24,128	39,240	29,181	29,181	50,995	28,064	28,064	43,176	358,654
Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>	67,172	115,842	131,959	110,716	110,438	125,550	117,709	115,768	137,582	113,047	113,047	120,825	1,387,475
<b>Operating Cash Inflow (Outflow)</b>	(17,172)	(115,842)	(119,834)	307,113	(98,314)	(113,426)	113,165	(103,644)	9,477	32,603	2,542	(5,237)	27,958
Revenues - Prior Year Accruals	-	-	-	-	-	-	-	-	-	-	-	-	-
Expenses - Prior Year Accruals	-	-	-	-	-	-	-	-	-	-	-	-	-
Accounts Receivable - Current Year	-	-	-	-	-	-	-	-	-	-	-	-	-
Accounts Payable - Current Year	-	-	-	-	-	-	-	-	-	-	-	-	-
Summerholdback for Teachers	-	2,005	2,005	2,005	2,005	2,005	2,005	2,005	2,005	2,005	2,005	2,005	-
Loans Payable (Current)	250,000	-	-	-	-	-	-	-	-	-	-	-	-
Loans Payable (Long Term)	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Leases Payable	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Long Term Debt	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Expenditure & Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Balance Sheet Changes	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Ending Cash</b>	273,626	159,788	41,958	351,076	254,766	143,345	258,514	156,875	168,356	202,963	207,510	204,278	

**Invictus Academy of Richmond**  
Monthly Cash Forecast

	2019/20												
	Projected												
	Jul Projected	Aug Projected	Sep Projected	Oct Projected	Nov Projected	Dec Projected	Jan Projected	Feb Projected	Mar Projected	Apr Projected	May Projected	Jun Projected	Forecast API/AR
Beginning Cash	204,278	155,061	81,956	46,003	246,784	167,508	46,329	174,263	91,196	102,384	142,914	163,783	
Revenue													
LCFF Entitlement	-	62,394	83,374	512,206	102,518	102,518	320,627	102,518	258,440	225,295	201,260	201,260	213,325
Federal Income	-	-	20,077	32,032	20,077	20,077	32,032	20,077	20,077	32,032	20,077	20,077	11,955
Other State Income	-	-	2,470	2,470	2,470	2,470	2,470	8,215	2,470	2,470	8,215	2,470	70,810
Local Revenues	-	-	2,234	2,234	2,234	2,234	2,234	2,234	2,234	2,234	2,234	2,234	34,621
Fundraising and Grants	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	-	62,394	108,154	548,942	127,299	127,299	357,363	133,044	283,221	262,031	231,786	226,041	259,901
Expenses													
Compensation & Benefits	67,695	132,185	134,529	132,185	131,795	131,795	134,919	132,185	132,185	129,273	129,273	114,673	1,502,693
Books & Supplies	32,413	32,413	37,537	37,537	37,537	37,537	37,537	37,537	37,537	37,537	37,537	37,537	-
Services & Other Operating Expenses	809	14,498	93,805	44,100	42,446	84,679	50,685	50,518	106,440	48,403	48,237	100,469	15,971
Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	100,916	179,096	265,871	213,823	211,778	254,010	223,141	220,241	276,162	215,214	215,047	252,679	15,971
Operating Cash Inflow (Outflow)	(100,916)	(116,702)	(157,716)	335,119	(84,479)	(126,712)	134,221	(87,196)	7,059	46,817	16,739	(26,639)	243,930
Revenues - Prior Year Accruals	80,747	40,289	-	-	11,491	11,821	-	-	-	-	-	-	-
Expenses - Prior Year Accruals	(6,997)	(822)	-	-	-	-	-	-	-	-	-	-	-
Accounts Receivable - Current Year	-	-	-	-	-	-	-	-	-	-	-	-	-
Accounts Payable - Current Year	-	-	-	-	-	-	-	-	-	-	-	-	-
Summerholdback for Teachers	(22,050)	4,129	4,129	4,129	4,129	4,129	4,129	4,129	4,129	4,129	4,129	4,129	-
Loans Payable (Current)	-	-	128,051	(128,051)	-	-	-	-	-	-	-	-	-
Loans Payable (Long Term)	-	-	(10,417)	(10,417)	(10,417)	(10,417)	(10,417)	-	-	(10,417)	-	-	-
Capital Leases Payable	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Long Term Debt	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Expenditure & Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Balance Sheet Changes	-	-	-	-	-	-	-	-	-	-	-	-	-
Ending Cash	155,061	81,956	46,003	246,784	167,508	46,329	174,263	91,196	102,384	142,914	163,783	141,273	



**Invictus Academy of Richmond**  
Monthly Cash Forecast

2020/21													
	Projected												
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Forecast
	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	AP/AR
<b>Beginning Cash</b>	141,273	75,341	8,500	69,588	617,305	545,589	402,975	793,135	708,356	572,458	508,178	411,446	
<b>Revenue</b>													
LCFF Entitlement	-	136,286	178,923	1,122,861	225,418	225,418	702,631	225,418	272,731	235,334	205,029	205,029	3,958,150
Federal Income	-	-	31,100	55,359	31,100	31,100	55,359	31,100	31,100	55,359	31,100	31,100	408,036
Other State Income	-	-	3,826	3,826	3,826	3,826	3,826	3,826	3,826	3,826	15,354	3,826	109,286
Local Revenues	-	-	3,461	3,461	3,461	3,461	3,461	3,461	3,461	3,461	3,461	3,461	34,608
Fundraising and Grants	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	-	136,286	217,310	1,185,506	263,804	263,804	765,176	275,332	311,118	297,979	254,944	243,416	4,510,080
<b>Expenses</b>													
Compensation & Benefits	123,338	223,004	226,708	223,004	222,387	222,387	227,326	223,004	223,004	218,129	218,129	192,949	2,543,368
Books & Supplies	37,520	37,520	57,822	57,822	57,822	57,822	57,822	57,822	57,822	57,822	57,822	57,822	653,260
Services & Other Operating Expenses	1,043	22,407	148,522	72,363	68,737	134,280	85,983	85,817	172,723	82,423	82,256	158,099	1,139,577
Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>	161,901	282,931	433,052	353,189	348,946	414,488	371,131	366,643	453,549	358,374	358,207	408,870	4,336,205
<b>Operating Cash Inflow (Outflow)</b>	(161,901)	(146,645)	(215,742)	832,317	(85,141)	(150,684)	394,045	(91,310)	(142,430)	(60,395)	(103,264)	(165,455)	173,874
Revenues - Prior Year Accruals	155,693	74,942	-	(0)	17,310	11,955	-	-	-	-	-	-	-
Expenses - Prior Year Accruals	(14,301)	(1,670)	-	-	-	-	-	-	-	-	-	-	-
Accounts Receivable - Current Year	-	-	-	-	-	-	-	-	-	-	-	-	-
Accounts Payable - Current Year	-	-	-	-	-	-	-	-	-	-	-	-	-
Summerholdback for Teachers	(45,423)	6,532	6,532	6,532	6,532	6,532	6,532	6,532	6,532	6,532	6,532	6,532	-
Loans Payable (Current)	-	280,715	(280,715)	(280,715)	-	-	-	-	-	-	-	-	-
Loans Payable (Long Term)	-	-	(10,417)	(10,417)	(10,417)	(10,417)	(10,417)	-	-	(10,417)	-	-	-
Capital Leases Payable	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Long Term Debt	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Expenditure & Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Balance Sheet Changes	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Ending Cash</b>	75,341	8,500	69,588	617,305	545,589	402,975	793,135	708,356	572,458	508,178	411,446	252,523	

**Invictus Academy of Richmond**  
 Multiyear Budget Summary

	2017/18	2018/19	2018/19	2019/20	2020/21	2021/22	2022/23
	Startup Budget	Current Forecast	Notes	Preliminary Budget	Preliminary Budget	Preliminary Budget	Preliminary Budget
<b>SUMMARY</b>							
<b>Revenue</b>							
LCFF Entitlement	-	1,173,926		2,385,733	3,958,150	5,295,425	6,616,769
Federal Revenue	-	145,510		264,767	440,915	637,932	824,129
Other State Revenues	-	96,231		193,531	298,317	405,871	504,062
Local Revenues	-	10,931		22,341	34,608	47,217	60,167
Fundraising and Grants	150,000	50,000		-	-	-	-
<b>Total Revenue</b>	<b>150,000</b>	<b>1,476,598</b>		<b>2,866,372</b>	<b>4,731,990</b>	<b>6,386,445</b>	<b>8,005,128</b>
<b>Expenses</b>							
Compensation and Benefits	90,382	856,414		1,666,634	2,799,095	3,705,123	4,713,622
Books and Supplies	-	254,325		448,317	665,014	903,680	1,117,920
Services and Other Operating Expenditures	18,710	281,017		539,622	883,807	1,120,869	1,372,485
Depreciation	-	-		-	-	-	-
<b>Total Expenses</b>	<b>109,092</b>	<b>1,391,756</b>		<b>2,654,574</b>	<b>4,348,916</b>	<b>5,729,672</b>	<b>7,204,028</b>
<b>Operating Income</b>	<b>40,908</b>	<b>84,842</b>		<b>211,798</b>	<b>383,074</b>	<b>656,773</b>	<b>801,100</b>
<b>Fund Balance</b>							
Beginning Balance (Unaudited)		40,908		125,750	337,549	720,623	1,377,395
Audit Adjustment		-		-	-	-	-
Beginning Balance (Audited)		40,908		125,750	337,549	720,623	1,377,395
Operating Income	40,908	84,842		211,798	383,074	656,773	801,100
<b>Ending Fund Balance (including Depreciation)</b>	<b>40,908</b>	<b>125,750</b>		<b>337,549</b>	<b>720,623</b>	<b>1,377,395</b>	<b>2,178,495</b>
<b>Ending Fund Balance as a % of Expenses</b>	<b>37.5%</b>	<b>9.0%</b>		<b>12.7%</b>	<b>16.6%</b>	<b>24.0%</b>	<b>30.2%</b>

**Invictus Academy of Richmond**  
 Multiyear Budget Summary

		2017/18	2018/19	2018/19	2019/20	2020/21	2021/22	2022/23
Detail		Startup Budget	Current Forecast	Notes	Preliminary Budget	Preliminary Budget	Preliminary Budget	Preliminary Budget
<b>Enrollment Breakdown</b>								
	7	-	128	-	128	128	128	128
	8	-	-	-	126	126	126	126
	9	-	-	-	-	128	128	128
	10	-	-	-	-	-	124	124
	11	-	-	-	-	-	-	120
	12	-	-	-	-	-	-	-
	<b>Total Enrolled</b>	-	<b>128</b>	-	<b>254</b>	<b>382</b>	<b>506</b>	<b>626</b>
	<b>Average</b>	<b>0%</b>	<b>95%</b>	-	<b>95%</b>	<b>95%</b>	<b>95%</b>	<b>95%</b>
<b>ADA</b>								
	K-3	0.0	0.0	-	0.0	0.0	0.0	0.0
	4-6	0.0	0.0	-	0.0	0.0	0.0	0.0
	7-8	0.0	121.6	-	241.3	241.3	241.3	241.3
	9-12	0.0	0.0	-	0.0	121.6	239.4	353.4
	<b>Total ADA</b>	<b>0.0</b>	<b>121.6</b>	-	<b>241.3</b>	<b>362.9</b>	<b>480.7</b>	<b>594.7</b>
<b>Demographic Information</b>								
	<b>Current Year</b>	-	-	-	-	-	-	-
	CALPADS Enrollment (for unduplicated % calc)	-	128	-	254	382	506	626
	# Unduplicated Count (CALPADS)	-	109	-	216	325	430	532
	# Free & Reduced Lunch (FRL) (CALPADS)	-	102	-	203	305	404	500
	# ELL (CALPADS)	-	45	-	89	134	177	219
	New Students	-	128	-	126	128	124	120

**Invictus Academy of Richmond**  
 Multiyear Budget Summary

	2017/18	2018/19	2018/19	2018/19	2019/20	2020/21	2021/22	2022/23
	Startup Budget	Current Forecast	Notes		Preliminary Budget	Preliminary Budget	Preliminary Budget	Preliminary Budget
<b>LCFF Entitlement</b>								
8011 Charter Schools LCFF - State Aid	-	799,938	Backfills State Aid		1,626,854	2,706,588	3,718,120	4,645,886
8012 Education Protection Account Entitlement	-	24,320	Greater of: \$200 per ADA or 25% of State Aid		48,260	72,580	-	-
8096 Charter Schools in Lieu of Property Taxes	-	349,668	In accordance with Local Property Tax of \$2876 per ADA		710,619	1,178,982	1,577,305	1,970,883
<b>SUBTOTAL - LCFF Entitlement</b>	-	1,173,926			2,385,733	3,958,150	5,295,425	6,616,769
<b>8100 Federal Revenue</b>								
8181 Special Education - Entitlement	-	-	\$125 per PY CBEDS Enrollment		16,178	32,879	50,769	67,249
8220 Child Nutrition Programs	-	98,228			200,769	311,002	424,314	540,690
8291 Title I	-	45,568	\$445 per Title I eligible student		46,080	93,583	144,285	191,092
8292 Title II	-	1,714	\$16.74 per Title I eligible student		1,741	3,451	5,185	6,868
8293 Title III	-	-			-	-	13,400	18,231
<b>SUBTOTAL - Federal Income</b>	-	145,510			264,767	440,915	637,932	824,129
<b>8300 Other State Revenues</b>								
8381 Special Education - Entitlement (State)	-	61,165	\$503 per CY ADA		122,721	189,031	257,078	318,045
8520 Child Nutrition - State	-	12,084			24,698	38,258	52,197	66,513
8560 State Lottery Revenue	-	22,982	\$189 per ADA per SSC		46,112	71,028	96,596	119,504
<b>SUBTOTAL - Other State Income</b>	-	96,231			193,531	298,317	405,871	504,062
<b>8600 Other Local Revenue</b>								
8634 Food Service Sales	-	10,931	\$85 per Students Total		22,341	34,608	47,217	60,167
<b>SUBTOTAL - Local Revenues</b>	-	10,931			22,341	34,608	47,217	60,167
<b>8800 Donations/Fundraising</b>								
8802 Donations - Private	150,000	50,000	\$200K Silicon Schools Fund		-	-	-	-
<b>SUBTOTAL - Fundraising and Grants</b>	150,000	50,000			-	-	-	-
<b>TOTAL REVENUE</b>	<b>150,000</b>	<b>1,476,598</b>			<b>2,866,372</b>	<b>4,731,990</b>	<b>6,386,445</b>	<b>8,005,128</b>

**Invictus Academy of Richmond**  
 Multiyear Budget Summary

		2017/18	2018/19	2018/19	2019/20	2020/21	2021/22	2022/23
		Startup Budget	Current Forecast	Notes	Preliminary Budget	Preliminary Budget	Preliminary Budget	Preliminary Budget
<b>EXPENSES</b>								
<b>1000</b>	<b>Certificated Salaries</b>							
1100	Teachers Salaries	-	378,000	7 FTE Y1, 14 FTE Y2, 21.5 FTE Y3, 29 FTE Y4, 36 FTE Y5, 43 FTE Y6	778,680	1,231,705	1,711,210	2,187,989
1148	Teacher - Special Ed	-	60,000	Educational Specialist	123,600	190,962	262,254	337,653
1200	Certificated Pupil Support Salaries	-	60,000	Dean of Students, Dean of Curriculum & Instruction	123,600	254,616	327,818	337,653
1300	Certificated Supervisor & Administrator Salaries	70,000	51,999	Executive Director	53,559	110,000	110,000	113,300
	<b>SUBTOTAL - Certificated Employees</b>	<b>70,000</b>	<b>543,999</b>	-	<b>1,079,439</b>	<b>1,787,283</b>	<b>2,411,283</b>	<b>2,976,594</b>
<b>2000</b>	<b>Classified Salaries</b>							
2102	Classified - Counselors	-	-		-	57,289	59,007	121,555
2300	Classified Supervisor & Administrator Salaries	-	55,000	Director of Operations	56,650	58,350	60,100	123,806
2400	Classified Clerical & Office Salaries	-	45,000	Parent Liaison, Office Clerk	66,950	116,699	120,200	123,806
2900	Classified Other Salaries	-	-	Operational Support Staff (Cafeteria, Yard Duty, Etc.)	41,200	63,654	87,418	112,551
	<b>SUBTOTAL - Classified Employees</b>	<b>-</b>	<b>100,000</b>	-	<b>164,800</b>	<b>295,991</b>	<b>326,725</b>	<b>481,718</b>
<b>Employee Benefits Summary</b>								
3300	OASDI-Medicare-Alternative	5,359	49,767		95,254	159,461	209,563	264,680
3400	Health & Welfare Benefits	10,182	96,000	\$8000 per FTE per year. Growing at 10% per year.	192,720	330,931	462,152	621,070
3500	Unemployment Insurance	641	6,048	3.60% per first ~\$7K of pay per person	8,316	13,860	17,640	18,900
3600	Workers Comp Insurance	-	15,600	2.40% of payroll, per insurance quote for similarly sized	29,862	49,999	65,712	82,999
3900	Other Employee Benefits	4,200	39,000	6.00% of applicable payroll	96,243	161,570	212,047	267,661
	<b>SUBTOTAL - Employee Benefits</b>	<b>20,382</b>	<b>206,415</b>	-	<b>422,395</b>	<b>715,821</b>	<b>967,114</b>	<b>1,255,310</b>

**Invictus Academy of Richmond**  
 Multiyear Budget Summary

	2017/18	2018/19	2018/19	2018/19	2019/20	2020/21	2021/22	2022/23
	Startup Budget	Current Forecast	Notes		Preliminary Budget	Preliminary Budget	Preliminary Budget	Preliminary Budget
<b>4000 Books &amp; Supplies</b>								
4100 Approved Textbooks & Core Curricula Materials	-	6,400	Costs increase in Y3 with high school, with per student rate increasing annually. Assumes mix of teacher developed curriculum and consultant developed curriculum, hired at \$5000/curriculum set + miscellaneous other		19,050	31,836	65,594	67,540
4200 Books & Software	-	23,000	\$180 per Student Based on EdTec client benchmarking data + extra for software and then decreasing as school scales		31,750	49,183	67,102	85,506
4315 Custodial Supplies	-	2,938	\$23 per Student.		6,004	9,301	12,680	16,170
4325 Instructional Materials & Supplies	-	16,320	\$128 per Student.		33,357	51,671	70,497	89,832
4330 Office Supplies	-	6,528	\$51 per Student.		13,343	20,668	28,199	35,933
4346 Teacher Supplies	-	612	\$87 per Teacher.		1,261	1,994	2,771	3,542
4353 SPED	-	3,917	\$31 per Student. Specialized software		8,006	12,401	16,919	21,560
4410 Classroom Furniture, Equipment & Supplies	-	23,738	\$185 per New Student. . Costs increase at rate exceeding inflation to account for more expensive furniture and equipment needs in upper grades.		25,169	26,080	27,070	28,139
4420 Computers (individual items less than \$5k)	-	28,160	\$220 per New Student. Student Computers		28,552	29,875	29,810	29,713
4423 Classroom Noncapitalized Items 1	-	4,000	Document Cameras and Projectors (4/yr)		4,120	4,244	4,371	4,502
4430 Non Classroom Related Furniture, Equipment & Supply	-	3,000	Administrative Furniture		5,923	9,681	12,840	16,320
4433 Admin Computers	-	1,836	Per New Admin Headcount.		2,497	3,905	1,004	1,007
4435 Teacher Computers	-	4,284	\$612 per New Teacher.		4,413	4,870	5,016	4,822
4710 Student Food Services	-	128,287	\$1002 per Student.		282,206	406,172	554,159	706,147
4720 Other Food	-	1,306	\$10 per Student.		2,669	4,134	5,640	7,187
<b>SUBTOTAL - Books and Supplies</b>	-	<b>254,325</b>	-		<b>448,317</b>	<b>666,014</b>	<b>903,680</b>	<b>1,117,920</b>

**Invictus Academy of Richmond**  
 Multiyear Budget Summary

	2017/18	2018/19	2018/19	2018/19	2019/20	2020/21	2021/22	2022/23
	Startup Budget	Current Forecast	Notes		Preliminary Budget	Preliminary Budget	Preliminary Budget	Preliminary Budget
<b>Services &amp; Other Operating Expenses</b>								
5000 Subagreements for Services	12,000	10,000	BES Follow-On Support		10,000	-	-	-
5101 Subagreements 1	-	4,000	Mindful Life PD		6,000	8,000	10,000	10,300
5200 Travel & Conferences	-	-			9,500	12,500	15,500	18,500
5300 Dues & Memberships	-	5,100	Dues and licenses includes CCSA, WASC, etc.		5,253	5,411	5,740	5,740
5400 Insurance	-	1,067	\$8 per Student. Based on EdTec CA Data + inflation		2,181	3,379	4,610	5,875
5515 Janitorial, Gardening Services & Supplies	-	19,200	150 per Student. Grounds / Pest / Unscheduled Maintenance / Contractual. Custodial. Per Student costs decline as school scales. Similar to Bay Area Schools of similar size30		39,243	60,790	82,938	105,685
5520 Security	-	490	\$41 per Monthly Rate. Fire Alarm Monitoring		504	519	535	551
5535 Utilities - All Utilities	-	6,528	\$51 per Student. Utilities (Waste, Electricity, Water, Security Alarm)		13,343	20,688	28,199	35,933
5605 Equipment Leases	-	4,431	\$369 per FTE copy machine lease (\$400/mo in Y1, increasing with staff), jump in Y4 for 2nd machine		8,747	14,298	34,708	44,116
5610 Rent	-	41,248	\$322 per Student Based on EdTec Richmond Client Prop. 39 data + inflation		84,307	130,597	178,179	227,048
5615 Repairs and Maintenance - Building	-	11,520	\$90 per Student		23,546	36,474	49,763	63,411
5803 Accounting Fees	1,000	5,000	Lower rate in Y1 for partial audit & 990 filings increasing in Y2		10,000	10,300	10,609	10,927
5808 SELPA Fees	-	3,670	EDCOE Fees per MultiYear revenue projections published on website		6,945	8,876	12,314	15,412
5809 Banking Fees	500	918	\$77 per Monthly Rate.		946	974	1,003	1,033
5812 Business Services	-	60,250	6.0% of eligible revenues in Y1		100,000	150,000	175,000	175,000
5820 Consultants - Non Instructional - Custom 1	-	2,448	\$204 per Monthly Rate. Other Consulting		2,521	2,597	2,675	2,755
5821 Consultants - Non Instructional - Custom 2	-	-	School Site Technician		15,000	20,000	20,600	21,218
5824 District Oversight Fees	-	11,739	1.0% of LCFF General Purpose Grant		23,857	39,582	52,954	66,168
5826 Directors Contingency	-	20,000	\$1667 per FTE		39,483	64,538	108,799	85,597
5829 Enrichment Program	-	-	Speech and Debate \$500/student, assuming 25% of students participate beginning Y3 for entry fees and travel		-	47,750	65,148	83,015
5830 Field Trips Expenses	-	6,400	\$50 per Student increasing in Y2		26,426	81,076	109,542	138,231
5836 Fingerprinting	-	689	\$57 per FTE. Fingerprinting & CPR Reimb Rate decreases as # new staff members decrease annually		749	993	595	605
5843 Interest - Loans Less than 1 Year	-	-			2,654	4,626	1,002	1,000
5845 Legal Fees	3,000	10,000			10,000	10,300	10,609	10,927
5851 Marketing and Student Recruiting	2,000	5,000	\$10K/yr in Y1 and Y2, increasing in y3		5,000	10,000	10,000	10,000
5857 Payroll Fees	210	1,591	\$133 per FTE.		3,121	5,170	6,463	7,804
5860 Printing and Reproduction	-	4,080	\$340 per Monthly Rate. Assume 10 pages per student per day to allot unlimited copying/printing for teachers and increasing proportionally with enrollment.		8,096	12,176	16,129	19,954
5863 Professional Development	-	10,608	\$884 per FTE. Assume all staff participate in professional development, with disproportionate share allocated to teachers		20,808	34,468	43,089	52,024
5864 Professional Development - Other	-	663	\$55 per FTE. Staff Appreciation		1,301	2,154	2,693	3,252
5869 Special Education Contract Instructors	-	18,278	\$143 per Student. , decr as positions taken in-house		35,001	50,730	65,173	72,454
5877 Student Activities	-	2,040	Marketing / Community Enrichment		2,101	2,164	2,229	2,296
5878 Student Assessment	-	3,917	\$31 per Student. Assume costs for NWEA MAP and SBAC exam		8,006	12,401	16,919	21,560
5880 Student Health Services	-	122	\$10 per Monthly Rate. Health Supplies		126	130	134	138
5881 Student Information System	-	1,436	\$11 per Student. 0		2,935	4,547	6,204	7,905
5887 Technology Services	-	1,836	\$153 per Monthly Rate. Technology Consulting		1,891	1,948	2,006	2,066
5910 Communications - Internet / Website Fees	-	3,672	\$306 per Monthly Rate.		3,782	3,866	4,012	4,133
5915 Postage and Delivery	-	2,611	\$20 per Student.		5,337	8,267	11,280	14,373
5920 Communications - Telephone & Fax	-	464	\$39 per FTE.		910	1,508	1,885	2,276
<b>SUBTOTAL - Services &amp; Other Operating Exp.</b>	<b>18,710</b>	<b>281,017</b>	<b>-</b>		<b>539,622</b>	<b>883,807</b>	<b>1,120,869</b>	<b>1,372,485</b>
<b>TOTAL EXPENSES</b>	<b>109,092</b>	<b>1,391,756</b>	<b>-</b>		<b>2,654,574</b>	<b>4,348,916</b>	<b>5,729,672</b>	<b>7,204,028</b>

Invictus Academy of Richmond 2018-2019 Academic Calendar													
July 2018							August 2018						
Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
1	2	3	4	5	6	7				1	2	3	4
8	9	10	11	12	13	14	5	6	7	8	9	10	11
15	16	17	18	19	20	21	12	13	14	15	16	17	18
22	23	24	25	26	27	28	19	20	21	22	23	24	25
29	30	31					26	27	28	29	30	31	
Instructional Days: 0							Instructional Days: 19						
September 2018							October 2018						
Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
						1			1	2	3	4	5
2	3	4	5	6	7	8	7	8	9	10	11	12	13
9	10	11	12	13	14	15	14	15	16	17	18	19	20
16	17	18	19	20	21	22	21	22	23	24	25	26	27
23	24	25	26	27	28	29	28	29	30	31			
30													
Instructional Days: 19							Instructional Days: 20						
November 2018							December 2018						
Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
					1	2							1
4	5	6	7	8	9	10	2	3	4	5	6	7	8
11	12	13	14	15	16	17	9	10	11	12	13	14	15
18	19	20	21	22	23	24	16	17	18	19	20	21	22
25	26	27	28	29	30		23	24	25	26	27	28	29
Instructional Days: 18							30	31					
January 2019							February 2019						
Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
			1	2	3	4						1	2
6	7	8	9	10	11	12	3	4	5	6	7	8	9
13	14	15	16	17	18	19	10	11	12	13	14	15	16
20	21	22	23	24	25	26	17	18	19	20	21	22	23
27	28	29	30	31			24	25	26	27	28		
Instructional Days: 16							Instructional Days: 14						
March 2019							April 2019						
Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
						1			1	2	3	4	5
3	4	5	6	7	8	9	7	8	9	10	11	12	13
10	11	12	13	14	15	16	14	15	16	17	18	19	20
17	18	19	20	21	22	23	21	22	23	24	25	26	27
24	25	26	27	28	29	30	28	29	30				
31													
Instructional Days: 20							Instructional Days: 15						
May 2019							June 2019						
Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
			1	2	3	4							1
5	6	7	8	9	10	11	2	3	4	5	6	7	8
12	13	14	15	16	17	18	9	10	11	12	13	14	15
19	20	21	22	23	24	25	16	17	18	19	20	21	22
26	27	28	29	30	31		23	24	25	26	27	28	29
Instructional Days: 21							30						
Instructional Days: 21							Instructional Days: 5						

<b>Key:</b>
First/Last Day of School
Teacher Professional Development
Holidays/Breaks
Challenge Day
Student Orientation
Parent University
SBAC Testing Window
Assessment Days
Parent/Teacher Conferences
Back to School Night
Family Events
Saturday Training Camp
Coffee and Doughnuts with Parents
<b>Important Dates:</b>
7/16-8/3: Summer Professional Development
7/19-8/3: Home Visits
8/4 and 8/11: Parent University
8/6: Challenge Day
8/7: First Day of School
8/8-8/10: Student Orientation
8/13-8/14: MAP Testing
8/15: Back to School Night
9/3: Labor Day Holiday
10/3: Interim Assessment #1
10/4-10/7: Fall Break
11/5-11/9: Parent Teacher Conferences
11/21-23: Thanksgiving Break
12/12-12/13: Interim Assessment #2
1/21: MLK Day
1/16-1/17: MAP Testing #2
2/18-2/22: February Break
3/13-3/14: Interim Assessment #3
3/25-3/29: Parent Teacher Conferences
4/1-4/5: Spring Break
4/24-4/25: Interim Assessment #4
5/6: Teacher Appreciation Day (No School)
5/6-5/10: Teacher Appreciation Week
5/20-5/24: SBAC Testing Window
6/6-6/7: MAP Testing #3
6/7: Last Day of School
6/10-6/11: End of Year PD

**Instructional Days: 182**  
**Professional Development Days: 24**



Speech and Debate Course Map with Relevant ELD Standards

Invictus Academy Speech and Debate Course Map		
Grade 7		Grade 8
Quarter 1	<p><b><u>ORATORICAL INTERPRETATION</u></b></p> <ul style="list-style-type: none"> <li>SWBAT recite an excerpt of a student selected speech (4-5 minutes) from memory, using appropriate verbal and nonverbal skills to convey the author's purpose and main idea.</li> <li>SWBAT analyze the performance of a speech based on the key skills for the unit.</li> <li>SWBAT analyze a speech and select an appropriate excerpt to convey the author's purpose and main idea.</li> <li>SWBAT identify and analyze an appropriate audience.</li> <li> <b><u>Focus Skills</u></b> –               <ul style="list-style-type: none"> <li>Verbal                   <ul style="list-style-type: none"> <li>Listening</li> <li>Controlling Volume</li> <li>Articulation</li> <li>Pacing</li> </ul> </li> <li>Nonverbal                   <ul style="list-style-type: none"> <li>Posture</li> <li>Eye Contact</li> </ul> </li> </ul> </li> </ul>	<p><b><u>CONGRESSIONAL DEBATE</u></b></p> <ul style="list-style-type: none"> <li>SWBAT construct, defend, and respond to arguments using prepared evidence and minimal notes in a simulated Congressional debate format using mock bills and resolutions.</li> <li>SWBAT craft and pose questions to refute the argument of an opponent in a debate.</li> <li>SWBAT orally respond to questions posed by an opponent in a debate.</li> <li>SWBAT rebut the argument of an opponent in a debate.</li> <li>SWBAT analyze the effectiveness of an argument based on rhetorical strategies of persuasion.</li> <li> <b><u>Focus Skills</u></b> –               <ul style="list-style-type: none"> <li>Verbal                   <ul style="list-style-type: none"> <li>Listening &amp; Responding, Controlling Volume, Articulation, Pacing, Tone</li> </ul> </li> <li>Nonverbal                   <ul style="list-style-type: none"> <li>Posture, Eye Contact, Tone, Hand Gestures</li> </ul> </li> <li>Written &amp; Argument                   <ul style="list-style-type: none"> <li>Word Choice, Tone</li> <li>Rhetorical Strategies                       <ul style="list-style-type: none"> <li>Logos (Logical reasoning and writing)</li> <li>Ethos (ethical appeal based on credibility and reliability)</li> <li>Pathos (emotional appeal to an audience)</li> </ul> </li> <li>Researching</li> </ul> </li> </ul> </li> </ul>
	<p><b><u>APPLICABLE ELD STANDARDS AND CCSS</u></b></p> <p><b>Part I. Interacting in Meaningful Ways</b></p> <p>A. Collaborative</p> <p>1. Exchanging information and ideas with others through oral collaborative discussions on a range of social and academic topics (SL.7.1, 6; L.7.3, 6)</p>	<p><b><u>APPLICABLE ELD STANDARDS AND CCSS</u></b></p> <p><b>Part I. Interacting in Meaningful Ways</b></p> <p>A. Collaborative</p> <p>1. Exchanging information and ideas with others through oral collaborative discussions on a range of social and academic topics (SL.8.1, 6; L.8.3, 6)</p> <p>2. Interacting with others in written English in various communicative forms (W.8.6; WHST.8.6; SL.8.2; L.8.3,6)</p>

<p>3. Offering and justifying opinions, negotiating with and persuading others in communicative exchanges (W.8.1; WHST.8.1; SL.8.6; L.8.1, 3, 6)</p> <p>4. Adapting language choices to various contexts (based on task, purpose, audience, and text type) (W.8.4-5; WHST.8.4-5; SL.8.6; L.8.1, 3, 6)</p> <p><b>B. Interpretive</b></p> <p>5. Listening actively to spoken English in a range of social and academic contexts (SL.8.1, 3, 6; L.8.1, 3, 6)</p> <p>6. Reading closely literary and informational texts and viewing multimedia to determine how meaning is conveyed explicitly and implicitly through language (RI.8.1-10; RH.8.1-10; RST.8.1-10; SL.8.2; L.8.1, 3, 6)</p> <p>7. Evaluating how well writers and speakers use language to support ideas and arguments with details or evidence depending on modality, text type, purpose, audience, topic, and content area (RI.8.4, 6, 8; RH.8.4-6, 8; RST.8.4-5; SL.8.3; L.8.3, 5-6)</p> <p>8. Analyzing how writers and speakers use vocabulary and other language resources for specific purposes (to explain, persuade, entertain, etc.) depending on modality, text type, purpose, audience, topic, and content area (RI.8.4-5; RH.8.4-5; RST.8.4-5; SL.8.3; L.8.3, 5-6)</p> <p><b>C. Productive</b></p> <p>9. Expressing information and ideas in formal oral presentations on academic topics (SL.8.4-6; L.8.1, 3)</p> <p>10. Writing literary and informational texts to present, describe, and explain ideas and information, using appropriate technology (W.8.1-10; WHST.8.1-2, 4-10; L.8.1-6)</p> <p>11. Justifying own arguments and evaluating others' arguments in writing (W.8.1, 8-9; WHST.8.1, 8-9; L.8.1-3, 6)</p> <p>12. Selecting and applying varied and precise vocabulary and language structures to effectively convey ideas (W.8.4-5; WHST.8.4-5; SL.8.4, 6; L.8.1, 3, 5-6)</p> <p><b>Part II: Learning About How English Works</b></p> <p><b>A. Structuring Cohesive Texts</b></p> <p>1. Understanding text structure (RI.8.5; RH.8.5; RST.8.5; W.8.1-5, 10; WHST.8.1-2, 4-5, 10; SL.8.4)</p> <p>2. Understanding cohesion (RI.8.5; RH.8.5; W.8.1-5, 10; WHST.8.1-2, 4-5, 10; L.8.1, 3-6)</p> <p><b>B. Expanding and Enriching Ideas</b></p> <p>3. Using verbs and verb phrases (W.8.5; WHST.8.5; SL.8.6; L.8.1, 3-6)</p> <p>4. Using nouns and noun phrases (W.8.5; WHST.8.5; SL.8.6; L.8.1, 3-6)</p> <p>5. Modifying to add details (W.8.4-5; WHST.8.4-5; SL.8.6; L.8.1, 3-6)</p> <p><b>C. Connecting and Condensing Ideas</b></p>	<p>2. Interacting with others in written English in various communicative forms (W.7.6; SL.7.2; L.7.3,6)</p> <p>3. Offering and justifying opinions, negotiating with and persuading others in communicative exchanges (SL.7.1, 4, 6; L.7.3, 6)</p> <p>4. Adapting language choices to various contexts (based on task, purpose, audience, and text type) (W.7.4-5; SL.7.6; L.7.1, 3, 6)</p> <p><b>B. Interpretive</b></p> <p>5. Listening actively to spoken English in a range of social and academic contexts (SL.7.1, 3, 6; L.7.1, 3, 6)</p> <p>6. Reading closely literary and informational texts and viewing multimedia to determine how meaning is conveyed explicitly and implicitly through language (RL.7.1-7, 9-10; RH.7.1-10; SL.7.2; L.7.3, 5-6)</p> <p>7. Evaluating how well writers and speakers use language to support ideas and arguments with details or evidence depending on modality, text type, purpose, audience, topic, and content area (RL.7.4-5; RH.7.4-5; SL.7.3; L.7.3, 5-6)</p> <p>8. Analyzing how writers and speakers use vocabulary and other language resources for specific purposes (to explain, persuade, entertain, etc.) depending on modality, text type, purpose, audience, topic, and content area (RL.7.4-5; RH.7.4-5; SL.7.3; L.7.3, 5-6)</p> <p><b>C. Productive</b></p> <p>9. Expressing information and ideas in formal oral presentations on academic topics (SL.7.4-6; L.7.1, 3)</p> <p>12. Selecting and applying varied and precise vocabulary and language structures to effectively convey ideas (SL.7.4 - 5; SL.7.4, 6; L.7.1, 3, 5-6)</p> <p><b>Part II: Learning About How English Works</b></p> <p><b>A. Structuring Cohesive Texts</b></p> <p>1. Understanding text structure (RL.7.5; SL.7.4)</p> <p>2. Understanding cohesion (RH.7.5; L.7.1, 3-6)</p> <p><b>B. Expanding and Enriching Ideas</b></p> <p>3. Using verbs and verb phrases (SL.7.6; L.6.1, 3-6)</p> <p>4. Using nouns and noun phrases (SL.7.6; L.7.1, 3-6)</p> <p>5. Modifying to add details (SL.7.6; L.7.1, 3-6)</p> <p><b>C. Connecting and Condensing Ideas</b></p>
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<b>Quarter 2-3</b>	<p>3. Connecting Ideas (SL.7.4, 6; L.7.1, 3-6)          Condensing Ideas (SL.7.4, 6; L.7.1, 3-6)</p> <p><b><u>Original Oratory &amp; Extemporaneous Debate</u></b></p> <ul style="list-style-type: none"> <li>SWBAT write and recite, from memory, an original speech (5-7 minutes) on a topic of their choice that relates to one of the Vox Collegiate GRAVITY Values, using appropriate verbal, nonverbal, and rhetorical skills to convey a clear purpose, main idea, and tone.</li> <li>SWBAT research a topic of their choice, identifying credible sources and relevant information.</li> <li>SWBAT identify and analyze the logical progression of writing.</li> <li>SWBAT identify and analyze an appropriate audience.</li> <li>SWBAT analyze a written speech and identify the appropriate application of the unit's key skills to an oral recitation of such speech.</li> <li><b><u>Focus Skills</u></b> –             <ul style="list-style-type: none"> <li>Verbal                 <ul style="list-style-type: none"> <li>Listening &amp; Responding</li> <li>Controlling Volume</li> <li>Articulation</li> <li>Pacing</li> <li>Tone</li> </ul> </li> <li>Nonverbal                 <ul style="list-style-type: none"> <li>Posture</li> <li>Eye Contact</li> <li>Tone</li> <li>Hand Gestures</li> <li>Facial Control</li> </ul> </li> <li>Written &amp; Argument                 <ul style="list-style-type: none"> <li>Word Choice</li> <li>Rhetorical Strategies                     <ul style="list-style-type: none"> <li>Logos (Logical reasoning and writing)</li> <li>Ethos (ethical appeal based on credibility and reliability)</li> <li>Pathos (emotional appeal to an audience)</li> </ul> </li> <li>Researching</li> <li>Tone</li> </ul> </li> </ul> </li> </ul>	<p>6. Connecting Ideas (W.8.1-5; WHST.8.1-2, 4-5; SL.8.4, 6; L.8.1, 3-6)          7. Condensing Ideas (W.8.1-5; WHST.8.1-2, 4-5; SL.8.4, 6; L.8.1, 3-6)</p> <p><b><u>PUBLIC POLICY DEBATE</u></b></p> <ul style="list-style-type: none"> <li>SWBAT craft and orally deliver logical and persuasive plans to enact a given public policy initiative and multiple arguments in support of such plan, using evidence from extended research over the course of the trimester.</li> <li>SWBAT craft and orally deliver logical and persuasive arguments rejecting a proposed plan to enact a given policy initiative, using evidence from extended research over the course of the trimester.</li> <li>SWBAT craft and pose questions to refute the argument of an opponent in a debate.</li> <li>SWBAT respond to questions posed by an opponent in a debate.</li> <li>SWBAT rebut the argument of an opponent in a debate.</li> <li>SWBAT efficiently research a topic based on a given debate prompt, identifying credible sources and relevant information.</li> <li>SWBAT use research to write an affirmative and negative argument to a given debate prompt.</li> <li>SWBAT analyze the effectiveness of an argument based on rhetorical strategies of persuasion.</li> <li><b><u>Focus Skills</u></b> –             <ul style="list-style-type: none"> <li>Verbal                 <ul style="list-style-type: none"> <li>Listening &amp; Responding</li> <li>Controlling Volume</li> <li>Articulation</li> <li>Pacing</li> <li>Tone</li> </ul> </li> <li>Nonverbal                 <ul style="list-style-type: none"> <li>Posture</li> <li>Eye Contact</li> <li>Hand Gestures</li> <li>Facial Control</li> </ul> </li> <li>Written &amp; Argument                 <ul style="list-style-type: none"> <li>Word Choice</li> <li>Rhetorical Strategies                     <ul style="list-style-type: none"> <li>Logos (Logical reasoning and writing)</li> <li>Ethos (ethical appeal based on credibility and reliability)</li> <li>Pathos (emotional appeal to an audience)</li> </ul> </li> <li>Researching</li> </ul> </li> </ul> </li> </ul>
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<b>APPLICABLE ELD STANDARDS AND CCSS</b>	
<p><b>Part I: Interacting in Meaningful Ways</b></p> <p>A. Collaborative</p> <ol style="list-style-type: none"> <li>1. Exchanging information and ideas with others through oral collaborative discussions on a range of social and academic topics (SL.8.1, 6; L.8.3, 6)</li> <li>2. Interacting with others in written English in various communicative forms (W.8.6; WHST.8.6; SL.8.2; L.8.3, 6)</li> <li>3. Offering and justifying opinions, negotiating with and persuading others in others in communicative exchanges (W.8.1; WHST.8.1; SL.8.6; L.8.1, 3, 6)</li> <li>4. Adapting language choices to various contexts (based on task, purpose, audience, and text type) (W.8.4-5; WHST.8.4-5; SL.8.6; L.8.1, 3, 6)</li> </ol> <p>B. Interpretive</p> <ol style="list-style-type: none"> <li>5. Listening actively to spoken English in a range of social and academic contexts (SL.8.1, 3, 6; L.8.1, 3, 6)</li> <li>6. Reading closely literary and informational texts and viewing multimedia to determine how meaning is conveyed explicitly and implicitly through language (RI.8.1-10; RH.8.1-10; RST.8.1-10; SL.8.2; L.8.1, 3, 6)</li> <li>7. Evaluating how well writers and speakers use language to support ideas and arguments with details or evidence depending on modality, text type, purpose, audience, topic, and content area (RI.8.4, 6, 8; RH.8.4-6, 8; RST.8.4-5; SL.8.3; L.8.3, 5-6)</li> <li>8. Analyzing how writers and speakers use vocabulary and other language resources for specific purposes (to explain, persuade, entertain, etc.) depending on modality, text type, purpose, audience, topic, and content area (RI.8.4-5; RH.8.4-5; RST.8.4-5; SL.8.3; L.8.3, 5-6)</li> </ol> <p>C. Productive</p> <ol style="list-style-type: none"> <li>9. Expressing information and ideas in formal oral presentations on academic topics (SL.8.4-6; L.8.1, 3)</li> <li>10. Writing literary and informational texts to present, describe, and explain ideas and information, using appropriate technology (W.8.1-10; WHST.8.1-2, 4-10; L.8.1-6)</li> <li>11. Justifying own arguments and evaluating others' arguments in writing (W.8.1, 8-9; WHST.8.1, 8-9; L.8.1-3, 6)</li> <li>12. Selecting and applying varied and precise vocabulary and language structures to effectively convey ideas (W.8.4-5; WHST.8.4-5; SL.8.4, 6; L.8.1, 3, 5-6)</li> </ol>	<p><b>APPLICABLE ELD STANDARDS AND CCSS</b></p> <p><b>Part I: Interacting in Meaningful Ways</b></p> <p>C. Collaborative</p> <ol style="list-style-type: none"> <li>1. Exchanging information and ideas with others through oral collaborative discussions on a range of social and academic topics (SL.7.1, 6; L.7.3, 6)</li> <li>2. Interacting with others in written English in various communicative forms (W.7.6; WHST.7.6; SL.7.2; L.7.3, 6)</li> <li>3. Offering and justifying opinions, negotiating with and persuading others in communicative exchanges (W.7.1; WHST.7.1; SL.7.6; L.7.1, 3, 6)</li> <li>5. Adapting language choices to various contexts (based on task, purpose, audience, and text type) (W.7.4-5; WHST.7.4-5; SL.7.6; L.7.1, 3, 6)</li> </ol> <p>D. Interpretive</p> <ol style="list-style-type: none"> <li>7. Listening actively to spoken English in a range of social and academic contexts (SL.7.1, 3, 6; L.7.1, 3, 6)</li> <li>8. Reading closely literary and informational texts and viewing multimedia to determine how meaning is conveyed explicitly and implicitly through language (RI.7.1-10; RH.7.1-10; RST.7.1-10; SL.7.2; L.7.1, 3, 6)</li> <li>9. Evaluating how well writers and speakers use language to support ideas and arguments with details or evidence depending on modality, text type, purpose, audience, topic, and content area (RI.7.4, 6, 8; RH.7.4-6, 8; RST.7.4-5; SL.7.3; L.7.3, 5-6)</li> <li>10. Analyzing how writers and speakers use vocabulary and other language resources for specific purposes (to explain, persuade, entertain, etc.) depending on modality, text type, purpose, audience, topic, and content area (RI.7.4-5; RH.7.4-5; RST.7.4-5; SL.7.3; L.7.3, 5-6)</li> </ol> <p>D. Productive</p> <ol style="list-style-type: none"> <li>12. Expressing information and ideas in formal oral presentations on academic topics (SL.7.4-6; L.7.1, 3)</li> <li>13. Writing literary and informational texts to present, describe, and explain ideas and information, using appropriate technology (W.7.1-10; WHST.7.1-2, 4-10; L.7.1-6)</li> <li>14. Justifying own arguments and evaluating others' arguments in writing (W.7.1, 8-9; WHST.7.1, 8-9; L.7.1-3, 6)</li> <li>13. Selecting and applying varied and precise vocabulary and language structures to effectively convey ideas (W.7.4-5; WHST.7.4-5; SL.7.4, 6; L.7.1, 3, 5-6)</li> </ol> <p><b>Part II: Learning About How English Works</b></p> <p>C. Structuring Cohesive Texts</p> <ol style="list-style-type: none"> <li>1. Understanding text structure (RI.7.5; RH.7.5; RST.7.5; W.7.1-5, 10; WHST.7.1-2, 4-5, 10; SL.7.4)</li> </ol>



Quarter 4	<p><b>Part II: Learning About How English Works</b></p> <p><b>A. Structuring Cohesive Texts</b></p> <ol style="list-style-type: none"><li>1. Understanding text structure (RI.8.5; RH.8.5; RST.8.5; W.8.1-5, 10; WHST.8.1-2, 4-5, 10; SL.8.4)</li><li>2. Understanding cohesion (RI.8.5; RH.8.5; W.8.1-5, 10; WHST.8.1-2, 4-5, 10; L.8.1, 3-6)</li></ol> <p><b>B. Expanding and Enriching Ideas</b></p> <ol style="list-style-type: none"><li>3. Using verbs and verb phrases (W.8.5; WHST.8.5; SL.8.6; L.8.1, 3-6)</li><li>4. Using nouns and noun phrases (W.8.5; WHST.8.5; SL.8.6; L.8.1, 3-6)</li><li>5. Modifying to add details (W.8.4-5; WHST.8.4-5; SL.8.6; L.8.1, 3-6)</li></ol> <p><b>C. Connecting and Condensing Ideas</b></p> <ol style="list-style-type: none"><li>6. Connecting Ideas (W.8.1-5; WHST.8.1-2, 4-5; SL.8.4, 6; L.8.1, 3-6)</li><li>7. Condensing Ideas (W.8.1-5; WHST.8.1-2, 4-5; SL.8.4, 6; L.8.1, 3-6)</li></ol>	<ol style="list-style-type: none"><li>2. Understanding cohesion (RI.7.5; RH.7.5; W.7.1-5, 10; WHST.7.1-2, 4-5, 10; L.7.1, 3-6)</li></ol> <p><b>D. Expanding and Enriching Ideas</b></p> <ol style="list-style-type: none"><li>6. Using verbs and verb phrases (W.7.5; WHST.7.5; SL.7.6; L.7.1, 3-6)</li><li>7. Using nouns and noun phrases (W.7.5; WHST.7.5; SL.7.6; L.7.1, 3-6)</li><li>8. Modifying to add details (W.7.4-5; WHST.7.4-5; SL.7.6; L.7.1, 3-6)</li></ol> <p><b>D. Connecting and Condensing Ideas</b></p> <ol style="list-style-type: none"><li>8. Connecting Ideas (W.7.1-5; WHST.7.1-2, 4-5; SL.7.4, 6; L.7.1, 3-6)</li><li>9. Condensing Ideas (W.7.1-5; WHST.7.1-2, 4-5; SL.7.4, 6; L.7.1, 3-6)</li></ol>
	<p><b><u>STORYTELLING</u></b></p> <ul style="list-style-type: none"><li>• SWBAT orally retell a student selected, published story (4-5 minutes) from memory, using appropriate verbal and nonverbal skills to convey the author’s purpose, main idea, and tone.</li><li>• SWBAT analyze a published story and identify the appropriate application of the unit’s key skills to an oral retelling of such story.</li><li>• SWBAT analyze a story and select an appropriate excerpt to convey the author’s purpose, main idea, and tone.</li><li>• SWBAT identify and analyze an appropriate audience.</li><li>• <b><u>Focus Skills</u></b> –<ul style="list-style-type: none"><li>○ Verbal<ul style="list-style-type: none"><li>▪ Listening</li><li>▪ Controlling Volume</li><li>▪ Articulation</li><li>▪ Pacing</li><li>▪ Tone</li></ul></li><li>○ Nonverbal<ul style="list-style-type: none"><li>▪ Posture</li><li>▪ Eye Contact</li><li>▪ Tone</li><li>▪ Hand Gestures</li></ul></li></ul></li></ul>	<p><b><u>Public Forum Debate</u></b></p> <ul style="list-style-type: none"><li>• SWBAT craft and orally deliver logical and persuasive arguments without research to affirm and negate debate prompts based on current events.</li><li>• SWBAT craft and pose questions to refute the argument of an opponent in a debate.</li><li>• SWBAT orally respond to questions posed by an opponent in a debate.</li><li>• SWBAT rebut the argument of an opponent in a debate.</li><li>• SWBAT analyze the effectiveness of an argument based on rhetorical strategies of persuasion.</li><li>• <b><u>Focus Skills</u></b> –<ul style="list-style-type: none"><li>○ Verbal<ul style="list-style-type: none"><li>▪ Listening &amp; Responding</li><li>▪ Controlling Volume</li><li>▪ Articulation</li><li>▪ Pacing</li><li>▪ Tone</li></ul></li><li>○ Nonverbal<ul style="list-style-type: none"><li>▪ Posture, Eye Contact</li><li>▪ Hand Gestures</li></ul></li><li>○ Written &amp; Argument<ul style="list-style-type: none"><li>▪ Word Choice</li><li>▪ Rhetorical Strategies<ul style="list-style-type: none"><li>• Logos (Logical reasoning and writing)</li><li>• Ethos (ethical appeal based on credibility and reliability)</li><li>• Pathos (emotional appeal to an audience)</li></ul></li><li>▪ Researching</li></ul></li></ul></li></ul>





APPLICABLE ELD STANDARDS AND CCSS	
<p><b>Part I: Interacting in Meaningful Ways</b></p> <p>C. Collaborative</p> <ol style="list-style-type: none"><li>1. Exchanging information and ideas with others through oral collaborative discussions on a range of social and academic topics (SL.6.1, 6; L.6.3, 6)</li><li>2. Interacting with others in written English in various communicative forms (SL.6.2; L.6.3, 6)</li><li>3. Offering and justifying opinions, negotiating with and persuading others in communicative exchanges (SL.6.1, 4, 6; L.6.3, 6)</li><li>5. Adapting language choices to various contexts (based on task, purpose, audience, and text type) (W.6.4-5; SL.6.6; L.6.1, 3, 6)</li></ol> <p>D. Interpretive</p> <ol style="list-style-type: none"><li>7. Listening actively to spoken English in a range of social and academic contexts (SL.6.1, 3, 6; L.6.1, 3, 6)</li><li>9. Evaluating how well writers and speakers use language to support ideas and arguments with details or evidence depending on modality, text type, purpose, audience, topic, and content area (RL.6.4-5; RH.6.4-6, 8; SL.6.3; L.6.3, 5-6)</li><li>10. Analyzing how writers and speakers use vocabulary and other language resources for specific purposes (to explain, persuade, entertain, etc.) depending on modality, text type, purpose, audience, topic, and content area (RL.6.4-5; RH.6.4-5; SL.6.3; L.6.3, 5-6)</li></ol> <p>D. Productive</p> <ol style="list-style-type: none"><li>10. Expressing information and ideas in formal oral presentations on academic topics (SL.6.4-6; L.6.1, 3)</li><li>12. Selecting and applying varied and precise vocabulary and language structures to effectively convey ideas (SL.6.4, 6; L.6.1, 3, 5-6)</li></ol> <p><b>Part II: Learning About How English Works</b></p> <p>C. Structuring Cohesive Texts</p> <ol style="list-style-type: none"><li>1. Understanding text structure (RL.6.5; SL.6.4)</li><li>2. Understanding cohesion (RH.6.5; L.6.1, 3-6)</li></ol> <p>D. Expanding and Enriching Ideas</p> <ol style="list-style-type: none"><li>6. Using verbs and verb phrases (SL.6.6; L.6.1, 3-6)</li><li>7. Using nouns and noun phrases (SL.6.6; L.6.1, 3-6)</li></ol>	<p><b>APPLICABLE ELD STANDARDS AND CCSS</b></p> <p><b>Part I: Interacting in Meaningful Ways</b></p> <p>E. Collaborative</p> <ol style="list-style-type: none"><li>1. Exchanging information and ideas with others through oral collaborative discussions on a range of social and academic topics (SL.8.1, 6; L.8.3, 6)</li><li>2. Interacting with others in written English in various communicative forms (W.8.6; WHST.8.6; SL.8.2; L.8.3, 6)</li><li>3. Offering and justifying opinions, negotiating with and persuading others in communicative exchanges (W.8.1; WHST.8.1; SL.8.6; L.8.1, 3, 6)</li><li>6. Adapting language choices to various contexts (based on task, purpose, audience, and text type) (W.8.4-5; WHST.8.4-5; SL.8.6; L.8.1, 3, 6)</li></ol> <p>F. Interpretive</p> <ol style="list-style-type: none"><li>9. Listening actively to spoken English in a range of social and academic contexts (SL.8.1, 3, 6; L.8.1, 3, 6)</li><li>10. Reading closely literary and informational texts and viewing multimedia to determine how meaning is conveyed explicitly and implicitly through language (RI.8.1-10; RH.8.1-10; RST.8.1-10; SL.8.2; L.8.1, 3, 6)</li><li>11. Evaluating how well writers and speakers use language to support ideas and arguments with details or evidence depending on modality, text type, purpose, audience, topic, and content area (RI.8.4, 6, 8; RH.8.4-6, 8; RST.8.4-5; SL.8.3; L.8.3, 5-6)</li><li>12. Analyzing how writers and speakers use vocabulary and other language resources for specific purposes (to explain, persuade, entertain, etc.) depending on modality, text type, purpose, audience, topic, and content area (RI.8.4-5; RH.8.4-5; SL.8.3; L.8.3, 5-6)</li></ol> <p>E. Productive</p> <ol style="list-style-type: none"><li>15. Expressing information and ideas in formal oral presentations on academic topics (SL.8.4-6; L.8.1, 3)</li><li>16. Writing literary and informational texts to present, describe, and explain ideas and information, using appropriate technology (W.8.1-10; WHST.8.1-2, 4-10; L.8.1-6)</li><li>17. Justifying own arguments and evaluating others' arguments in writing (W.8.1, 8-9; WHST.8.1, 8-9; L.8.1-3, 6)</li><li>14. Selecting and applying varied and precise vocabulary and language structures to effectively convey ideas (W.8.4-5; WHST.8.4-5; SL.8.4, 6; L.8.1, 3, 5-6)</li></ol> <p><b>Part II: Learning About How English Works</b></p> <p>E. Structuring Cohesive Texts</p> <ol style="list-style-type: none"><li>1. Understanding text structure (RI.8.5; RH.8.5; RST.8.5; W.8.1-5, 10; WHST.8.1-2, 4-5, 10; SL.8.4)</li></ol>

	<p>8. Modifying to add details (SL.6.6; L.6.1, 3-6)</p> <p>D. Connecting and Condensing Ideas</p> <p>3. Connecting Ideas (SL.6.4, 6; L.6.1, 3-6)</p> <p>4. Condensing Ideas (SL.6.4, 6; L.6.1, 3-6)</p>	<p>2. Understanding cohesion (RI.8.5; RH.8.5; W.8.1-5, 10; WHST.8.1-2, 4-5, 10; L.8.1, 3-6)</p> <p>F. Expanding and Enriching Ideas</p> <p>9. Using verbs and verb phrases (W.8.5; WHST.8.5; SL.8.6; L.8.1, 3-6)</p> <p>10. Using nouns and noun phrases (W.8.5; WHST.8.5; SL.8.6; L.8.1, 3-6)</p> <p>11. Modifying to add details (W.8.4-5; WHST.8.4-5; SL.8.6; L.8.1, 3-6)</p> <p>E. Connecting and Condensing Ideas</p> <p>10. Connecting Ideas (W.8.1-5; WHST.8.1-2, 4-5; SL.8.4, 6; L.8.1, 3-6)</p> <p>11. Condensing Ideas (W.8.1-5; WHST.8.1-2, 4-5; SL.8.4, 6; L.8.1, 3-6)</p>
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**Technology Platforms**

Program	Description	English	Math	Social Studies	Science	Electives
<b>Achieve3000</b>	Non-Fiction articles leveled by Lexile	X		X		X
<b>Code Academy</b>	A coding program					X
<b>Code.org</b>	Introduction to coding and the sequential nature of creating code					X
<b>Udacity</b>	A computer programming platform					X
<b>Frontier</b>	A multi-media platform that engages students in creating a presentation based on videos and articles	X				X
<b>Google Documents</b>	An online document-sharing program	X		X	X	
<b>Google Sheets</b>	An online spreadsheets platform		X			X
<b>Google Slides</b>	An online Slide Presentation Program	X	X	X	X	
<b>Gooru</b>	An instant response system that logs and displays student answers to teacher questions	X	X	X	X	
<b>IXL</b>	Standards based program for procedural math		X		X	
<b>Jumprope</b>	An online grading platform to facilitate mastery-based grading	X	X	X	X	
<b>Khan Academy</b>	Self-paced online learning platform		X			
<b>Kickboard</b>	A web-based platform to log positive and negative student behaviors/generate reports	X	X	X	X	
<b>Lexia</b>	Adaptive, self-paced reading comprehension program	X				
<b>Nearpod</b>	Data collection software that shares an interactive Powerpoint and allows teachers to instantly gather data	X	X	X	X	X
<b>NewsELA</b>	Leveled Non-Fiction news articles by with comprehension quizzes	X		X	X	
<b>NoRedInk</b>	Grammar and Editing	X				
<b>Querium</b>	Self-paced adaptive math software					
<b>Quizlet</b>	Flashcard program	X	X	X	X	
<b>Spelling City</b>	Spelling	X				
<b>ST Math</b>	Conceptual understanding of mathematical concepts, self-paced		X			
<b>Typing.com</b>	Typing skills, touch type					X
<b>Word Central</b>	Dictionary	X	X	X	X	
<b>Wordly Wise</b>	Vocabulary acquisition	X				
<b>XtraMath</b>	A math fluency program for basic operations		X			



## CULTURE OF LEARNING: Are all students engaged in the work of the lesson from start to finish?

1. INEFFECTIVE	2. MINIMALLY EFFECTIVE	3. DEVELOPING	4. PROFICIENT	5. SKILLFUL
<p>Very few or no students complete instructional tasks, volunteer responses and/or ask appropriate questions.</p> <p>Very few or no students follow behavioral expectations and/or directions.</p> <p>Students do not execute transitions, routines and procedures in an orderly manner.</p> <p>Students are left without work to do for a significant portion of the class period.</p>	<p>Some students complete instructional tasks, volunteer responses and/or ask appropriate questions.</p> <p>Some students follow behavioral expectations and/or directions.</p> <p>Students execute transitions, routines and procedures in an orderly and efficient manner only some of the time and/or require substantial direction from the teacher.</p> <p>Students are idle while waiting for the teacher or left with nothing to do for one or two minutes at a time.</p>	<p>Most students complete instructional tasks, volunteer responses and/or ask appropriate questions.</p> <p>Most students follow behavioral expectations and/or directions.</p> <p>Students execute transitions, routines and procedures in an orderly and efficient manner most of the time, though they may require some direction from the teacher.</p> <p>Students are idle for short periods of time (less than one minute at a time) while waiting for the teacher to provide directions, when finishing assigned work early, or during transitions.</p>	<p>All or almost all students complete instructional tasks, volunteer responses and/or ask appropriate questions.</p> <p>All or almost all students follow behavioral expectations and/or directions.</p> <p>Students execute transitions, routines and procedures in an orderly and efficient manner with minimal direction or narration from the teacher.</p> <p>Class has a quick pace and students are engaged in the work of the lesson from start to finish.</p> <p>Students who finish assigned work early engage in meaningful learning without interrupting other students' learning.</p>	<p>All descriptors for Level 4 are met, and at least one of the following types of evidence is demonstrated:</p> <p>Students assume responsibility for routines and procedures and execute them in an orderly, efficient and self-directed manner, requiring no direction or narration from the teacher.</p> <p>Students demonstrate a sense of ownership of behavioral expectations by holding each other accountable for meeting them.</p>

### Core Teacher Skills

#### Maintaining High Behavior Expectations

- Providing specific, concrete, sequential, and observable directions for behavior and academics.
- Addressing all negative and off-task student behavior immediately and in a way that does not slow or disrupt lesson momentum.
- Issuing logical and appropriate consequences as needed without hesitation, such that consequences are successful in changing student behavior.
- Using voice and presence to maintain authority and convey caring for students.
- Investing time in knowing individual students and in forming relationships to best support their learning.
- Developing an active interest in students' well-being and demonstrating that interest through his/her engagement with students.

#### Maximizing Instructional Time

- Using efficient techniques for starting and ending lessons.
- Using efficient routines and procedures.
- Responding to student requests without interrupting instruction.
- Planning for and providing work for students to "say yes to" and using strategies to maintain a quick pace throughout the lesson.

# ESSENTIAL CONTENT Are all students working with content aligned to the appropriate standards for their subject and grade?

1. INEFFECTIVE	2. MINIMALLY EFFECTIVE	3. DEVELOPING	4. PROFICIENT	5. SKILLFUL
<p>The lesson does not focus on content that advances students toward grade-level standards or expectations and/or IEP goals.</p> <p>Most of the activities students engage in are not aligned to the stated or implied learning goal(s) or to each other.</p> <p>Instructional materials students use (e.g., texts, questions, problems, exercises and assessments) are not appropriately demanding for the grade/course and time in the school-year based on guidance in the standards and/or students' IEP goals (e.g., Lexile level and complexity of text).</p>	<p>The lesson partially focuses on content that advances students toward grade-level standards or expectations and/or IEP goals.</p> <p>Only some activities students engage in are aligned to the stated or implied learning goal(s).</p> <p>Some instructional materials students use (e.g., texts, questions, problems, exercises and assessments) are not appropriately demanding for the grade/course and time in the school-year based on guidance in the standards and/or students' IEP goals (e.g., Lexile level and complexity of text).</p>	<p>The lesson focuses on content that advances students toward grade-level standards or expectations and/or IEP goals.</p> <p>Most activities students engage in are aligned to the stated or implied learning goal(s), are well-sequenced, and move students toward mastery of the grade-level standard(s) and/or IEP goal(s).</p> <p>Most instructional materials students use (e.g., texts, questions, problems, exercises and assessments) are appropriately demanding for the grade/course and time in the school-year based on guidance in the standards and/or students' IEP goals (e.g., Lexile level and complexity of text).</p>	<p>The lesson focuses on content that advances students toward grade-level standards or expectations and/or IEP goals.</p> <p>All activities students engage in are aligned to the stated or implied learning goal(s), are well-sequenced, and build on each other to move students toward mastery of the grade-level standard(s) and/or IEP goals.</p> <p>All instructional materials students use (e.g., texts, questions, problems, exercises and assessments) are high-quality and appropriately demanding for the grade/course and time in the school-year based on guidance in the standards and/or students' IEP goals (e.g., Lexile level and complexity of text).</p>	<p>All descriptors for Level 4 are met, and the following evidence is demonstrated:</p> <p>Students make connections between what they are learning and other content across disciplines.</p> <p>Students independently connect lesson content to real-world situations.</p>

## Core Teacher Skills

### Planning and Delivering Lessons Effectively

- Allocating instructional time to address the most important content for the grade or course.
- Developing and clearly communicating a well-framed, standards-aligned and appropriately rigorous objective to describe the goal(s) of the lesson.
- Delivering lesson content clearly, accurately, and with coherence. No inaccurate information is conveyed.
- Developing and/or using appropriately demanding instructional materials, such as texts, questions, problems, exercises and assessments.
- Developing a vision for student success and standards-aligned, big goal(s) that are ambitious, measurable and appropriate for all students.
- Developing and/or using a long-term, sequential plan that leads to mastery of the most important content for the grade or course.
- Developing and/or using daily lesson activities that are well sequenced and move students toward mastery of grade-level standards.
- Developing and providing accommodations and modifications as needed to ensure all students are able to attain learning goals.
- Considering students' IEP goals and other specific learning needs in developing learning goals and preparing lessons (where applicable).

# ACADEMIC OWNERSHIP Are all students responsible for doing the thinking in this classroom?

1. INEFFECTIVE	2. MINIMALLY EFFECTIVE	3. DEVELOPING	4. PROFICIENT	5. SKILLFUL
<p>Students complete very little of the cognitive work during the lesson, such as reading, writing, discussion, analysis, computation, or problem solving. The teacher completes all or almost all of the cognitive work.</p> <p>Very few or no students provide meaningful oral or written evidence to support their thinking.</p> <p>Students respond negatively to their peers' thinking, ideas, or answers.</p> <p>No students or very few students try hard to complete challenging academic work or answer questions.</p>	<p>Students complete some of the cognitive work during the lesson, such as reading, writing, discussion, analysis, computation, or problem solving, but the teacher or a very small number of students complete most of the cognitive work.</p> <p>Some students provide meaningful oral or written evidence to support their thinking.</p> <p>Students do not respond to their peers' thinking, ideas, or answers, or do not provide feedback.</p> <p>Some students try hard to complete challenging academic work and answer questions.</p>	<p>Most students complete an appropriately challenging amount of the cognitive work during the lesson, such as reading, writing, discussion, analysis, computation, or problem solving, given the focus of the lesson. The teacher completes some of the cognitive work (i.e., expands on student responses) that students could own.</p> <p>Most students provide meaningful oral or written evidence to support their thinking.</p> <p>Students respond to their peers' thinking, ideas or answers and provide feedback to their classmates.</p> <p>Most students try hard to complete academic work and answer questions, even if the work is challenging.</p>	<p>All or almost all students complete an appropriately challenging amount of the cognitive work during the lesson, such as reading, writing, discussion, analysis, computation, or problem solving, given the focus of the lesson. The teacher rarely finishes any of the cognitive work that students could own.</p> <p>All or almost all students provide meaningful oral or written evidence to support their thinking.</p> <p>Students respond to and build on their peers' thinking, ideas or answers.</p> <p>Students routinely provide constructive feedback to their classmates and respond productively when a peer answers a question incorrectly or when they do not agree with the response.</p> <p>All or almost all students consistently try hard to complete academic work and answer questions, even if the work is challenging.</p>	<p>All descriptors for Level 4 are met, and at least one of the following types of evidence is demonstrated:</p> <p>Students synthesize diverse perspectives or points of view during the lesson.</p> <p>Students independently show enthusiasm and interest in taking on advanced or more challenging content.</p>

## Core Teacher Skills

### Maintaining High Academic Expectations

- Promoting the persistence of students to get correct, defended responses.
- Using an appropriate tone when responding to student answers.
- Requiring that students use complete sentences, correct grammar and academic language.

### Building Thinking Skills

- Structuring and delivering lesson activities so that students do an appropriate amount of the thinking required by the lesson.
- Posing questions or providing lesson activities that require students to cite evidence to support their thinking.
- Providing opportunities for students to respond to and build on their peers' ideas.
- Providing support necessary for students to complete instructional tasks requiring higher-order thinking skills.

## DEMONSTRATION OF LEARNING Do all students demonstrate that they are learning?

1. INEFFECTIVE	2. MINIMALLY EFFECTIVE	3. DEVELOPING	4. PROFICIENT	5. SKILLFUL
<p>Questions, tasks or assessments do not yield data that allow the teacher to assess students' progress toward learning goals.</p> <p>Students have very few or no opportunities to express learning through academic writing and/or explanations using academic language.</p> <p>Very few or no students demonstrate how well they understand lesson content and their progress toward learning goals.</p> <p>Student responses, work and interactions demonstrate that most students are not on track to achieve stated or implied learning goals.</p>	<p>Questions, tasks or assessments yield data that only partially allow the teacher to assess students' progress toward learning goals.</p> <p>Students have few opportunities to express learning through academic writing and/or explanations using academic language.</p> <p>Some students demonstrate how well they understand lesson content and their progress toward learning goals through their work and/or responses.</p> <p>Student responses, work and interactions demonstrate that some students are on track to achieve stated or implied learning goals.</p>	<p>Questions, tasks or assessments yield data that allow the teacher to assess students' progress toward learning goals.</p> <p>Students have some opportunities to express learning through academic writing and/or explanations using academic language.</p> <p>Most students demonstrate how well they understand lesson content and their progress toward learning goals through their work and/or responses.</p> <p>Student responses, work and interactions demonstrate that most students are on track to achieve stated or implied learning goals.</p>	<p>Questions, tasks or assessments yield data that allow the teacher to assess students' progress toward learning goals and help pinpoint where understanding breaks down.</p> <p>Students have extensive opportunities to express learning through academic writing and/or explanations using academic language.</p> <p>All students demonstrate how well they understand lesson content and their progress toward learning goals through their work and/or responses.</p> <p>Student responses, work and interactions demonstrate that all or almost all students are on track to achieve stated or implied grade-level and/or IEP aligned learning goals.</p>	<p>All descriptors for Level 4 are met, and at least one of the following types of evidence is demonstrated:</p> <p>Students self-assess whether they have achieved the lesson objective and provide feedback to the teacher.</p> <p>Students demonstrate that they make connections between what they are learning and how it advances their personal and professional goals.</p> <p>Students monitor their own progress, identify their own errors and seek additional opportunities for practice.</p>

## Core Teacher Skills

### Leading Instruction

- Conveying or providing accurate content and all content necessary for students to achieve the learning goal(s).
- Using explanations of content that are clear, coherent and support student understanding of content.
- Differentiating instruction as needed in response to student learning needs, including enrichment and extra support.

### Checking for Understanding of Content

- Accurately checking for whether students understand the key content needed to master the lesson at key moments in the lesson (e.g., during direct instruction, before independent practice, at a transition and with an exit ticket at the end of a lesson).
- Developing and/or using informal and formal assessments that yield useable data on students' progress toward grade-level standards.

### Responding to Student Misunderstanding

- Providing feedback that affirms correctly understood content and student progress toward the lesson objective and clarifies misunderstood content.
- Recognizing the root of student errors and re-teaching or re-framing content to address the underlying cause of student misunderstanding.

Note to observers: Your goal is to examine what students produce throughout the lesson and to assess the extent to which all students receive the opportunity to demonstrate their learning and the extent to which all students make progress towards learning goals. This includes students' oral responses and written work and should reflect most students, not just a sampling.

# TNTP Core Classroom Walk-Through Tool

The TNTP Core Walk-Through Tool is a companion to the full TNTP Core Teaching Rubric and is aligned to the same vital performance areas. This tool can be used alone to guide peer-to-peer feedback, personal reflection and non-evaluative coaching. Observers who have experience with the TNTP Core Teaching Rubric may also use the Walk-Through Tool as a note-taking and feedback resource for all classroom observations.

When you visit a classroom, ask yourself the four Essential Questions and record your notes and/or evidence in the box below. A solid “yes” to an Essential Question merits a “4” rating.

**1. Are all students engaged in the work of the lesson from start to finish?**

RATING: \_\_\_\_

**2. Are all students working with content aligned to the appropriate standards for their subject and grade?**

RATING: \_\_\_\_

What did you see students doing, reading and working with? What work do the grade-level standards call for?

**3. Are all students responsible for doing the thinking in this classroom?**

RATING: \_\_\_\_

**4. Do all students demonstrate that they are learning?**

RATING: \_\_\_\_

## Follow-up Questions

What’s keeping you from answering ‘yes’ to all four Essential Questions above?

Which specific skill or technique will you and the teacher practice and develop over the next cycle?

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> Stephen M. Ross School of Business   School of Education Dual: Master of Business Administration & Master of Educational Studies, May 2016 <ul style="list-style-type: none"><li>• Emphasis: Strategy</li><li>• Awarded: Consortium for Graduate Study in Management Fellowship</li><li>• Selected: VP of Education+Business, Director for Hispanic Business Student Association</li><li>• Member: Education+Business, Design+Business, Tech Club, Marketing Club</li></ul> <b>STANFORD UNIVERSITY</b> Bachelor of Arts, June 2009 <ul style="list-style-type: none"><li>• Dual Degree: Bachelor of Arts, Communication &amp; Sociology</li></ul>	<b>Ann Arbor, MI</b>          <b>Palo Alto, CA</b>
<b>EXPERIENCE</b>	<b>GOOGLE, INC.</b> Product Marketing Manager, YouTube , 2016-Present <ul style="list-style-type: none"><li>• Set and lead the go-to-market strategy for a new product launching Q1 of 2017 across 15 select U.S. markets.</li></ul>	<b>San Bruno, CA</b>
2015-Present		
Summer	MBA Intern, Strategy & Insights , 2015 <ul style="list-style-type: none"><li>• Developed a methodology for tracking emerging trends and technologies to understand growth opportunities for the company's annual strategic planning process</li><li>• Analyzed the startup industry, venture capital firms, startup investments, and competitive activities to develop and present a growth strategy in two key areas</li><li>• Designed, managed, and executed user research among core and new demographics</li><li>• Conducted a competitive market analysis of the video industry and proposed short-term and long-term plans to recapture lost users in key market segments</li></ul>	<b>Mountain View, CA</b>
2009-2014	<b>PEPSICO INC.</b> Assistant Marketing Manager, Quaker Insights, 2012-2014 <ul style="list-style-type: none"><li>• Led quantitative and qualitative research design and data analysis to set strategy for specific product categories resulting in 20% incremental sales growth</li><li>• Developed strategy for emerging channels to drive efficiencies and process optimizations and proposed unique innovation initiatives that drove base business growth in Convenience &amp; Gas channels by 15% (doubled projected forecast growth)</li><li>• Managed Strategic Planning Process communications and pitched and gained alignment on 2015 business priorities with a 8% projected sales growth</li></ul> Senior Marketing Analyst, 2011-2012 <ul style="list-style-type: none"><li>• Led cross-functional team in developing and executing marketing platforms for two multi-billion dollar brands</li><li>• Created and executed a digital and social marketing campaign for Mountain Dew leveraging NASCAR assets, that generated \$2MM in incremental sales—won national award for retail marketing excellence</li><li>• Established grassroots marketing strategy for Gatorade in high Hispanic indexing markets that grew category share by five percentage points through leveraging partnerships with Major League Soccer properties and generated \$1.5MM in sales</li></ul> Marketing Analyst, 2009-2010 <ul style="list-style-type: none"><li>• Managed and activated 15+ national programs in collaboration with the NBA and NFL that generated 30% sales growth during seasonal periods</li></ul>	<b>Chicago, IL</b>
Summer 2008	<b>NIKE INC.</b> Brand Marketing Intern, Americas <ul style="list-style-type: none"><li>• Evaluated the Nike Sportswear launch in Latin America and calculated the return on investment to make strategic recommendations for the brand's growth development</li></ul>	<b>Beaverton, OR</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Languages: Spanish (native), English (fluent), Italian (conversational)</li><li>• Revive the Dream Institute, Fellow 2013-2014: Education reform fellowship in Chicago focusing on current challenges and exposure to key education stakeholders</li><li>• Management Leadership for Tomorrow (MLT) MBA Prep Fellow, 2013-2014; Career Prep Fellow, 2007-2008</li></ul>	



## **JESSE MADWAY**

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(415) 279-3797 ♦ jessemadway@gmail.com

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### **PUBLIC SCHOOL ADMINISTRATIVE EXPERIENCE**

#### **Head of Facilities and Testing, 2016 – Present: Leadership Public Schools Richmond**

- Senior administrator at 500 student college preparatory public charter high school serving a low income population where 96% of students qualify for free or reduced lunch.

#### **Dean of Students, 2007 – 2016: Leadership Public Schools Richmond**

- Senior administrator responsible for discipline and school culture

### **PUBLIC SCHOOL TEACHING EXPERIENCE**

#### **English Teacher, 2005 – 2007: Leadership Public Schools Richmond, Richmond, California**

- Taught 9<sup>th</sup>, 11<sup>th</sup> and 12<sup>th</sup> grade English at urban charter school.

#### **English Teacher, 1997 – 2005: Thurgood Marshall High School, San Francisco, California**

- Taught numerous levels of English classes in Bayview Hunters Point school. Was also varsity baseball coach for 5 years.

#### **English Teacher, 1996 – 1997: David Ruggles Junior High School 258, Brooklyn, New York**

- Taught Corrective Reading to 6<sup>th</sup>, 7<sup>th</sup>, and 8<sup>th</sup> graders in Bedford Stuyvesant school.

#### **English Teacher, 1995 – 1996, Willard M.S. and Berkeley High School, Berkeley, California**

- Taught 8<sup>th</sup> Grade English and 11<sup>th</sup> grade American Literature during student teaching year.

### **SUCSESSES, ACCOLADES AND AWARDS OF LPS RICHMOND**

#### **Gold Medal - US News And World Report Public High School Rankings, 2014-2016**

- Ranked in the top 1% nationwide as the 219th best public high school in the country and the 30th best public high school in California in 2016. Of California high schools with at least 95% economically disadvantage students, ranked 2nd in the state.
- Ranked in the top 1% nationwide as the 204th best public high school in the country and the 35th best public high school in California in 2015.
- Ranked in the top 2% nationwide as the 373rd best public high school in the country and the 80th best public high school in California in 2014.

#### **Silver Medal - US News And World Report Public High School Rankings, 2013**

- Ranked in the top 5% nationwide as as one of the best public high schools in the U.S.c

#### **EPIC Award - New Leaders for New Schools, 2012**

- One of 14 schools identified as having the most dramatic gains in student performance out of 179 high-need charter schools evaluated during the 2010-2011 school year.

#### **Academic Performance Index Growth, 2007-2014**

- LPS Richmond's API improved by 215 points - from 588 to 803 - between 2007 and 2014.

### **EDUCATION**

#### **Mills College, June 1996**

- Single Subject Credential, English

#### **University of California, Santa Cruz, December 1992**

- Bachelor of Arts, American Studies

# Tana Monteiro

1150 Brookside Ave., Apt. 422, San Pablo, CA 94806  
Phone: 510-292-1930 E-Mail: tanaqks@yahoo.com

## Work History

### Richmond College Prep

Aug. 2008 - Oct. 2013 / January 2017-present

*Parent Engagement Coordinator/Community Liaison*

- Increase parent involvement in the charter school by working closely with all school, parent, and community organizations.
- Facilitate the new student recruitment and enrollment processes.
- Work with NURVE (Nystrom Urban Revitalization Effort) community organizers and the Richmond Community Foundation to plan and implement community events for local schools.
- Inform and encourage families to become involved with and attend WCCSD School Board meetings, RCP School Board meetings, and local community meetings.

### YES Nature to Neighborhoods

October 2013 – December 2016

*Community Wellness Coordinator*

- Organize and advocate for low- and no-income ethnically diverse families.
- Work with ethnically diverse parents to encourage community involvement including volunteering at schools and community events, participating in school board and city council meetings.

## Community Achievements

- Established Richmond College Prep for Parents tutoring program to teach parents basic skills in math, English, and computers.
- Planned and marketed annual Richmond Tales Family Literacy Festival from 2008-2012, which was attended by 500 children and families.
- Created Take-One-Leave-One program – in association with West County Reads - to provide free books for children in commonly visited public places like laundromats, barber shops, and doctors' offices.
- Collaborated with the Richmond Plunge and the Hilltop YMCA to provide free and low-cost swim lessons to Richmond children and adults from Spring 2012- present.

## Education

### Chabot College

1991

- Completed certification program for Activity Directors for residential nursing facilities

### Contra Costa Community College

1987

- Completed Culinary Arts program

*Karen Norwood*

*2210 Railroad Ave.*

*Hercules, CA 94547*

*(510) 932-9148 Cell*

<b>Education</b>	<b>Aspen University</b> Masters of Business Administration, 2013	<b>Denver, CO</b>
	<b>University of Central Arkansas</b> Bachelor of Science, 1986 Major: Health Education Minor: Sociology	<b>Conway, AR</b>
<b>EXPERIENCE</b>		
2007-Present	<b>Kaiser Permanente School of Allied Health Sciences (KPSAHS) Facility Services Manager</b> <ul style="list-style-type: none"><li>• Manage all facilities across buildings and equipment by working with cross-functional teams for implementation.</li><li>• Assess KPSAHS operations to identify challenges and opportunities and communicate to administration.</li><li>• Oversee day to day operations of the facility and the purchasing of capital equipment and budget for KPSAHS.</li></ul>	<b>Richmond, CA</b>
1994-2007	<b>Department of Health Services State of California Health Program Manager</b> <ul style="list-style-type: none"><li>• Develop immunization-related education programs.</li><li>• Intervention and marketing strategies.</li><li>• Personnel lead for Senior Health Educators.</li><li>• Project lead for provider education activities. Manager of Outreach Services.</li></ul>	<b>Richmond, CA</b>
1990-2007	<b>Children's Hospital and Research Staffing Administrator</b> <ul style="list-style-type: none"><li>• Led staffing operations across hospital to ensure departments received adequate nursing staff to cover demand.</li><li>• Responsible for human resources operations, primarily centered around payroll for nursing staff, to ensure timely and accurate processing.</li><li>• Actively assessed nursing units to ensure all necessary inventory and equipment was ready for nurse use and inventory levels were maintained throughout departments.</li></ul> <b>MEMBERSHIPS</b> <ul style="list-style-type: none"><li>• Board of Director, Invictus Academy</li><li>• Board of Director, Rubicon Programs, Inc.</li><li>• Kaiser Permanente African American Professional Association</li><li>• Kaiser Permanente Care Volunteer</li><li>• Chevrons Richmond Economic Revitalization</li></ul>	<b>Oakland, CA</b>

# CHARLES A. OSHINUGA

Member of the California Bar: 279889 • 3582 West Street Oakland, CA 94608 • (760) 912 3177 • [caoshinuga@gmail.com](mailto:caoshinuga@gmail.com)

## LEGAL EXPERIENCE

### BAY AREA LEGAL AID, RICHMOND BRANCH, Housing Attorney

Summer 2016-Present

- Represent tenants as Plaintiffs in affirmative matters and defendants in unlawful detainer matters.
  - Draft pleadings including Complaints, and bring numerous motions including but not limited to, Motions for Attorney Fees, Motions for Reconsideration, Motions for Continuance, Motions to Compel, Motions for Summary Judgment, etc.
  - Negotiate numerous cases for favorable settlements, or in the alternative, conduct jury trials.
- Partner with local organizations to help shape the implementation of HUD's Rental Assistance Demonstration (RAD) program.
  - Conduct formal meetings with various Public Housing Authorities (PHA) of Contra Costa County to ensure Federal statutory protections are properly transmitted during the PHA's transition under RAD
  - Drafted recommendations to be sent to HUD and various Public Housing Authorities, which constructively critiqued the need for extended tenant protection during RAD transition, such as temporary relocation cost, mandatory right of first refusal, and a waiver of eviction based on past debt owed.

### EVICTON DEFENSE COLLABORATIVE, Housing Attorney

Fall 2014-Summer 2016

- Handled a high volume of cases to prevent homelessness and highlight impacts of gentrification on low income population.
  - Handled all levels of litigation, from filing Answers to conducting jury trials; Conducted 4 jury trials to verdict.
  - Represented numerous clients in settlement conference negotiations with the Plaintiff's attorney and the judge to obtain positive outcomes.
  - Researched and wrote Motion for Summary Judgment, Opposition to Motion to Compel, Motion on the Pleadings, etc.
- Gave statewide webinar on Motion in Limine's and its useful application in trial.
  - The issues focused on piratical trial skills an attorney must exhibit, techniques around introducing evidence, and strategies behind Motion in Limines.
- Through the California State Bar's Justice and Diversity Program, prepared and supervised pro-bono attorneys in negotiating settlement deals on behalf of tenants facing eviction.
  - Organized factual and legal issues, presented in landlord-tenant law, into readily digestible bits of information and conveyed adequately conveyed said information to pro-attorneys.
  - Informally approved settlement agreements before a pro-attorney finalize said agreement.
  - Supervised young attorneys during jury trial.

### MENDOCINO COUNTY PUBLIC DEFENDER, Deputy Public Defender

Fall 2012-Fall 2014

- Research, write, and argue all pre-trial Constitutional issues including:
  - *Motion to Suppress, evidence*, which challenges the inclusion of evidence at trial, obtained in violation of a citizen's Fourth, Fifth, or Sixth Amendment rights.
    - Successfully won on appeal, which established that the court lost jurisdiction to consider the lower court's decision because the prosecution failed to preserve its right to appeal.
  - *Speedy Trial Motion*: Requires the dismissal of a case where the prosecution has either filed a charged beyond the statute of limitations or after filing criminal charges, failed to prosecute a case within a permissible time range.
  - *Miranda Motion*: Motion that seeks to bar the admission, as evidence, of a citizen's statements obtained through, coercion, duress, or lack of a Miranda warning during an interrogation.
- Represent over 500 individuals in complex criminal, matters including DUI, Drug-related offenses, Domestic Violence, and Sexual Crimes.
  - Negotiate with District and Deputy District Attorneys to settle over 90% of cases with favorable disposition to clients.
  - Daily court appearance on behalf of clients, which entail engaging in law in motion, cross-examination, and negotiations with judges, prosecution, and probation.
  - Continuous client interaction through one-on-one interviews, jail visits, and phone calls
- Conducted twelve jury trials to verdict and prepared an additional 60 for trial.
  - Presented opening statements to the empanelled jury, cross-examined adverse and hostile witnesses, direct-examined non-hostile witnesses, introduced favorable evidence, and delivered closing arguments.
  - Engaged in jury selection which consisted of developing diverse questions and asking potential jury members these questions to ascertain their bias, and subsequently, selecting the most favorable jurors for clients.

## EDUCATION

### UNIVERSITY OF CALIFORNIA, DAVIS SCHOOL OF LAW, *Received J.D.*

May 2011

- *Vice President/member*: Students King Hall, Black Law Student Association; *Participant*: Moot Court, Trial Skills, Sacramento Legal Clinic, Dr. Ives Basketball Tournament; *Research Assistant* to Professor Rasch.
- *Honors*: Public Service Award

### UNIVERSITY OF CALIFORNIA, BERKELEY, *B.A. Molecular and Cell Biology, B.A. Legal Studies*,

December 2007

- *Activities*: Jazz Saxophone, Berkeley Basketball Club Team; *Volunteer*: San Francisco Food Bank, American Indian Public Charter School, Oakland City Team, AIDS emergency annual winter fundraiser, Jesus, Justice, Poverty.
- *Honors*: African American Future Achievers Scholarship.

# MITZI PEREZ

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(510) 367-1912

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## EDUCATION

### B.A. MEDIA STUDIES

University of California, Berkeley | 2016

## EXPERIENCE

### COMMUNICATIONS SPECIALIST

Students for Education Reform | California and National | 7/2016-present

- Curate and maintain national social media postings to reach an increase on three platforms 21% followers on average
- Create numerous amounts of communication materials and infographics for both local and national usage
- Push out the most successful local campaign on social media with a increase of 162% followers on three platforms on average

### REPORTER AND PHOTOGRAPHER

Richmond Pulse | Richmond | 2/2016-present

- Capturing and documenting photos for on-call assignments in the Richmond Community
- Editing and curating high quality photos for assignments using Adobe Lightroom and Adobe Photoshop
- Responsible for writing, reporting, and interviewing subjects to produce featured articles

### TRANSLATOR

LA School Report | California | 4/2016-6/2016

- Translated articles from English to Spanish to appeal and be accessible to the greater LA audience
- Curated and polished article translations in order to maintain each author's voice and tone
- Altered idioms to match and better fit the Spanish language and maintain cultural relevancy

### SENIOR STAFF PHOTOGRAPHER

The Daily Californian | Berkeley | 6/2015-9/2016

- Captured and documented photos for on-call assignments as the Photographer-of-the-Day 8 hours a week
- Participated in staff-wide events such as News Rack Beautification Day and Community Forums
- Captured and curated photos for long-term projects such as Photo Essays and Feature Photos

### PUBLIC RELATIONS MANAGEMENT INTERN

Prynt | San Francisco | 2/2016-4/2016

- Drove press and awareness to Prynt by prospecting writers and journalists to cover updates and announcements
- Produced and curated media such as how-to-videos, lifestyle photography, and marketing content for the Prynt blog
- Managed company social media including Facebook, Twitter, and Instagram to maintain a 100% response rate within 2 hours

### NEW YORK TIMES COLLEGIATE REPRESENTATIVE

The Campus Agency | Berkeley | 9/2015-4/2016

- Brainstormed, created and executed new marketing initiatives for The New York Times
- Conducted grassroots marketing outreach to inform students about The New York Times educational subscription
- Tabled, researched, conducted focus groups, organized and executed of marketing events on campus

### COMMUNITY MANAGEMENT INTERN

BeRecruited | San Francisco | 6/2015-1/2016

- Responded to customer inquiries, cancellations, and feedback using Zendesk for a user base of over 2 million athletes
- Managed and curated calendars on Hootsuite to create engagement on social media and on the company Wordpress
- Created a variety of brand images using Adobe Photoshop and Adobe Illustrator for affiliate advertising and social media use

## SKILLS

#### Languages:

- English
- Spanish
- HTML

#### Devices/Platforms:

- Nikon D1700
- Adobe Creative Cloud
- Microsoft Office

#### Management:

- Hootsuite
- MailChimp
- WordPress
- ZenDesk

# ASHWIN RAVI

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ash.s.ravi@gmail.com ▪ (248) 210-5052

## EXPERIENCE

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### LUMOS LABS, INC. (LUMOSITY.COM)

San Francisco, CA

#### General Manager – Growth Team, User Acquisition Manager

2013 – 2016

- Managed team of designers, PM, and engineers to concept and launch the company's first corporate product ([www.lumosity.com/teams](http://www.lumosity.com/teams)), reaching \$500K run-rate revenue within three months.
- Set >\$10MM annual budgets and optimized media buys across a variety of acquisition channels to maximize ROI and meet company growth targets.

### NORWEST VENTURE PARTNERS

Palo Alto, CA

#### Associate – Venture Capital & Growth Equity Investment

2011 – 2013

- Cultivated sector theses, and sourced and evaluated new investment opportunities in consumer Internet, education technology, and tech-enabled services.
- Led business, financial, industry, and customer due diligence to build dynamic models projecting performance under various operating scenarios.
- Authored internal memoranda assessing company operations, sector trends, and financial performance, ultimately presenting recommendations to the full partnership, leading to two closed investments totaling \$120MM.

### CREDIT SUISSE GROUP

New York, NY

#### Investment Banking Analyst, Derivatives Trading Analyst

2008 – 2011

- Constructed detailed financial models to value companies and evaluate leveraged buyouts, IPOs, and recapitalizations.
- Participated in all aspects of the deal process including pitching, diligence, valuation, marketing, and execution.
- Synthesized real-time market data using proprietary models to value interest rate and currency derivative products.

## COMMUNITY

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### MINDS MATTER OF SAN FRANCISCO

San Francisco, CA

#### Chief Operating Officer, Head of Strategy, Class Leader, Student Mentor

2013 – 2016

- Drafted and coordinated roll-out of mission statement, impact strategy, student progress tracking, and 3-year growth plan – laying the foundation for organizational growth from 103 people in 2013 to 254 people in 2016.
- Managed data collection and analysis, metrics dashboard, and website launch.
- Provided weekly instruction for a class of eight mentees, teaching critical reading, writing, and SAT/ACT prep.

### BOND CONSULTING GROUP

Ann Arbor, MI

#### Co-Founder, Project Manager

2005 – 2007

- Formed interdisciplinary 501(c)(3) student consulting company providing service to local businesses, nonprofits, and student organizations.
- Developed comprehensive business plan detailing corporate structure, processes, and goals.
- Advised and facilitated the successful startups of a Toledo loan provider, an online campus coupon directory, and a professional exam preparation service.

## EDUCATION

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### HACK REACTOR

San Francisco, CA

Advanced Software Engineering Immersive, 2016

### UNIVERSITY OF TEXAS AT AUSTIN

Austin, TX

McCombs School of Business

- Master in Professional Accounting, 2008
- Awarded Full Tuition Academic Scholarship

### UNIVERSITY OF MICHIGAN

Ann Arbor, MI

Honors Program, College of Literature, Science, and the Arts

- Bachelor of Arts in Economics, 2007
- Vice President, Alpha Kappa Psi Professional Business Fraternity
- SAT: 1530 (780M, 750V), ACT: 34, GMAT: 740

## GAUTAM THAPAR

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Stephen M. Ross School of Business/UM School of Education</b> Master of Business Administration/MA Education Policy and Leadership, May 2016 <ul style="list-style-type: none"><li>• Selected as Education Circle Lead for UM Social Venture Fund</li><li>• UM Business Challenge Finalist, Social Impact Track</li><li>• Selected for Fast Track in Finance Program</li></ul> <b>STANFORD UNIVERSITY</b> Bachelor of Arts, June 2010 <ul style="list-style-type: none"><li>• Awarded Honors in International Security Studies</li><li>• GPA: 3.65/4.00</li></ul>	<b>Ann Arbor, MI</b>         <b>Palo Alto, CA</b>
<b>EXPERIENCE</b> <b>2016</b>	<b>BUILDING EXCELLENT SCHOOLS</b> <b>Fellow</b> <ul style="list-style-type: none"><li>• Selected from a competitive, national pool of candidates (sub-4% acceptance rate).</li><li>• Observed nearly 40 high-performing urban charter schools nationwide to study best practices, speak with school founders, and complete training residencies.</li><li>• Received direct training from BES staff regarding school design, operations, instruction, curriculum, and management.</li></ul>	<b>Boston, MA</b>
<b>2011-2014</b>	<b>LEADERSHIP PUBLIC SCHOOLS-RICHMOND</b> <b>U.S. History and Advanced Placement (AP) U.S. History Teacher, 2011-2014</b> <ul style="list-style-type: none"><li>• Designed and taught U.S. History curriculum, leveraged technology strategically, and built strong classroom culture resulting in a 100% increase in the number of students scoring at or above grade level on the California Standardized Test and a 2200% increase in the number passing the Advanced Placement Exam; based on student achievement data, LPS-Richmond was the highest performing school in Richmond in the subject of U.S. History during tenure.</li></ul> <b>Meta-cognitive Studies Coordinator, 2013-2014</b> <ul style="list-style-type: none"><li>• Designed and distributed lesson plans and materials for school-wide character education course, coached teachers on instructional strategies, and led professional development resulting in over 80% of teachers expressing satisfaction with the program in an anonymous end-of-year survey.</li></ul> <b>Other Responsibilities, 2011-2014</b> <ul style="list-style-type: none"><li>• School Culture Leadership Team Manager (2012-2014); Classroom Culture Coach (2013-2014); Grade Level Lead for 11th Grade Team (2012-2014); LPS-Network U.S. History Course Lead (2012-2013); Instructional Leadership Team Member (2012-2013); History Department Chair (2011-2012)</li></ul>	<b>Richmond, CA</b>
<b>2010-2011</b>	<b>ALLEN AT STEINBECK, K-8 SCHOOL</b> <b>Eighth Grade Teacher</b> <ul style="list-style-type: none"><li>• Developed and taught eighth-grade Algebra I, English Language Arts (ELA), Physical Science, and United States History curricula for self-contained class of 22 students, resulting in the highest performing class in eighth grade Algebra in the San Jose Unified School District according to California Standardized Tests; students scored above state averages in all subjects.</li></ul>	<b>San Jose, CA</b>
<b>2010-2012</b>	<b>TEACH FOR AMERICA</b> <b>Corps Member</b> <ul style="list-style-type: none"><li>• Selected as a 2010 corps member to teach in low-income community for two years.</li><li>• Sue Lehman Award for Excellence in Teaching semi-finalist (2012): recognized in national competition amongst TFA corps members for excellence in teaching, as measured by student achievement data, stakeholder interviews, lesson plans, and video of instruction.</li></ul>	<b>Richmond, CA</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• California State Champion in High School Extemporaneous Speaking (2005)</li></ul>	





2010	<b>Forbes Magazine (Digital)</b> <i>Digital Advertising Arm of Forbes Digital</i> <b>Senior Intern (Summer), Digital Media Sales and Account Management</b> <ul style="list-style-type: none"> <li>• Promoted by the President of Forbes Digital to Senior Intern following three weeks of hands-on project work, leading a team of three interns toward better audience targeting with the goal of increasing revenues as well as an initiative to audit online effectiveness of strategic, marketing and editorial programs.</li> <li>• Supported the media sales group in advertising sales strategies and fulfillment utilizing Google/DoubleClick DART for Publishers</li> </ul>	New York, NY
<b>Additional</b>	<i>Junior Achievement</i> Volunteer instructor to a class of 30, low-income high school students <i>Orange County Food Access Coalition</i> volunteer <i>Kluge Rehabilitation Center</i> dance rehabilitation volunteer using 17 years of focused ballet training and performance	

**Staff Survey**

**Sample Questions modeled upon 12: *The Elements of Great Managing*<sup>1</sup>: All questions are answered on Likert Scale including: strongly agree, agree, disagree, and strongly disagree.**

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of our school makes me feel my job is important.
9. My fellow employees are committed to doing quality work.
10. I have a good friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.
13. Students treat adults with respect at this school.
14. Adults treat students with respect at this school.
15. At this school, there is honest communication on important school issues.
16. School leadership values teacher feedback.
17. This school is sensitive to issues regarding race, gender, sexual orientation and disabilities.
18. School leaders communicate a clear vision for this school.
19. This school's discipline system is effective.
20. I feel like I am a part of this school's community.

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<sup>1</sup> Wagner, Rodd, and James K. Harter. *12: The Elements of Great Managing*. New York: Free, 2007. Print.

21. Parents are given opportunities to be involved at this school.
22. I feel comfortable going to at least one member of this school's administrative team if I have a problem.
23. The Executive Director sets high expectations for students and staff.
24. Staff morale is high at this school.
25. I believe students are getting a high-quality education at this school.
26. The professional development I received this year provided me with teaching strategies to better meet the needs of my students.
27. Administrators at this school behave in a professional manner.

**Parent Survey<sup>2</sup>**

**Invictus Academy deeply believes in engaging parents in feedback around improving the school and the school's policies. Please fill out the following survey to help us identify areas of improvement and areas of strength.**

1. What grade is your student(s) currently in?
  - a. 7<sup>th</sup>
  - b. 8<sup>th</sup>
  - c. 9<sup>th</sup>
  - d. 10<sup>th</sup>
  - e. 11<sup>th</sup>
  - f. 12<sup>th</sup>
2. For the purpose of this anonymous survey please identify any unique needs of your student.
  - a. IEP
  - b. ELL
  - c. 504
  - d. None of the above

**Questions 3-22 will be answered using a Likert Scale with the following options: Strongly Agree, Agree, Disagree, Strongly Disagree, Not Enough Information to Answer.**

3. Adults at this school challenge my child to be successful.
4. Adults treat students at this school with respect.
5. Bullying is a problem at my child's school.
6. Classroom discipline at this school is fair.
7. I am aware of my child's progress or problems before report cards are sent home.
8. I am satisfied with the response I get when I contact the school with questions or concerns.
9. I am satisfied with the technology and other instructional resources available to my child.
10. I feel respected by this school.
11. I feel welcome in this school.
12. I feel well-informed about what is going on at my child's school.

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<sup>2</sup> [http://www.connecticutseed.org/wp-content/uploads/2012/12/Parent\\_Survey\\_Question\\_Bank.pdf](http://www.connecticutseed.org/wp-content/uploads/2012/12/Parent_Survey_Question_Bank.pdf)

13. I have opportunities to be involved at this school.
14. I understand the school's rules, for example, attendance and homework.
15. I would recommend this school to other families.
16. If my child has a problem, there is someone at school who can help.
17. My child feels comfortable asking his or her teachers for help.
18. My child has a close relationship with at least one adult at the school.
19. My child has access to extra help through the school when he/she needs it.
20. My child is safe at school.
21. My child's teachers expect my child to go to college.
22. Overall, I am satisfied with my child's education at this school.

## **Student Survey**

**Sample questions modeled after Panorama Student Survey.<sup>3</sup> All questions will be answered on a Likert Scale including: strongly agree, agree, disagree, strongly disagree.**

### **Pedagogical Effectiveness**

1. My teachers have strong understanding of their class content.
2. My classes are safe and under control.
3. My teachers make my classes interesting and relevant.
4. My teachers present information clearly.
5. I am comfortable asking my teachers questions about what we are learning.

### **Classroom Climate**

1. My teachers are excited to teach my classes.
2. The rules in my classes are fair to all students.
3. Student behavior does not get in the way of our learning.

### **Expectations**

1. My teachers expect students to explain their answers.
2. My teachers encourage me to try my best on difficult tasks.
3. My teachers have high expectations for me.

### **Classroom Engagement**

1. I look forward to my classes each day.
2. I am eager to participate in my classes.
3. My classes are interesting to me.

### **Teacher-Student Relationships**

1. My teachers are respectful towards me.
2. If I walked into class upset, my teachers would be concerned.
3. My teachers care about me as a person.

### **Classroom Belonging**

1. I feel respected by my peers in my classes.
2. I matter to my teacher and my classmates.
3. I feel like I belong at this school.

### **Mindset**

Whether a person does well or poorly in something depends on:

1. Being talented
2. His/her intelligence
3. His/her level of effort
4. His/her perseverance

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<sup>3</sup> <http://go.panoramaed.com/thanks/download-student-survey?submissionGuid=dca21601-c2b7-4f57-a203-cbcaab05751a>



**INVICTUS**  
ACADEMY OF RICHMOND

# **STUDENT AND FAMILY HANDBOOK 2018-2019**

**DRAFT**

\*ADAPTED FROM CORNERSTONE ACADEMY PREPARATORY SCHOOL

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### **Mission Statement**

Invictus Academy of Richmond (“The School”) prepares 100% of students in grades 7-12 to thrive in the colleges of their choice, solve relevant problems, and communicate with confidence.

### **Core Values**

We believe strongly in supporting students to develop positive habits and beliefs, which in turn support academic achievement. Our school focuses on 10 core values:

- **Purpose:** we are resolute in our focus on achieving our mission; we understand how each moment of our day impacts our achievement of our mission.
- **Perseverance:** we continue to put forth our best effort in pursuit of goals despite obstacles or setbacks.
- **Productivity:** we utilize our time, energy, and attention to accomplish as much as possible each day.
- **Growth Mindset:** we believe our knowledge, skills, and abilities grow with dedication, effort, and practice.
- **Integrity:** we do what is right even when no one is watching.
- **Leadership:** we recognize that our words and actions impact those around us, and seek to maximize our positive impact.
- **Joy:** we find pleasure and happiness in our work and our community.
- **Gratitude:** we make time to recognize and affirm goodness in the world.
- **Mindfulness:** we are conscious of our thoughts, emotions, and behaviors, and use this awareness to be our best selves.
- **Kindness:** we are friendly, generous, and considerate of others.

These values will be integrated into the classroom and school environment, and will help guide our students as they grow into adulthood.

### **School Schedule**

The School operates from 7:30 a.m. until 4:00 p.m., every day except Thursday which is minimum day (1:50 p.m. Dismissal). Students are required to arrive at school on time (by 8:00 a.m. at the latest) and to remain in school until dismissal. School is extremely important and good attendance habits that are instilled in our students at an early age can lead to a lifetime of educational and professional success.

### **Attendance – General**

Attendance is the first step in ensuring academic achievement. Our curriculum is an ambitious one; every day is essential for students to keep pace. **Regular attendance is required.**

Parents and guardians are required to ensure that their children are in school.

**EC SECTION 48260 (A):** ANY PUPIL SUBJECT TO COMPULSORY FULL-TIME EDUCATION OR COMPULSORY CONTINUATION EDUCATION WHO IS ABSENT FROM SCHOOL WITHOUT A VALID EXCUSE THREE FULL DAYS OR TARDY OR ABSENT MORE THAN ANY 30-MINUTE PERIOD DURING THE SCHOOL DAY WITHOUT A VALID EXCUSE ON THREE OCCASIONS IN ONE SCHOOL YEAR, OR ANY COMBINATION

THEREOF, IS A TRUANT AND SHALL BE REPORTED TO THE ATTENDANCE SUPERVISOR OR THE SUPERINTENDENT OF THE SCHOOL DISTRICT.

**Excused Absences:** A student may be excused legally from school when the absence is due to:

- Personal illness or injury
- Quarantine under the direction of a county or city health officer
- Medical, dental, optometric, or chiropractic services rendered
- Attendance at funeral services for a member of the immediate family (1 day in state, 3 days out of state). “Immediate family” shall be defined as mother, father, grandmother, grandfather, spouse, son/son-in-law, daughter/daughter-in-law, brother, sister, or any relative living in the student’s immediate household.
- Exclusion for failure to present evidence of immunization (Ed. Code 48216)
- Exclusion from school because student is either the carrier of a contagious disease or not immunized for a contagious disease (Ed. Code 48213)
- Participation in religious instruction/exercises in accordance with Charter School policy: No more than four (4) school days per month.
- Upon written request of the parent or guardian and approval of the Executive Director or his/her designee and pursuant to board policy, a student’s personal justifiable absence may be excused. Reasons include, but are not limited to:
  - Appearance in court
  - Observation of a holiday or ceremony of his/her religion
  - Attendance at religious retreats not to exceed four (4) hours per semester
  - Attendance at funeral services (for other than the immediate family)

**Unexcused Absences:** Unexcused absences are recorded for those absences not meeting the criteria for an “excused” absence as listed above including, but not limited to, personal family vacations, an unjustifiable and/or unverified student absence, or any other absence deemed “unexcused” by the School’s administrative team or Executive Director. **Excessive unexcused absences (more than 10% of school days) will place your student at risk for not being promoted to the next grade.**

**Verifying Absences:** The School will keep records of all student absences. **Parents are required to contact the school to verify their student’s absence.** A phone call, voice mail, or email verification is acceptable. Please call (TBD) or email the office staff at (TBD).

If the School does not receive notification from the parent, the School’s staff will make reasonable efforts to contact the student’s parent(s) or guardian(s) by telephone, writing, or in person. Other methods to verify absences include:

- Notes received from parent, guardian, or their representative
- Absence verification forms from a licensed medical professional
- Visit to the student’s home by the verifying school employee or authorized representative

- Any other reasonable method that establishes the fact of the student's absence. This may include information gained from others judged to be reliable.

**Appointments:** Medical appointments should be made after school hours. The best times are after 4:15 PM on weekdays and after 2:15PM on minimum Thursdays. If a student does have a medical appointment during the school day, they should not miss the entire day.

**Early Dismissal:** Students are expected to stay in school until the very end of the day. Early pickups are disruptive to the learning environment and problematic for our teachers. Early pickups 30 minutes prior to dismissal without prior approval from the School staff are strongly discouraged. Students who are frequently picked up early are subject to being considered truant and may lose in school privileges.

**Excessive Absences:** In a given school year, if a student has 3 unexcused absences or is tardy or absent for more than any 30-minute period during the school day without a valid excuse on 3 occasions, they will be assigned to the Reflection Room at lunch. The School will work with families to find solutions to excessive absenteeism and tardiness. However, if there is no change in behavior, the School may file the appropriate reports with the Contra Costa County District Attorney's Office. The School will work to support families to improve attendance but excessively absent students may be subject to consequences, including losing field trip privileges, exclusion from special events that occur during the regular school day, and other activities or events that occur during the regular school day, as deemed appropriate by administration.

**Excessive Late Arrivals:** In a given school year, if a student has excessive late arrivals (greeted than 10% of total number of school days), he or she will be subject to consequences, including losing field trip privileges, exclusion from special events that occur during the regular school day, and other activities or events that occur during the regular school day, as deemed appropriate by administration.

The School will enforce these policies uniformly, fairly, and consistently among all students.

### **Arrival & Dismissal Policy**

#### **Arrival**

- The School officially opens to students at 7:30 a.m. each day.
- Unless students and families have made an appointment with individual teachers or other staff beforehand, students and families must remain outside the building.
- Students having breakfast on campus are required to report by 7:45 a.m. so that they may be directed to the cafeteria. Breakfast will not be served past 7:50 a.m. Students not having breakfast at the school should arrive before 7:55 a.m. and report to their classroom.
- Students are expected to respect all school property and all surrounding property while waiting for admittance into the school.

#### **Dismissal**

- The school day officially ends at 4:00 p.m. Supervision will not be available past 4:00 p.m.
- No student will be allowed to leave the school without an adult escort or parent/guardian permission.

- No student will be allowed to leave the School with an adult who is not his legal guardian unless the guardian has specified the adult as an authorized individual on the authorization form. This form must be submitted to the front office.
- Families **MUST** submit a release form (provided in August) listing the names and information for any individuals, besides parent(s) / guardian(s), who regularly are authorized to pick up their children.

### **Late Pick-Up Policy**

The School is open to students at 7:30 a.m. and closes promptly when students are released at 4:00 p.m. except on minimum Thursday when the school closes at 2:00 p.m. to students. All students must be picked up no later than 4:10 p.m. or 2:00 p.m. on minimum Thursday.

Please pick-up your child on time or to arrange for an alternate person to pick them up in case of weather, traffic, personal or work-related event, or other emergency. Late pick-ups will not be tolerated for any reason. The School does not have staff available after 4:00 p.m. or 2:00 p.m. on Thursday to care for your child. Staff time is valuable, and you may be subject to consequences for failing to timely pick up your child.

The following consequences will apply for late pick-ups:

- After the first late pick-up, you will receive a verbal reminder.
- Each subsequent late pick-up will result in a written reminder and a copy of the School's policy on late pickups.
- If a student is picked up late more than five (5) times, a conference will be scheduled with the administration.
- Any time there is a late pick-up, the School may consider your child abandoned and call the local police department and/or the Department of Social Services/Child Protective Services to arrange pick-up for your child.
- After ten (10) late pick-ups have occurred, the School may contact the local police department and/or the Department of Social Services/Child Protective Services to report child neglect. Written warnings will be submitted to authorities as evidence of child neglect.

### **Homework**

Homework is an essential part of the School's educational program: it is designed to reinforce skills taught in the classroom, to help students develop a deeper understanding of concepts, and to promote good study habits. Homework will be assigned by teachers at their discretion as appropriate. This means that families must help students with their homework in ways that include creating routines at home for students to follow each day and providing a quiet, organized place to work.

If the homework is late, missing, incomplete, or of poor quality, then the student will be assigned to lunchtime Homework Center, where they will be required to work on the missing and/or incomplete assignment(s). Parent(s) / guardian(s) will receive an automated phone call and/or text if their child has received Homework Center. We expect and need family support to make sure all the homework gets done according to top quality standards.

### Independent Reading

Supporting your child's independent reading at home is the best way to help him or her improve the speed, accuracy, vocabulary, and comprehension of his or her reading. Although students will have time during school to read, they should read at home every night and weekend and during any vacations from school. Parent(s) / guardian(s) should make sure to supervise their child in reading for 20-30 minutes nightly and on the weekends. Parents will be provided support at Parent University on checking in with their students about progress on Accelerated Reader quizzes.

### Student Discipline, Suspension & Expulsion

Our teachers and administrators will use a large array of strategies to promote positive behavior and to correct problem behaviors. The staff uses positive reinforcement whenever possible, doing their best to "catch students doing the RIGHT thing." We recognize and celebrate student successes at every opportunity. We also use consequences and a problem-solving approach to help students fix behavior problems. Students may lose privileges when they violate the rules.

### Approach to Student Culture

At Invictus Academy, we believe students thrive in a joyful, structured environment. To ensure that our school culture remains structured and joyful, we use a tiered model of Restorative Justice approach to school discipline: **prevention**, **intervention**, and **reentry** and **repair** is the key to both holding students to high expectations and supporting them to learn from their mistakes. The Center for Justice and Reconciliation notes one of the major components of restorative justice is repairing the harm that has been caused.<sup>1</sup> We understand everyone makes mistakes and has mishaps, but in alignment with our core value of leadership, we must teach students to take ownership over their mistakes, identify those who may have been affected based on their decisions and actions, and make amends where necessary.

When corrective action is needed, teachers will be trained to administer the correction (1) calmly and unemotionally and (2) with the use of an established consequence ladder. Teachers assign consequences from the consequence ladder below, which is communicated to students at the outset of the school year:

### Invictus Academy Consequence Ladder

Step in Consequence Ladder	Consequence
1 <sup>st</sup> Consequence	Verbal Warning
2 <sup>nd</sup> Consequence	Conversation During/After Class
3 <sup>rd</sup> Consequence	Conversation During/After Class + Lunch Reflection Room + Phone Call Home
4 <sup>th</sup> Consequence*	Sent Out of Class for Restorative Conversation with Dean of Students + Restorative Conversation with Teacher at Lunch + Reflection Room at Lunch + Phone Call Home

\*Triggers restorative justice protocol

<sup>1</sup> <http://restorativejustice.org/>

The system above is rooted in restorative justice practices. After two behavioral infractions, a student is assured a restorative conversation with the teacher to get the student back on track. This conversation can happen during class, if the teacher can find a moment in the midst of instruction, or after class.

For students who significantly disrupt class by earning a fourth consequence, a more intensive restorative process is triggered. These students return to the classroom in which the misbehavior occurred to have a restorative conversation with the teacher at lunch, at which the teacher and student agree to steps for the student to amend or take action to redress the community violations that occurred during class. The student then spends lunch in the Reflection Room, during which we encourage students to reflect through mindfulness exercises. Each stage in the process is framed and designed to support students towards demonstrating mindfulness, in which they manage their thoughts, emotions, and behaviors to be their best selves. We foster space for redemption and community building.

Our administrative team will work closely with teachers, families, and students to help them learn and grow and has the authority to decide on the appropriate consequences for student behavior. The administrative team may solicit parent / guardian input in certain situations, but they retain all decision-making authority.

### **Grounds for Suspension and Expulsion**

Behavior matters that are persistent and/or outside of the bounds of lunch detention will be handled by the Dean of Students. If a student is persistently disruptive to the learning process of other students, the Dean of Students will intervene to conference with the disruptive student in order to calm the situation and return the student to class as soon as possible, as a productive and contributing community member. Any breaches of community that are so egregious that they might warrant suspension or expulsion will be handled by both the Executive Director and Dean of Students. No student will be suspended or expelled from school without the approval of the Executive Director, which shall occur after conference with student, advisory teacher, and Dean of Students.

A suspension means that a student is not allowed on school campus for a given number of days. The length of suspensions ranges from one to five days. A student who is suspended will be required to complete any assignments missed when out of school and provided with tutorial support upon return.

An expulsion means that a student is no longer allowed to attend the school. A student who is expelled has the right to due process. The Executive Director, Principal(s) as hired, and Dean of Students will complete any necessary fact-finding and communicate with parents throughout the expulsion determination process.

The Invictus Academy discipline policy, including policy related to suspension and expulsion, may be applied to student actions that occur:

- on school grounds
- going to or coming from school
- during lunch or break periods (whether on or off school grounds)
- during, going to, or returning from school sponsored activities.



In accordance with CA Ed Code § 48900, a student may be recommended for suspension or expulsion if it is determined by the Executive Director or the Executive Director's designee that the student committed one or more of the acts listed below.<sup>2,3</sup> In most instances, suspension may only be imposed for a first offense when other means of discipline fail to bring about proper conduct. However, in certain circumstances, specifically identified below, students may be suspended for a first offense. In such cases, expulsion shall be decided by the Board if it finds that either: (i) other means of correction are not feasible or have repeatedly failed to bring about proper conduct; or (ii) due to the nature of the act, the presence of the student causes continuing danger. (CA. Ed Code § 48900 (b))

- Caused, attempted to cause, or threatened to cause physical injury to another person. (CA Ed Code § 48900 (a)(1)) (subject to first offense suspension)
- Willfully used force or violence upon the person of another, except in self-defense. (CA Ed Code § 48900 (a)(2)) (subject to first offense suspension)
- Possessed, sold, or otherwise furnished a firearm, knife, explosive, or other dangerous object, unless, in the case of possession of an object of this type, the pupil had obtained written permission to possess the item from a certificated school employee, which is concurred in by the Executive Director or the designee of the Executive Director. (CA Ed Code § 48900 (b)) (subject to first offense suspension)
- Unlawfully possessed, used, sold, or otherwise furnished, or been under the influence of, a controlled substance listed in Chapter 2 (commencing with Section 11053) of Division 10 of the Health and Safety Code, an alcoholic beverage, or an intoxicant of any kind. (CA Ed Code § 48900 (c)) (subject to first offense suspension) (subject to first offense suspension)
- Unlawfully offered, arranged, or negotiated to sell a controlled substance listed in Chapter 2 (commencing with Section 11053) of Division 10 of the Health and Safety Code, an alcoholic beverage, or an intoxicant of any kind, and either sold, delivered, or otherwise furnished to a person another liquid, substance, or material and represented the liquid, substance, or material as a controlled substance, alcoholic beverage, or intoxicant. (CA Ed Code § 48900 (d)) (subject to first offense suspension)
- Committed or attempted to commit robbery or extortion. (CA Ed Code § 48900 (e)) (subject to first offense suspension)
- Caused or attempted to cause damage to school property or private property. (CA Ed Code § 48900 (f))
- Stole or attempted to steal school property or private property. (CA Ed Code § 48900 (g))
- Possessed or used tobacco, or products containing tobacco or nicotine products, including, but not limited to, cigarettes, cigars, miniature cigars, clove cigarettes, smokeless tobacco, snuff, chew packets, and betel. However, this section does not prohibit the use or possession by a pupil of his or her own prescription products. (CA Ed Code § 48900 (h))
- Committed an obscene act or engaged in habitual profanity or vulgarity. (CA. Ed Code § 48900 (i))

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<sup>2</sup> Enumerated acts are copied from CA. Ed Code § 48900.

<sup>3</sup> We recognize that the California legislature regularly updates and amends laws and regulations governing student suspension and expulsion. We will regularly update our suspension and expulsion policies to reflect legal and regulatory changes.

- Unlawfully possessed or unlawfully offered, arranged, or negotiated to sell drug paraphernalia, as defined in Section 11014.5 of the Health and Safety Code. (CA Ed Code § 48900 (j))
- Disrupted school activities or otherwise willfully defied the valid authority of supervisors, teachers, administrators, school officials, or other school personnel engaged in the performance of their duties. (CA Ed Code § 48900 (k)(1)) (suspension only)
- Knowingly received stolen school property or private property. (CA Ed Code § 48900 (l))
- Possessed an imitation firearm. As used in this section, “imitation firearm” means a replica of a firearm that is so substantially similar in physical properties to an existing firearm as to lead a reasonable person to conclude that the replica is a firearm. (CA Ed Code § 48900 (m))
- Committed or attempted to commit a sexual assault as defined in Section 261, 266c, 286, 288, 288a, or 289 of the Penal Code or committed a sexual battery as defined in Section 243.4 of the Penal Code. (CA Ed Code § 48900 (n))
- Harassed, threatened, or intimidated a pupil who is a complaining witness or a witness in a school disciplinary proceeding for purposes of either preventing that pupil from being a witness or retaliating against that pupil for being a witness, or both. (CA Ed Code § 48900 (o))
- Unlawfully offered, arranged to sell, negotiated to sell, or sold the prescription drug Soma. (CA Ed Code § 48900 (p))
- Engaged in, or attempted to engage in, hazing. For purposes of this subdivision, “hazing” means a method of initiation or preinitiation into a pupil organization or body, whether or not the organization or body is officially recognized by an educational institution, that is likely to cause serious bodily injury or personal degradation or disgrace resulting in physical or mental harm to a former, current, or prospective pupil. For purposes of this subdivision, “hazing” does not include athletic events or school-sanctioned events. (CA Ed Code § 48900 (q))
- Engaged in an act of bullying, as defined by the CA Ed Code. (CA Ed Code § 48900 (r))
- Committed sexual harassment as defined in Section 212.5 (CA Ed Code § 48900.2)
- Caused, attempted to cause, threatened to cause, or participated in an act of, hate violence, as defined in subdivision (e) of Section 233 (CA Ed Code § 48900.3)
- Intentionally engaged in harassment, threats, or intimidation, directed against school district personnel or pupils, that is sufficiently severe or pervasive to have the actual and reasonably expected effect of materially disrupting classwork, creating substantial disorder, and invading the rights of either school personnel or pupils by creating an intimidating or hostile educational environment (CA Ed Code § 48900.4)
- Made terroristic threats against school officials or school property, or both (CA Ed Code § 48900.7 (a))

In accordance with CA Ed Code § 48915, unless the Executive Director or the Executive Director’s designee determines that expulsion should not be recommended under the circumstances or that an alternative means of correction would address the conduct, a student will be recommended for expulsion if it is determined by the Executive Director or the Executive Director’s designee that the student committed one or more of the following acts at school or at a school activity on or off



school grounds:<sup>4</sup> In such cases, expulsion shall be decided by the Board if it finds that either (i) other means of correction are not feasible or have repeatedly failed to bring about proper conduct; or (ii) due to the nature of the act, the presence of the student causes continuing danger. (CA Ed Code § 48915 (b))

- Causing serious physical injury to another person, except in self-defense (CA Ed Code § 48915 (a)(1)(A))
- Possession of any knife or other dangerous object of no reasonable use to the pupil (CA Ed Code § 48915 (a)(1)(B))
- Unlawful possession of any controlled substance listed in Chapter 2 (commencing with Section 11053) of Division 10 of the Health and Safety Code, except for either of the following:
  - (i) The first offense for the possession of not more than one avoirdupois ounce of marijuana, other than concentrated cannabis
  - (ii) The possession of over-the-counter medication for use by the pupil for medical purposes or medication prescribed for the pupil by a physician (CA Ed Code § 48915 (a)(1)(C))
- Robbery or extortion (CA Ed Code § 48915 (a)(1)(D))
- Assault or battery, as defined in Sections 240 and 242 of the Penal Code, upon any school employee (CA Ed Code § 48915 (a)(1)(E))

A student shall be immediately suspended and thereafter recommended for expulsion, upon a finding by the Executive Director or the Executive Director's designee that such student has committed any of the following acts at school or at a school activity off school grounds:<sup>5</sup>

- Possessing, selling, or otherwise furnishing a firearm. This subdivision does not apply to an act of possessing a firearm if the pupil had obtained prior written permission to possess the firearm from a certificated school employee, which is concurred in by the Executive Director or the designee of the Executive Director's designee. This subdivision applies to an act of possessing a firearm only if the possession is verified by an employee of a school district. The act of possessing an imitation firearm, as defined in subdivision (m) of Section 48900, is not an offense for which suspension or expulsion is mandatory pursuant to this subdivision and subdivision (d), but it is an offense for which suspension, or expulsion pursuant to subdivision (e), may be imposed. (CA Ed Code § 48915 (c)(1))
- Brandishing a knife at another person. (CA Ed Code § 48915 (c)(2))
- Unlawfully selling a controlled substance listed in Chapter 2 (commencing with Section 11053) of Division 10 of the Health and Safety Code (CA Ed Code § 48915 (c)(3))
- Committing or attempting to commit a sexual assault as defined in subdivision (n) of Section 48900 or committing a sexual battery as defined in subdivision (n) of Section 48900 (CA Ed Code § 48915 (c)(4))
- Possession of an explosive (CA Ed Code § 48915 (c)(5))

Students committing an act listed immediately above, requiring mandatory expulsion recommendation by law, shall be referred to a program of study that meets all of the following conditions:

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<sup>4</sup> Enumerated acts are copied from CA. Ed Code § 48915(a).

<sup>5</sup> Enumerated acts are copied from CA. Ed Code § 48915(c).

- Is appropriately prepared to accommodate pupils who exhibit discipline problems
- Is not provided at a comprehensive middle, junior, or senior high school, or at any elementary school
- Is not housed at the school site attended by the pupil at the time of suspension (CA Ed Code § 48915 (d))

### **Suspension Procedures**

Unless otherwise specified by law, the Executive Director or the Executive Director's designee shall have the discretion to suspend students in violation of the enumerated acts listed above. Prior to the effectiveness of an expulsion or suspension, a student's parents will be notified. Parents shall have the opportunity to appeal suspensions and expulsions. Suspended students, whether in-school or out of school, will be provided with instructional materials missed while serving a suspension. In order to provide adequate notice and consultation with parents, suspension determinations will proceed under the following three step protocol.

1. **Parent Conference:** Prior to a student's suspension, the Executive Director shall confer with the student's parents to discuss the student behavior leading to suspension. The Executive Director may suspend students prior to a parent conference if such student poses and clear and present danger to the lives, safety or health of the student, other students, or school personnel. In such case, parents shall be notified as soon and a conference will be held as soon as practicable.
2. **Determination of Suspension Length and Placement:** The Executive Director or the Executive Director's designee shall have the discretion to determine the length and placement of suspensions based on the circumstances surrounded the student act triggering suspension consideration. Severity of the offense, impact on school community, and student behavioral history will be considered when determining the length and location of suspension. In order to support student learning and maintain student's connection to the school community, every effort will be made to provide for in-school suspension rather than at home suspension. In school suspension may be served within a student's general classroom or, if the general classroom setting is not appropriate under the circumstances, in a separate space with constant supervision and support from a member of the instructional team.
3. **Notice of Suspension:** Upon a determination of suspension by the Executive Director or the Executive Director's designee, a student's parents shall be notified of the suspension decision and its terms either in-person or via telephone, with translation to home language if needed. Formal written notice of the suspension will follow initial in-person or telephone notice. Formal notice will include the reason for suspension, length of suspension, and the date and time at which student may return to school.

Except in the case of a suspension that is extended pending an expulsion, a student shall not be suspended for more than twenty school days in a school year. In the case of an extended suspension due to expulsion recommendation, Invictus Academy will be responsible for student's interim school placement pending the completion of expulsion proceedings.

### **Expulsion Procedures**

A student whose actions are subject to suspension will be recommended for extension to expulsion if the Executive Director determines that:

- Other means of correction are not feasible, or have repeatedly failed to bring about proper student conduct; and/or
- Due to the nature of the violation, the presence of the student causes a continuing danger to the physical safety of the student or others.

Students recommend for expulsion are entitled to a hearing within thirty days of an expulsion recommendation. The Board ultimately determines whether expulsion is appropriate in light of a student's action and recommendation from the Executive Director. The Board will preside over expulsion hearings. Unless requested by the student subject to expulsion, expulsion hearings shall be conducted in closed session meetings of the Board. Students and their parents will be provided written notice at least ten calendar days prior to any expulsion hearing. Such notice of expulsion hearing shall include the following:

- Date, time and location of hearing
- Statement of specific facts, charges and offense upon which the proposed expulsion is based
- Copy of disciplinary rules that relate to the alleged violation;
- Opportunity for the student and student's parents to appear in person at the hearing
- Opportunity for the student to be represented by legal counsel
- Right of the student to examine and acquire documents to be used by the Board at the hearing
- Opportunity to cross-examine all witnesses that testify at the hearing
- Opportunity to present evidence and witnesses on student's behalf.

Upon determination of expulsion by the Board, within 24 hours, written notice will be provided to the parents of an expelled student. Such notice will include:

- Statement of specific offense committed by the student for any acts listed in "Reasons for Suspension and/or Expulsion"
- Reinstatement eligibility review date
- Type of educational placement during period of expulsion
- Notice of appeal rights and procedures

The school will coordinate with an expelled student's district of residence, county and/or private schools to assist with appropriate educational placement. Incidences of violent and/or serious student behavior will be communicated to the district/school to which the student matriculates post-expulsion.

In the event that the Board rejects the recommendation of expulsion, the student will remain enrolled in and return to regular classes at Invictus Academy.

### **Appeal of Suspension or Expulsion**

Students have the right to appeal suspension and expulsion decisions made by the school.

Parents will be notified prior to the enactment of a suspension. Thereafter, within the term of suspension, parents may request an appeal to the Executive Director, which such appeal shall be heard within five (5) days of notification of suspension. Following due consideration, the Executive Director's decision will be considered final. Appealing parents will be notified of final decisions.

Expulsion appeals must be made within fifteen (15) business days of the Board's written decision to expel. Appeals must be submitted in writing to the Executive Director and send via U.S. Postal Service or delivered by hand to the school. Appeal hearings will be convened within 20 business days of the school's receipt of an appeal request, until which time students shall be considered suspended. Parents must be present at appeal hearings to present the student's appeal. The student may be represented by legal counsel or a non-attorney advisor.

Expulsion appeals will be heard by an expulsion appeal panel, consisting of three (3) certificated members who will not be employees of Invictus Academy or members of the Board. Panel members shall be impartial and not have participated in the original expulsion decision. The panel will be chosen by the Chair of the Board.

Review during appeal hearings shall be limited to a determination of whether the student was provided due process throughout the expulsion process. A student who successfully appeals an expulsion decision will be immediately reinstated as student at Invictus Academy. Within three (3) days of an appeal decision, written notice will be sent to the parents of a student who is unsuccessful in appealing an expulsion decision, including reasons for denial.

Decisions made by the appeal panel are final.

Invictus Academy of Richmond shall maintain records of all student suspensions and expulsions at the Charter School. Such records shall be made available to the authorizer upon request.

### **Suspension and Expulsion of Students with Disabilities**

Invictus Academy would immediately notify the SELPA upon suspension or expulsion for a student with an identified disability. The student's service during the suspension, should they be suspended for more than ten school days in a school year shall continue to receive services. Within ten (10) school days of a recommendation for expulsion, the Charter School, the parent, and relevant members of the IEP/504 Team shall review all relevant information in the student's file, including the child's IEP/504 Plan, any teacher observations, and any relevant information provided by the parents to determine: (1) If the conduct in question was caused by, or had a direct and substantial relationship to, the child's disability; (2) If the conduct in question was the direct result of the local educational agency's failure to implement the IEP/504 Plan. If either is applicable, the conduct shall be determined to be a manifestation of the child's disability. If determined that the conduct was a manifestation of the child's disability, the IEP/504 Team shall: assess, implement a behavioral intervention plan, OR review the existing behavioral intervention plan and modify it.

If determined that the behavior was not a manifestation of the student's disability and that the conduct in question was not a result of the failure to implement the IEP/504 Plan, then the Charter

School may apply the relevant disciplinary procedures to children with disabilities in the same manner and for the same duration as the procedures would be applied to students without disabilities.

### **Due Process Appeals**

A parent may request an expedited administrative hearing by utilizing the dispute provisions of the 504 Policy and Procedures during which the student shall remain in the interim alternative educational setting pending the decision of the hearing officer or forty-five days, whichever occurs first, unless agreed otherwise.

### **Special Circumstances**

A student can be moved to an interim alternative educational setting (but not more than forty-five days) regardless of whether the student is charged with any of the following: a weapon at school, possesses/used/sold illegal drugs, or has inflicted serious bodily injury.

### **Interim Alternative Educational Setting**

The student's interim alternative educational setting shall be determined by the student's IEP/504 team.

### **Procedures for Students Not Yet Eligible for Special Education Services**

A student who has not been identified to be eligible for special education and related services and who has violated a code of student conduct may assert the procedural safeguards if the Charter School had knowledge that the student was disabled before the behavior occurred. Knowledge on the part of the Charter School includes:

1. The parent/guardian has expressed concern in writing, or orally, to supervisory or administrative personnel of the Charter School that the child is in need of special education and related services.
2. The parent/guardian has requested a special education evaluation of the child.
3. The student is in the process of being assessed for special education.
4. The student has a section 504 plan.
5. A teacher of the student, or other personnel of the LEA, expressed specific concerns about a pattern of behavior demonstrated by the child to the director of special education of the Charter School or to other supervisory personnel of the Charter School.

The Charter School shall not be deemed to have knowledge that the student had a disability if the parent/guardian has not allowed an evaluation, refused services, or if the student has been evaluated and determined to not be eligible.

### **School Uniforms**

All students must wear the School's uniform every day. If a student arrives out of uniform, a parent/guardian will be called and asked to bring in a uniform. The student will be given a loaner item until the parent/guardian arrives and will be sent to class, but the student will earn a lunchtime reflection.

Students may not change out of their uniform at any point during the school day. Students must wear uniforms on all school field trips.

**Invictus Academy Uniform**

- **Shirt:** Blue/grey polo shirt with school logo, or blue button down shirt with school logo, a college t-shirt or polo, or a special event t-shirts provided by the school
- **Bottoms:** Tan, grey, or black khaki pants, shorts, jumpers, or skirts no shorter than 3 inches above the knees (no jeans, no extra zippers, no embellishments, and no overalls).
- **Belt:** Solid brown or black belt.
- **Footwear:** Comfortable, closed toe, flat shoes (no wheels, heels, wedges, or open-toed shoes).
- **Optional:** Blue Invictus Academy Sweatshirt or hoodie; college sweatshirt or hoodie

**Additional Information**

- During colder months, students may wear white, black, blue, or grey undershirts and/or tights under their uniforms.
- Only the top button may be undone on shirts and blouses.
- Clothing must fit appropriately. Excessively baggy pants, shirts, etc. are not allowed.
- We would prefer it if **students did not wear jewelry**. Large earrings, multiple chains or rings, and lots of bracelets distract from the uniform and the educational environment. In addition, such items can get lost or stolen. Students may wear only one chain or necklace, and it must be tucked neatly under their uniform shirt. If a student wears jewelry that becomes a distraction to his or herself or to others, then the student will be asked to remove it.
- Students must remove all hats, head-wraps, bandanas, kerchiefs, and other head-coverings upon entering the building unless it is worn in accordance with a religious observation. Small clips or bands for hair are permitted.
- Students may not wear jackets inside classrooms. If you are worried about your student being cold inside the building, he or she should wear a uniform sweatshirt or an approved undershirt.
- Students must maintain a neat and clean appearance at all times. The school is required to report any instances of possible child neglect to Child Protective Services.

Whenever any element of physical appearance or grooming—even if it is allowable under the school’s current rules—becomes a distraction to one’s self or to others, it is no longer acceptable and steps will be taken to remove the distraction.

**Family Involvement Policy**

The School requires families to be partners in the education of their children. The important task of educating a child calls for the School, the student, and the family to all work together to ensure success. We encourage families to participate actively in their children’s education. We strive to cultivate positive and productive relationships with all of our families.

The School recommends and encourages 15 volunteer hours from each family, although parental participation in any form is important to the School community and so we encourage participation in any form. Families may participate in volunteer hours by:

- Attending Family Advisory Council meetings



- Attending parent trainings given by the school
- Attending parent/teacher conferences
- Participating in school event set-up, execution, and clean-up
- Assisting with morning/afternoon traffic duty
- Assisting teachers with classroom setup/cleanup or project preparation
- Assisting office staff with paperwork
- Ensuring students have perfect attendance in a given trimester
- Ensuring students have perfect Homework completion in a given trimester
- Donating school supplies or snacks to the classroom
- Volunteering in the school library
- Volunteering in the classroom (background check required)

### **Communication**

Our partnership with parents is dependent on frequent, detailed communication about student achievement and behavior. We will communicate with parents in the following ways:

### **Weekly Reports**

Your child will regularly bring home a weekly progress report which will contain both a behavioral report as well as an academic report. A parent / guardian must sign their child's progress report to let us know that you have received this important information. These progress reports will be sent home every Friday and turned in every Monday, with the exceptions of holidays.

We encourage parents to communicate their needs and concerns with the school. If families have a concern about a school policy, an academic grade, a discipline decision, or anything else, we ask that they take some time to reflect on it and then contact the school. We welcome the conversation. We understand that families have very strong feelings about issues concerning their children. We ask only that any issues with the school be dealt with patiently and respectfully. We promise to treat all family concerns with respect.

### **Promotion to the Next Grade**

Students must earn promotion by demonstrating mastery of the essential knowledge and skills. Students may not be promoted if they are performing significantly below grade-level standards. Promotion decisions will be based on a student's grades, standardized test scores, attendance, homework completion record, and other measures with input from the classroom teachers, parents, and administration. Final promotion decisions are made by the school.

### **Teacher Qualifications**

All parents may request information regarding the professional qualifications of classroom teachers and/or paraprofessionals.

### **Special Education**

We are dedicated to the belief that all students can learn and must be guaranteed equal opportunity to become contributing members of the academic environment and society. The School provides special education instruction and related services in accordance with the Individuals with Disabilities in Education Improvement Act (IDEIA), Education Code requirements, and applicable

policies and practices of the Sonoma County Charter SELPA. These services are available for special education students enrolled at the School.

We offer high quality educational programs and services for all its students in accord with the assessed needs of each student. We collaborate with parents, the student, teachers, and other agencies, as may be indicated, in order to best serve the educational needs of each student.

### **School Lunch Program**

Both breakfast and lunch will be available at the School. All families who feel they may qualify will need to complete a form that enables the school to participate in the free or reduced-price meal program. For families that do not qualify for free or reduced price lunch, Invictus Academy will charge the same price for meals as the West Contra Costa Unified School District. Please see the Director of Operations to set up a lunch account for your child.

Families may send lunch to school; however, students will not have access to a refrigerator or microwave. If you are sending lunch to school with your child, we ask that you send in nutritious foods. Please do not let your child bring unhealthy drinks (e.g., sodas or juices heavy in sugar) or unhealthy snacks to school. Candy, gum, and soda are not allowed to be eaten at school. If you choose to send lunch, the entire lunch must be in one bag or container that has the student's name on it.

If the student forgets lunch at home or it must be dropped off, please leave the lunch at the main office before 11:00 a.m. We will ensure that the lunch is taken to the cafeteria.

### **Homeless Students**

The term "homeless children and youth" means individuals who lack a fixed, regular and adequate nighttime residence due to economic hardship. It includes children and youths who (42 USC 11434(a)):

1. Are sharing the housing of other persons due to loss of housing, economic hardship, or a similar reason; are living in motels, hotels, trailer parks or camping grounds due to the lack of alternative adequate accommodations; are living in emergency or transitional shelters; are abandoned in hospitals; or are awaiting foster care placement;
2. Have a primary nighttime residence that is a public or private place not designed for or ordinarily used as regular sleeping accommodations for human beings;
3. Are living in cars, parks, public spaces, abandoned buildings, substandard housing, bus or train stations, or similar settings;
4. Runaway children or children who are abandoned; and
5. Migratory children and unaccompanied youth (youth not in the physical custody of a parent or guardian) may be considered homeless if they meet the above definition of "homeless."

Homeless status is determined in cooperation with the parent or guardian. In the case of unaccompanied youth, status is determined by the School Liaison.

### **School Liaison**

The Executive Director serves as the School Liaison for homeless students (42 USC 11432(g)(1)(J) & (e)(3)(C).):



Gautam Thapar  
Executive Director

The School Liaison shall ensure that (42 USC 11432(g)):

1. Homeless students are identified by school personnel and through coordination activities with other entities and agencies.
2. Homeless students enroll in, and have a full and equal opportunity to succeed at Charter School.
3. Homeless students and families receive educational services for which they are eligible, including Head Start and Even Start programs.
4. Parents/guardians are informed of the educational and related opportunities available to their children and are provided with meaningful opportunities to participate in the education of their children.
5. Public notice of the educational rights of homeless children is disseminated at places where children receive services, such as schools, shelters, and soup kitchens.
6. Enrollment/admissions disputes are mediated in accordance with law, the Charter School charter, and Board policy.
7. Parents/guardians are fully informed of all transportation services, as applicable.
8. The School Liaison collaborates with State coordinators and community and school personnel responsible for the provision of education and related services to homeless children and youths.

For any homeless student who enrolls at the School, a copy of the School's complete policy shall be provided at the time of enrollment and at least twice annually.

### **Student Records**

The School's administrative team is in charge of student records. Pupil records maintained by the School consist of any item of information directly related to an identifiable pupil, including but not limited to subjects taken, grades received, standardized test results, attendance record, and health record. Pupil records are maintained at each school where the pupil is attending. The Executive Director or designee is responsible for maintaining each type of pupil record and the information contained therein. Additional records, such as psychological and special education reports, are maintained at those respective offices. Except for directory information, pupil records are accessible only to parents or legal guardians, a pupil 16 years or older or having completed the 10th grade, the personnel, including independent contractors, for the School who have a legitimate educational interest in the pupil and other specified persons under certain circumstances prescribed by law. When a student moves to a new school/ school district, records will be forwarded upon request of the new district within 10 school days.

If parents / guardians would like to examine a child's record, the parents / guardians should submit a request in writing to the Executive Director. The School will make the records available within five business days of receipt of a written request.

**Confidential Student Information:** The School must have a signed and dated written permission from the parent or before releasing any information from a student's education record except to the extent that FERPA authorizes disclosure without consent.

One exception, which permits disclosure without consent, is disclosure to school officials with legitimate educational interests. A school official is a person employed by the school as an administrator, supervisor, instructor, or support staff member (including health or medical staff and law enforcement unit personnel) or a person serving on the school board. A school official also may include a volunteer or contractor outside of the school who performs an institutional service or function for which the school would otherwise use its own employees and who is under the direct control of the school with respect to the use and maintenance of PII from education records, such as an attorney, auditor, medical consultant, or therapist; a parent or student volunteering to serve on an official committee, such as a disciplinary or grievance committee; or a parent, student, or other volunteer assisting another school official in performing his or her tasks. A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibility. In addition, the School forwards education records to other agencies or institutions that have requested the records and in which the student seeks or intends to enroll.

**Directory Information:** The Family Educational Rights and Privacy Act (“FERPA”), a Federal law, requires that the School, with certain exceptions, obtain a parent/guardian written consent prior to the disclosure of personally identifiable information from your child's education records. However, the School may disclose appropriately designated "directory information" without written consent, unless a parent/guardian has advised the School to the contrary in accordance with this policy.

If parents/guardians and eligible students believe the School is not in compliance with federal regulations regarding privacy, they have the right to file a complaint with the Family Policy Compliance Office of the U.S. Department of Education at 400 Maryland Avenue, SW, Washington, DC 20202-4605.

### **Pupil Record Challenges Policy**

The parent of a pupil or former pupil may challenge the content of their child's pupil record to correct or remove any information recorded in the written records concerning his or her child which the parent alleges to be any of the following:

- Inaccurate
- An unsubstantiated personal conclusion or inference
- A conclusion or inference outside of the observer's area of competence
- Not based on the personal observation of a named person with the time and place of the observation noted
- Misleading
- In violation of the privacy or other rights of the pupil

A parent may use a pupil record challenge to appeal a suspension of a pupil which has already been served.

To challenge a pupil record, a parent must file a written request with the Executive Director to correct or remove any information recorded in the written records concerning his or her child.

Within 30 days of receipt of a written request from a parent, the Executive Director or the Executive Director's designee must meet with the parent or eligible student and the certificated

employee who recorded the information in question, if any. The Executive Director must then sustain or deny the parent or eligible student's request and provide a written statement of the decision to the parent or eligible student.

If the Executive Director sustains any or all of the allegations, he or she must order the correction or the removal and destruction of the information. The Executive Director or Executive Director's designee must then inform the parent or eligible student of the amendment in writing. However, the Executive Director shall not order a pupil's grade to be changed, unless the teacher who determined the grade is, to the extent practicable, given an opportunity to state orally, in writing, or both, the reasons for which the grade was given and is, to the extent practicable, included in all discussions relating to the changing of the grade.

If the Executive Director denies any or all of the allegations and refuses to order the correction or the removal of the information, the Executive Director must inform the parent or eligible student of their right to a hearing under FERPA.

The parent or eligible student may, within 30 days of the refusal, appeal the decision in writing to the Board of Directors. Within 30 days of receipt of a written appeal from a parent, the Board of Directors will hold a formal hearing, in closed session, with the parent, eligible student and the certificated employee who recorded the information in question, if any, and determine whether or not to sustain or deny the allegations. The Board of Directors will give the parent or eligible student notice of the date, time, and place, reasonably in advance of the hearing. The Board of Directors will give the parent or eligible student a full and fair opportunity to present evidence relevant to the requested amendment of pupil records. The parent or eligible student may, at their own expense, be assisted or represented by one or more individuals of their choice, including an attorney.

The Board of Directors will inform the parent or eligible student of its decision in writing within a reasonable period of time. The Board of Directors' decision will be based solely on the evidence presented at the hearing, and must include a summary of the evidence and the reasons for the decision. If the Board of Directors sustains any or all of the allegations, it must order the correction or the removal and destruction of the information. However, the Board of Directors shall not order a pupil's grade to be changed unless the teacher who determined the grade is, to the extent practicable, given an opportunity to state orally, in writing or both the reasons for which the grade was given and is, to the extent practicable included in all discussions relating to the changing of the grade.

The decision of the Board of Directors shall be final.

The Executive Director or the Board Chairman may convene a hearing panel to assist in making determinations regarding pupil record challenges provided that the parent has given written consent to release information from the pupil's records to the members of the panel convened. The hearing panel shall consist of the following persons:

- 1) The Executive Director of a public school other than the public school at which the record is on file
- 2) A certificated employee

- 3) A parent appointed by the Executive Director or by the Board of Directors, depending upon who convenes the panel.

If the final decision of the Board of Directors is unfavorable to the parent, or if the parent accepts an unfavorable decision by the Executive Director, the parent or eligible student shall be informed of their right to submit a written statement of objections to the pupil record information. This statement shall become a part of the pupil's school record and shall be maintained for as long as the record is maintained.

### **Grading Policy**

Formal grades will be issued at the end of each academic trimester. Conferences to discuss student progress will be held with every family upon request. Interim progress reports will be issued regularly to keep parents informed and involved in their children's academic progress.

Academic grades will be based on mastery of the Common Core Standards. Grading policies will be consistent across all classes within each grade level (i.e. all seventh grade classes will share a common grading policy that may differ from the grading policy for eighth grade). Grading policies must be approved by the Executive Director. Grading policies will be shared with students and their families at the beginning of each academic year.

Grades will be determined through a weighted average of student performance on class work, homework, assessments, and any other student measures determined by teachers and approved by the Executive Director. Grade reports will be a summary of the students' performance over the course of the reporting period.

Exceptions to this grade promotion policy may be made for students who have a formal IEP. To the extent an exception exists, it will be written into the IEP during an IEP team meeting.

The purpose of the School's grading policy is to effectively track student progress and to communicate it to parents. In the event that we discover a more efficient and effective grading system, we may adjust our grading policy. Any changes in the grading policy will be communicated to the parents and guardians.

### **State Testing**

The School shall annually administer required state testing to the applicable grades (e.g., the California Assessment of Student Performance and Progress.) Notwithstanding any other provision of law, a parent's or guardian's written request to School officials to excuse his or her child from any or all parts of state assessments shall be granted.

### **Other Information and Policies**

#### **Student Belongings**

Students may not bring any items to school that may potentially disrupt the learning environment. These include, but are not limited to, portable electronic games, toys, portable electronic devices, silly bands, and kendamas. Students who violate this rule will have their item(s) confiscated until the item(s) is picked up by a parent / guardian, and may be subject to additional consequences.

Cell phones are not recommended. If students bring a cell phone to school, the School assumes no responsibility for the phone if it is lost or stolen. Students must keep their cell phone off and in their backpack during school hours.

Repeated violations of this policy may result in confiscation irrespective of any costs or fees students and/or their families may incur as a result. The School will not be liable for any damage to such items.

### **Lost and Found**

The School will keep a small Lost and Found box near the main office. Parents / guardians may come in any day between 7:30 A.M. and 4:30 P.M. to search the Lost and Found. At the end of every trimester, items left in the box may be donated to a local charity.

### **Health and Safety**

#### **Fingerprinting and Background Checks**

The School shall fingerprint and background check school volunteers who volunteer with students outside of the direct supervision of a School employee, prior to volunteering at the School. For these volunteers, fingerprinting and Criminal Records Summaries will be required annually, at the beginning of each school year.

The Executive Director or designee shall review Department of Justice reports on prospective employees, contractors, and volunteers to determine whether an employee may be employed in accordance with Education Code Section 44237, 44830.1 or 45125.1, except with respect to her or himself, in which case the Chairman of the Board of Directors will review. The Executive Director or designee shall monitor compliance with this policy and report to the School's Board of Directors on a quarterly basis.

#### **Immunizations**

This policy applies to all applicants to the School and School administrators in charge of admissions. The School will adhere to all law related to legally required immunizations for entering students pursuant to Health and Safety Code Sections 120325-120375, and Title 17, California Code of Regulations Sections 6000-6075.

California law requires that an immunization record be presented to the school staff before a child can be enrolled in school. The School requires written verification from a doctor or immunization clinic of the following immunizations:

- a) Diphtheria.
- b) Measles.
- c) Mumps, except for children who have reached the age of seven years.
- d) Pertussis (whooping cough), except for children who have reached the age of seven years. Beginning July 1, 2011, all rising and enrolled students in grades 7-12 must be immunized with a pertussis vaccine booster called Tetanus Toxoid, Reduced Diphtheria Toxoid and Acellular Pertussis (Tdap). This requirement will only apply to rising 7<sup>th</sup> graders.
- e) Poliomyelitis.
- f) Rubella.
- g) Tetanus.

- h) Hepatitis B.
- i) Varicella (chickenpox), (persons already admitted into California public or private schools at the Kindergarten level or above before July 1, 2001, shall be exempt from the Varicella immunization requirement for school entry).
- j) Haemophilus influenzae type b.

The School's verification of immunizations will be completed with written medical records from the child's doctor or immunization clinic.

Exceptions are allowed under the following conditions:

- a) The parent provides a signed doctor's statement verifying that the child is to be exempted from immunizations for medical reasons. This statement must contain a statement identifying the specific nature and probable duration of the medical condition.
- b) Pupils who fail to complete the series of required immunizations within the specified time allowed under the law will be denied enrollment until the series has been completed.

Any child leaving the United States for a short vacation to or long stay in any country considered by the Center of Disease Control and Prevention ("CDC") to have increased risk of TB exposure (such as Mexico, the Philippines, India or Southeast Asia) MUST contact the County Tuberculosis Clinic for a TB Screening upon return.

### **Communicable, Contagious, or Infectious Disease Prevention Policy**

The School recognizes its shared responsibility with the home and the community to promote appropriate disease prevention procedures in the handling and the cleaning up of blood and bodily fluids.

The School's Board of Directors desires to protect the entire school community without segregation, discrimination or stigma. Accordingly, infectious disease prevention shall be taught regardless of whether a student or adult is known to have an identified infectious disease.

All students and employees shall be provided appropriate periodic instruction in basic procedures recommended by the State Department of Education and other public health agencies and associations.

Incidence and transmission of communicable diseases will be further limited through a rigorous program of immunization and health screening required of all students, faculty, and staff. (See Immunizations Policy.) Students found to have communicable diseases will be included in all activities deemed by a physician to present no hazard of infection to other students.

Whenever exposed to blood or other body fluids through injury or accident, students and staff should follow the latest medical protocol for disinfecting procedures. (See "Exposure Control Plan for Blood Borne Pathogens" Policy.)

### **Administration of Medications**

The School staff is responsible for overseeing the administration of medication to students attending the School during regular school hours. It is imperative that practices followed in the



administration of medication be carefully delineated to ensure the safety of our students and the legal protection of our employees. Any pupil who is required to take, during the regular school day, medication prescribed for him or her by a physician or surgeon may be assisted by designated school personnel or may carry and self-administer prescription auto-injectable epinephrine if the School receives the appropriate written statements.

In order for a pupil to carry and self-administer prescription auto-injectable epinephrine, the School shall obtain both a written statement from the physician or surgeon detailing the name of the medication, method, amount, and time schedules by which the medication is to be taken, and confirming that the pupil is able to self-administer auto-injectable epinephrine, and a written statement from the parent, foster parent, or guardian of the pupil consenting to the self-administration, providing a release for the designated school personnel to consult with the health care provider of the pupil regarding any questions that may arise with regard to the medication, and releasing the School and school personnel from civil liability if the self-administering pupil suffers an adverse reaction as a result of self-administering medication.

Additionally, the school nurse or trained personnel who have volunteered may use epinephrine auto-injectors to provide emergency medical aid to persons suffering, or reasonably believed to be suffering from, an anaphylactic reaction. The School will ensure it has the appropriate type of epinephrine auto-injector on site (i.e., regular or junior) to meet the needs of its pupils. The School will ensure staff properly store, maintain, and restock the epinephrine auto-injectors as needed.

The School will ensure any school personnel who volunteer are appropriately trained regarding the storage and emergency use of epinephrine auto-injectors based on the standards developed by the Superintendent of Public Instruction. The School will distribute an annual notice to all staff describing the request for volunteers who will be trained to administer an epinephrine auto-injector to a person if that person is suffering, or reasonably believed to be suffering from, anaphylaxis. The annual notice shall also describe the training the volunteer will receive.

In order for a pupil to be assisted by designated school personnel, the School shall obtain both a written statement from the physician detailing the name of the medication, method, amount, and time schedules by which the medication is to be taken and a written statement from the parent, foster parent, or guardian of the pupil indicating the desire that the School assist the pupil in the matters set forth in the statement of the physician.

### **Guidelines**

- The primary responsibility for the administration of medication rests with the parent/guardian, student and medical professional.
- Medication shall be administered only during school hours if determined by a physician to be necessary.
- Designated staff shall keep records of medication administered at the School.
- All medication will be kept in a secure and appropriate storage location and administered per physician's instructions by appropriately designated staff.
- Designated staff shall return all surplus medication to the parent/guardian upon completion of the regimen or prior to extended holidays.

- Designated staff shall establish emergency procedures for specific medical conditions that require an immediate response (i.e. allergies, asthma, diabetes).
- The written statements specified in this policy shall be provided at least annually and more frequently if the medication, dosage, frequency of administration, or reason for administration changes.
- A pupil may be subject to disciplinary action if that pupil uses auto-injectable epinephrine in a manner other than as prescribed.

### **First Aid, CPR, and Health Screening**

The School recognizes the importance of taking appropriate preventive or remedial measures to minimize accidents or illness at the School or during school-sponsored activities. To this end, the School expects parents/guardians to provide emergency information and to keep such information current in order to facilitate immediate contact with parents/guardians if an accident or illness occurs.

Within the School's facilities, a First Aid Kit containing appropriate supplies will be present. First aid will be administered whenever necessary by trained staff members. When necessary, the appropriate emergency personnel will be called to assist.

All teachers are to be certified in adult and pediatric CPR and First Aid and are to be recertified prior to expiration of certificates. Opportunities for adult and pediatric CPR and First Aid training will be offered to all support staff and volunteers.

The School and its officers and employees shall not be held liable for the reasonable treatment of a child without the consent of a parent or guardian when the child is ill or injured during regular school hours or at a school-related activity, requires reasonable medical treatment, and the parent or guardian cannot be reached, unless the parent or guardian has previously filed with the School a written objection to any medical treatment other than first aid.

The School shall screen for vision, hearing and scoliosis as required by Education Code Section 49450, *et seq.*, per appropriate grade levels.

To prevent the spread of head lice infestations, School employees shall report all suspected cases of head lice to the administrative team as soon as possible. If nits or lice are found, the student shall be excluded from attendance and parents/guardians informed about recommended treatment procedures and sources of further information.

The Executive Director, or designee, shall send home the notification required by law for excluded students. If there are two or more students affected in any learning center, an exposure notice with information about head lice shall be sent home to all parents/guardians of those students.

Staff shall maintain the privacy of students identified as having head lice and excluded from attendance.

Excluded students may return to school when reexamination by the nurse, or designee, shows that all nits and lice have been removed.



### **Exposure Control Plan For Blood Borne Pathogens**

The Executive Director, or designee, shall meet state and federal standards for dealing with blood borne pathogens and other potentially infectious materials in the workplace. The Executive Director, or designee, shall establish a written “Exposure Control Plan” designed to protect employees from possible infection due to contact with blood borne viruses, including human immunodeficiency virus (“HIV”) and hepatitis B virus (“HBV”).

The Board of Directors shall determine which employees have occupational exposure to blood borne pathogens and other potentially infectious materials. In accordance with the School’s “Exposure Control Plan,” employees having occupational exposure shall be trained in accordance with applicable state regulations and offered the hepatitis B vaccination.

The Executive Director, or designee, may exempt designated first-aid providers from pre-exposure hepatitis B vaccination under the conditions specified by state regulations.

Any employee not identified as having occupational exposure in the School’s exposure determination may petition to be included in the School’s employee in-service training and hepatitis B vaccination program. Any such petition should be submitted to the Executive Director, or designee, who shall evaluate the request and notify the petitioners of his/her decision. The Executive Director, or designee, may deny a request when there is no reasonable anticipation of contact with infectious material.

### **Classroom and School Visitation, Volunteer, and Removal Policy**

To ensure the safety of students and staff as well as to minimize interruption of the instructional program, the School has established the following procedures, pursuant to California Penal Code Sections 627, et. seq., to facilitate visits during regular school days:

1. Visits during school hours should first be arranged with the teacher and Executive/Director of Operations at least 24 hours in advance. If a conference is desired, an appointment should be set with the teacher during non-instructional time, at least three days in advance. Parents seeking to visit a classroom during school hours must first obtain the written approval of the classroom teacher and the Executive/Director of Operations. Except for unusual circumstances, approved by the Executive Director, classroom visits should not exceed approximately 45 minutes in length and may not occur more than once per week.
2. When there are a large number of requests, the School shall schedule a minimum of two (2) observation days per school year for parents who are considering application for enrollment. Interested parent observers shall be asked to conduct their observations on one of the scheduled days.
3. All visitors, including parents or guardians of currently enrolled students, shall register with the front office immediately upon entering any school building or grounds when during regular school hours. When registering, the visitor may be required to provide his/her name, address, occupation, age (if under 21), his/her purpose for entering school grounds, and proof of identity. For purposes of school safety and security, the Executive Director or designee may design a visible means of identification for visitors while on school premises.

4. The Executive Director, or designee, may refuse to register an outsider if he or she has a reasonable basis for concluding that the visitor's presence or acts would disrupt the school, its students, its teachers, or its other employees; would result in damage to property; or would result in the distribution or use of unlawful or controlled substances.
5. The Executive Director or designee may withdraw consent to be on campus whenever there is reasonable basis for concluding that the visitor presence on school grounds would interfere or is interfering with the peaceful conduct of the activities of the school, or would disrupt or is disrupting the school, its students, its teachers, or its other employees.
7. The Executive Director or designee may request that a visitor who has failed to register, or whose registration privileges have been denied or revoked, promptly leave school grounds. When a visitor is directed to leave, the Executive Director or designee shall inform the visitor that if he/she reenters the school without following the posted requirements he/she will be guilty of a misdemeanor.
8. The classroom teacher has full discretion as to their use of volunteers and the time and duration of in-class volunteer participation.
9. Visitors volunteering in classrooms shall follow all other guidelines indicated elsewhere in this policy. Classroom volunteers are there to benefit the entire class and are not in class solely for the benefit of their own child. Classroom volunteers must follow the instructions provided by the classroom teacher or aide. Classroom rules also apply to parent volunteers to ensure minimal distraction to the teacher. If a volunteer is uncomfortable following the direction of the teacher or aid, the volunteer may leave their volunteer position for that day.
10. Information gained by volunteers regarding individual students (e.g. academic performance or behavior) is to be maintained in strict confidentiality. Questions or comments concerning a child's academic performance or behavior must be done in a separate meeting between parent and teacher, as arranged with the teacher. Student discipline is to be left to the teacher, even for a parent volunteer's own child, with the exception of light reminders to students to stay on task.
11. Any visitor that is denied registration or has his/her registration revoked may request a hearing before the Executive Director. The request shall be in writing, shall state why the denial or revocation was improper, shall give the address to which notice of hearing is to be sent, and shall be delivered to the Executive Director within five (5) days after the denial or revocation. The Executive Director shall promptly mail a written notice of the date, time, and place of the hearing to the person who requested the hearing. A hearing before the Executive Director shall be held within seven business days after the Executive Director receives the request. The Executive Director shall respond within seven work days.
12. The Executive Director or designee may seek the assistance of the police in dealing with or reporting any visitor in violation of this policy.
13. At each entrance to the School grounds, signs shall be posted specifying the hours during which registration is required, stating where the office of the Executive Director or designee is located and what route to take to that office, and setting forth the penalties for violation of this policy.
14. No electronic listening or recording device may be used by students or visitors in a classroom without the teacher's and Executive Director's written permission.

**Penalties:**

1. Pursuant to the California Penal Code, if a visitor does not leave after being asked or if the visitor returns without following the posted requirements after being directed to leave, he/she will be guilty of a crime as specified which is punishable by a fine of up to \$500.00 or imprisonment in the County jail for a period of up to six (6) months or both.
2. Further conduct of this nature by the visitor may lead to the School's pursuit of a restraining order against such visitor which would prohibit him/her from coming onto school grounds or attending School activities for any purpose for a period of three (3) years.

**Independent Study Policy**

The purpose of this policy is to govern the use of Independent Study for students who may be absent for an extended period of time.

Independent Study requires approval from the Executive Director in writing. In an extenuating circumstance (i.e. serious illness or injury) the Executive Director may approve additional IS days following conference with the parents and teacher. The Executive Director reserves the right to deny Independent Study for any reason.

Independent Study is conducted solely for the educational benefit of the students attending the School as a means to encourage daily engagement in school work even during times of extended absence. No student is required to request or participate in an independent study program during an extended absence. Parents are to give advance notice when possible of a request for independent study. In an extenuating circumstance (i.e. a serious illness, injury or family emergency), with Executive Director approval, a certificated staff member/teacher will work with the parent to implement an independent study program in an expedited manner with less than one (1) school day notice.

The Board of Directors has adopted the following statements in accordance with Education Code Section 51747:

- (a) The assignment(s) must be completed and returned to the teacher through a face to face meeting, facsimile, mail, or other credible method of meeting and reviewed upon completion of the Independent Study Program for all grades, unless extended by the Executive Director in consultation with the teacher.
- (b) An evaluation will be made by a committee made up of the student's teacher and the Executive Director as to whether it is in the student's best interest to participate in the independent study program during an absence upon the student missing 3 assignments. A written record of the findings of this evaluation shall be placed in the student's permanent record and shall be maintained for a period of three years from the date of the evaluation. If the student transfers to another California public school, the record shall be forwarded to that school.
- (c) A written independent study master agreement for each student shall be maintained on file. Each agreement shall be signed and dated and in effect prior to the start of reporting attendance (ADA) pursuant to that agreement. The agreement shall contain all the items listed below:
  - The manner, time, frequency and place for submitting a student's assignments and for reporting his or her progress.

- The objectives and methods of study for the student's work, and the methods utilized to evaluate that work.
- The specific resources, including materials that will be made available to the student.
- A statement of the policies adopted herein regarding the maximum length of time allotted between the assignment and the completion of a student's assigned work, and the number of missed assignments before an evaluation of whether or not the student should be allowed to continue in independent study.
- The duration of the independent study agreement, including the beginning and ending dates for the student's participation in independent study under the agreement. No independent study agreement shall be valid for any period longer than one (1) school year.
- The inclusion of a statement that independent study is an optional educational alternative in which no student may be required to participate.
- Each written agreement shall be signed, before the commencement of independent study, by the student, the student's parent, legal guardian, or caregiver, if the student is less than 18 years of age, the certificated teacher/staff member who has been designated as having responsibility for the general supervision of independent study, and all other persons who have direct responsibility for providing instructional assistance to the student.
- A statement of the number of course credits or other measures of academic accomplishment appropriate to the agreement to be earned by the student upon completion.

(d) **Attendance Accounting:**

The School recognizes that families may not evenly distribute student's work assignments over weekdays. However, due to strict State law requirements for charter school attendance, the School expects each student to be engaged in an educational activity required of them in the assignment on each weekday that the School is in session, and asks that this "daily engagement" be documented on a daily basis in the student log by the parent/guardian. This should not be read to prohibit schoolwork on weekends and should not be read to dictate the manner in which a family distributes the assignments over the independent study period.

The School asks that a parent/guardian refrain from documenting any "daily engagement" on a day where a student did not engage in any educational activity required of them by the assignment. Work done on weekends or other days when school is not in session cannot be used to "make-up" weekdays where no "daily engagement" occurred.

## **Annual Notices**

### **Concussion / Head Injury Annual Notice**

A concussion is a brain injury that can be caused by a bump, blow, or jolt to the head, or by a blow to another part of the body with the force transmitted to the head. Even though most concussions are mild, all concussions are potentially serious and may result in complications including prolonged brain damage and death if not recognized and managed properly. Because the School has elected to offer an athletic program, we must immediately remove from a school-sponsored athletic activity for the remainder of the day an athlete who is suspected of sustaining a concussion

or head injury during that activity. The athlete may not return to that activity until he or she is evaluated by, and receives written clearance from, a licensed health care provider. If the licensed health care provider determines the athlete has a concussion or head injury, the athlete shall also complete a graduated return-to-play protocol of no less than 7 days in duration under the supervision of a licensed health care provider. On a yearly basis, a concussion and head injury information sheet must be signed and returned by the athlete and the athlete's parent or guardian before the athlete initiates practice or competition. This requirement does not apply to an athlete engaging in an athletic activity during the regular school day or as part of a physical education course.

### **Sexual Education Annual Notice**

The purpose of the School's sexual health education and/or HIV/AIDS prevention education is to provide every student with the knowledge and skills necessary to protect their sexual and reproductive health from unintended pregnancy and sexually transmitted diseases.

The School will provide instruction in comprehensive sexual health education, HIV/AIDS prevention education, and/or will conduct assessments on pupil health behaviors and risks in the coming school year.

Parents or guardians may:

- Inspect the written and audiovisual educational materials used in the comprehensive sexual health and HIV/AIDS prevention education.
- Request in writing that their child not receive comprehensive sexual health or HIV/AIDS prevention education.
- Request a copy of Education Codes 51930 through 51939.
- Be informed whether the comprehensive sexual health or HIV/AIDS prevention education will be taught by School personnel or outside consultants.
- When the School chooses to use outside consultants or to hold an assembly with guest speakers to teach comprehensive sexual health or HIV/AIDS prevention education, be informed of:
  - The date of the instruction
  - The name of the organization or affiliation of each guest speaker.

### **Free and Reduced Lunch Annual Notice:**

The School participates in the National School Lunch Program. Applications for free or reduced price meals are included in the first day packets to all families and can also be obtained on the school website and in the office. All families are encouraged to complete the application form in order to include as many eligible students as possible.

### **Harassment, Intimidation, Discrimination, and Bullying Policy**

Invictus Academy ("Charter School") believes all students have the right to a safe and civil learning environment. Discrimination, harassment, intimidation, and bullying are all disruptive behaviors which interfere with students' ability to learn, negatively affect student engagement, diminish school safety, and contribute to a hostile school environment. As such, the Charter School prohibits any acts of discrimination, harassment, intimidation, and bullying related to school

activity or school attendance. This policy is inclusive of instances that occur on any area of the school campus, at school-sponsored events and activities, regardless of location, through school-owned technology, and through other electronic means, consistent with this policy.

As used in this policy, “discrimination, harassment, intimidation, and bullying” describe the intentional conduct, including verbal, physical, written communication, or cyberbullying, that is based on the actual or perceived characteristics of disability, gender, gender identity, gender expression, nationality, race or ethnicity, religion, sexual orientation, or association with a person or group with one or more of these actual or perceived characteristics. In addition, bullying encompasses any conduct described in the definitions set forth in this policy.

To the extent possible, the Charter School will make reasonable efforts to prevent students from being discriminated against, harassed, intimidated and/or bullied, and will take action to investigate, respond, and address any reports of such behaviors in a timely manner. Charter School staff who witness acts of discrimination, harassment, intimidation, and bullying will take immediate steps to intervene, so long as it is safe to do so.

### **Definitions**

“Bullying” means any severe or pervasive physical or verbal act or conduct, including communications made in writing or by means of an electronic act, and including one or more acts committed by a student or group of students which would be deemed hate violence or harassment, threats, or intimidation, which are directed toward one or more students that has or can be reasonably predicted to have the effect of one or more of the following:

1. Placing a reasonable student (defined as a student, including, but is not limited to, a student with exceptional needs, who exercises average care, skill, and judgment in conduct for a person of his or her age, or for a person of his or her age with exceptional needs) or students in fear of harm to that student’s or those students’ person or property.
2. Causing a reasonable student to experience a substantially detrimental effect on his or her physical or mental health.
3. Causing a reasonable student to experience substantial interference with his or her academic performance.
4. Causing a reasonable student to experience substantial interference with his or her ability to participate in or benefit from the services, activities, or privileges provided by the Charter School.

“Electronic Act” means the transmission by means of an electronic device, including, but not limited to, a telephone, wireless telephone, or other wireless communication device, computer, or pager, of a communication, including, but not limited to, any of the following:

1. A message, text, sound, or image.
2. A post on a social network Internet Web site including, but not limited to:
  - a. Posting to or creating a burn page. A “burn page” means an Internet Web site created for the purpose of having one or more of the effects as listed in subparagraph (1) above.
  - b. Creating a credible impersonation of another actual pupil for the purpose of having one or more of the effects listed in subparagraph (1) above. “Credible impersonation” means to knowingly and without consent impersonate a pupil for



the purpose of bullying the pupil and such that another pupil would reasonably believe, or has reasonably believed, that the pupil was or is the pupil who was impersonated.

- c. Creating a false profile for the purpose of having one or more of the effects listed in subparagraph (1) above. “False profile” means a profile of a fictitious pupil or a profile using the likeness or attributes of an actual pupil other than the pupil who created the false profile.
3. Notwithstanding subparagraphs (1) and (2) above, an electronic act shall not constitute pervasive conduct solely on the basis that it has been transmitted on the Internet or is currently posted on the Internet.

### **Reporting**

All staff members are expected to provide appropriate supervision to enforce standards of conduct and, if they observe or become aware of discrimination, intimidation, harassment, or bullying, to intervene as soon as it is safe to do so, call for assistance, and report such incidents. The Board requires staff to follow the procedures in this policy for reporting alleged acts of bullying.

All other members of the school community, including students, parents/guardians, volunteers, and visitors, are encouraged to report any act that may be a violation of this policy to the Executive Director or designee. While submission of a written report is not required, the reporting party is encouraged to use the report form available in the Main Office. However, oral reports shall also be considered. Reports may be made anonymously, but formal disciplinary action cannot be based solely on anonymous information.

Students are expected to report all incidents of discrimination, intimidation, harassment, bullying, teasing, or other verbal or physical abuse. Any student who feels she/he is a target of such behavior should immediately contact a teacher, counselor, Executive Director, or staff person so that she/he can get assistance in resolving the issue consistent with this policy.

The Charter School acknowledges and respects every individual’s rights to privacy. To that end, consistent with legal requirements, all reports shall be investigated in a manner that protects the confidentiality of the parties and the integrity of the process to the greatest extent possible.

The Charter School prohibits any form of retaliation against any reporter in the reporting process, including but not limited to a reporter’s filing of a complaint or the reporting of violations of this policy. Such participation shall not in any way affect the status, grades or work assignments of the reporter.

### **Investigation**

Upon receipt of a report of harassment, intimidation, or bullying from a student, staff member, parent, volunteer, visitor or affiliate of the Charter School, the Executive Director or designee will promptly initiate an investigation. At the conclusion of the investigation, the Executive Director or designee will notify the complainant of the outcome of the investigation. However, in no case

may the Executive Director or designee reveal confidential student information related to other students, including the type and extent of discipline issued against such students.

Complaints shall be investigated and resolved within thirty (30) school days, unless circumstances reasonably require additional time.

All records related to any investigation of discrimination, harassment, intimidation or bullying will remain in a secure location in the Main Office of the Charter School.

In those instances when the complaint filed under this policy also requires investigation under the Uniform Complaint Procedures, such investigation will be undertaken concurrently.

### **Appeal**

Should the Complainant find the Executive Director or designee resolution unsatisfactory, he/she may within five (5) school days of the date of resolution, file an appeal with the Designated Appeals Committee. In such cases, at least three (3) certificated School employees who are unfamiliar with the case and who have been previously designated and trained for this purpose shall be assembled to conduct a confidential review of the Complainant's appeal and render a final disposition.

### **Consequences**

Students who engage in discrimination, harassment, intimidation or bullying may be subject to disciplinary action, up to and including suspension and/or expulsion, as outlined in the Student Discipline Policy of the Charter School.

### **Complaint Policy**

#### **Internal Complaint Policy**

Suggestions for improving the School are always welcome. Your good-faith complaints, questions, and suggestions also are of concern to the School. We ask you to first discuss your concerns with your child's teacher, and follow these steps:

- A. Any complaint shall be put in writing using the "Complaint Form" and addressed to the Executive Director. A written complaint shall include:
  1. The full name of each person involved
  2. A brief but specific summary of the complaint and the facts surrounding it
  3. A specific description of any prior attempt to discuss the complaint with the person and the failure to resolve the matter
- B. The Executive Director shall investigate the complaint as necessary and shall promptly mail a written notice to the Complainant of the date, time, and place of a meeting between the Complainant and the Executive Director, which shall occur no later than ten (10) school days following the receipt of complaint.
- C. If no resolution can be agreed upon between the Executive Director and the Complainant, the Executive Director shall submit the complaint to the Board of Directors, which shall submit it to the Dispute Resolution Committee, a sub-set of the Board of less than a quorum (at least 3) of existing members appointed by the Board of Directors as needed.



- D. The Dispute Resolution Committee may seek additional investigation by the Executive Director as it deems necessary. This committee will be advisory only and will bring a recommendation to the full Board of Directors for consideration.
- E. The Board of Directors shall address the recommendations of the Dispute Resolution Committee at the next Regular Board meeting following the availability of those recommendations from the Committee.
- F. The Board of Directors will make the final determination regarding the dispute and shall notify the Complainant of the Board's determination within ten school days of the determination.

This procedure, which we believe is important for both you and the School, cannot guarantee that every problem will be resolved to your satisfaction. However, the School values your observations and you should feel free to raise issues of concern, in good faith, without the fear of retaliation.

### **Policy for Complaints Against Employees**

The School requires all employees to observe the highest standard of business and personal ethics in the conduct of their duties and responsibilities. As representatives of the School, employees must practice honesty and integrity in fulfilling responsibilities and comply with all applicable laws and regulations.

It is the responsibility of all employees to comply with school policies noted in the Employment Guidelines and to report violations or suspected violations in accordance with this Whistleblower Policy.

Depending on the nature of the complaint, the complainant will be provided information concerning the applicable policy and procedures to be followed. If there is no applicable policy or procedures, the Executive Director (or designee) shall encourage the parties involved to seek an informal resolution of the issues. If this is not possible due to the nature of the complaint or if informal resolution has been unsuccessfully attempted, the Executive Director (or designee) shall undertake a responsible inquiry into the complaint to ensure it is reasonably and swiftly addressed. When appropriate, a written statement of the complaint will be obtained from the complainant.

If the complainant files a written complaint and no other school policy or procedure is applicable, the Executive Director (or designee) shall abide by the following process:

1. Within 10 working days of the receipt of the complaint, the Executive Director or designee shall use his or her best efforts to talk with the parties identified in the complaint and to ascertain the facts relating to the complaint.
2. In the event that the Executive Director (or designee) finds that a complaint against an employee is valid, the Executive Director (or designee) may take appropriate disciplinary action against the employee. As appropriate, the Executive Director (or designee) may also simply counsel/reprimand employees as to their conduct without initiating formal disciplinary measures.
3. The Executive Director's (or designee's) decision relating to the complaint shall be final unless it is appealed to the Board of Directors of the School. The decision of the Board of Directors shall be final.

**Confidentiality**

Complainants will be notified that information obtained from the complainants and thereafter gathered will be maintained in a manner as confidential as possible, but in some circumstances absolute confidentiality cannot be assured.

**Non-Retaliation**

Complainants will be advised that they will be protected against retaliation as a result of the filing of any complaints or participation in any complaint process.

**Resolution**

The administration will investigate complaints appropriately under the circumstances and pursuant to the applicable procedures, and if necessary, take appropriate remedial measures to ensure effective resolution of any complaint.

**Nondiscrimination**

The School does not discriminate against any student or employee on the basis of actual or perceived disability, gender, gender identity, gender expression, nationality, race or ethnicity, religion, sexual orientation, or any other characteristic that is contained in the definition of hate crimes in the California Penal Code.

The School adheres to all provisions of federal law related to students with disabilities including, but not limited to, Section 504 of the Rehabilitation Act of 1973, Title II of the Americans with Disabilities Act of 1990 and the Individuals with Disabilities in Education Improvement Act of 2004.

The School is committed to providing a work and educational atmosphere that is free of unlawful harassment. The School prohibits sexual harassment and harassment based upon pregnancy, childbirth or related medical conditions, race, religion, creed, color, gender, gender identity, gender expression, national origin or ancestry, physical or mental disability, medical condition, marital status, age, sexual orientation, or any other basis protected by federal, state, local law, ordinance or regulation. The School will not condone or tolerate harassment of any type, including bullying, discrimination, or intimidation, by any employee, independent contractor or other person with which the Charter School does business, or any other individual, student, or volunteer. This policy applies to all employees, students, or volunteers and relationships, regardless of position or gender. The School will promptly and thoroughly investigate any complaint of harassment and take appropriate corrective action, if warranted.

**Uniform Complaint Policy****Scope**

The School's policy is to comply with applicable federal and state laws and regulations. The School is the local agency primarily responsible for compliance with federal and state laws and regulations governing educational programs. Pursuant to this policy, persons responsible for conducting investigations shall be knowledgeable about the laws and programs which they are assigned to investigate. This complaint procedure is adopted to provide a uniform system of complaint processing for the following types of complaints:

- (1) Complaints of unlawful discrimination, harassment, intimidation or bullying against any protected group, including actual or perceived discrimination, on the basis of actual or perceived characteristics of age, ancestry, color, disability, ethnic group identification, gender expression, gender identity, gender, genetic information, nationality, national origin, race or ethnicity, religion, sex, or sexual orientation, or on the basis of a person's association with a person or group with one or more of these actual or perceived characteristics in any Charter School program or activity; and
- (2) Complaints of violations of state or federal law and regulations governing the following programs including but not limited to: Adult Education Programs, Consolidated Categorical Aid Programs, Migrant Education, Career Technical and Technical Education and Career Technical and Technical Training Programs, Child Care and Development Programs, Child Nutrition Programs, and Special Education Programs.
- (3) A complaint may also be filed alleging that a pupil enrolled in a public school was required to pay a pupil fee for participation in an educational activity as those terms are defined below.
  - a. "Educational activity" means an activity offered by a school, school district, charter school or county office of education that constitutes an integral fundamental part of elementary and secondary education, including, but not limited to, curricular and extracurricular activities.
  - b. "Pupil fee" means a fee, deposit or other charge imposed on pupils, or a pupil's parents or guardians, in violation of Section 49011 and Section 5 of Article IX of the California Constitution, which require educational activities to be provided free of charge to all pupils without regard to their families' ability or willingness to pay fees or request special waivers, as provided for in *Hartzell v. Connell* (1984) 35 Cal.3d 899. A pupil fee includes, but is not limited to, all of the following:
    - i. A fee charged to a pupil as a condition for registering for school or classes, or as a condition for participation in a class or an extracurricular activity, regardless of whether the class or activity is elective or compulsory, or is for credit.
    - ii. A security deposit, or other payment, that a pupil is required to make to obtain a lock, locker, book, class apparatus, musical instrument, uniform or other materials or equipment.
    - iii. A purchase that a pupil is required to make to obtain materials, supplies, equipment or uniforms associated with an educational activity.
  - c. A pupil fees complaint may be filed anonymously if the complaint provides evidence or information leading to evidence to support an allegation of noncompliance with laws relating to pupil fees.
  - d. If the School finds merit in a pupil fees complaint the School shall provide a remedy to all affected pupils, parents, and guardians that, where applicable, includes reasonable efforts by the School to ensure full reimbursement to all affected pupils, parents, and guardians, subject to procedures established through regulations adopted by the state board.

- e. Nothing in this section shall be interpreted to prohibit solicitation of voluntary donations of funds or property, voluntary participation in fundraising activities, or school districts, school, and other entities from providing pupils prizes or other recognition for voluntarily participating in fundraising activities.
- (4) Complaints of noncompliance with the requirements governing the Local Control Funding Formula or Sections 47606.5 and 47607.3 of the Education Code, as applicable.

The School acknowledges and respects every individual's rights to privacy. Unlawful discrimination, harassment, intimidation or bullying complaints shall be investigated in a manner that protects [to the greatest extent reasonably possible] the confidentiality of the parties and the integrity of the process. The School cannot guarantee anonymity of the complainant. This includes keeping the identity of the complainant confidential. However, the School will attempt to do so as appropriate. The School may find it necessary to disclose information regarding the complaint/complainant to the extent necessary to carry out the investigation or proceedings, as determined by the Executive Director or designee on a case-by-case basis.

The School prohibits any form of retaliation against any complainant in the complaint process, including but not limited to a complainant's filing of a complaint or the reporting of instances of unlawful discrimination, harassment, intimidation or bullying. Such participation shall not in any way affect the status, grades or work assignments of the complainant.

### **Compliance Officers**

The School's Board of Directors designates the following Compliance Officer to receive and investigate complaints and to ensure the School's compliance with law:

### **Executive Director**

The Executive Director or designee shall ensure that employees designated to investigate complaints are knowledgeable about the laws and programs for which they are responsible. Designated employees may have access to legal counsel as determined by the Executive Director or designee.

Should a complaint be filed against the Executive Director, the compliance officer for that case shall be the Chair of the School Board of Directors.

### **Notifications**

The Executive Director or designee shall annually provide written notification of the School's uniform complaint procedures to employees, students, parents and/or guardians, advisory committees, private school officials and other interested parties (e.g., Adult Education).

The annual notice shall be in English, and when necessary, in the primary language, pursuant to section 48985 of the Education Code if fifteen (15) percent or more of the pupils enrolled in the School speak a single primary language other than English.

The Executive Director or designee shall make available copies of the Charter School's uniform complaint procedures free of charge.

**The annual notice shall include the following:**

- (a) A statement that the Charter School is primarily responsible for compliance with federal and state laws and regulations.
- (b) A statement that a pupil enrolled in a public school shall not be required to pay a pupil fee for participation in an educational activity.
- (c) A statement identifying the responsible staff member, position, or unit designated to receive complaints.
- (d) A statement that the complainant has a right to appeal the Charter School's decision to the CDE by filing a written appeal within 15 days of receiving the Charter School's Decision.
- (e) A statement advising the complainant of any civil law remedies that may be available under state or federal discrimination, harassment, intimidation or bullying laws, if applicable, and of the appeal pursuant to Education Code § 262.3.
- (f) A statement that copies of the local educational agency complaint procedures shall be available free of charge.

### **Uniform Complaint Procedures**

The following procedures shall be used to address all complaints which allege that the School has violated federal or state laws or regulations governing educational programs. Compliance Officers shall maintain a record of each complaint and subsequent related actions.

All parties involved in allegations shall be notified when a complaint is filed, when a complaint meeting or hearing is scheduled, and when a decision or ruling is made.

#### **Step 1: Filing of Complaint**

Any individual, public agency or organization may file a written complaint of alleged noncompliance by the School.

A complaint alleging unlawful discrimination, harassment, intimidation, and/or bullying shall be initiated no later than six months from the date when the alleged discrimination, harassment, intimidation, and/or bullying occurred, or six months from the date when the Complainant first obtained knowledge of the facts of the alleged discrimination, harassment, intimidation, and/or bullying. A complaint may be filed by a person who alleges that he/she personally suffered unlawful discrimination, harassment, intimidation, and/or bullying or by a person who believes that an individual or any specific class of individuals has been subjected to unlawful discrimination, harassment, intimidation, and/or bullying.

Pupil fees complaints shall be filed not later than one (1) year from the date the alleged violation occurred.

The complaint shall be presented to the Compliance Officer who shall maintain a log of complaints received, providing each with a code number and date stamp.

If a Complainant is unable to put a complaint in writing due to conditions such as a disability or illiteracy, School staff shall assist him/her in the filing of the complaint.

**Step 2: Mediation**

Within three days of receiving the complaint, the Compliance Officer may informally discuss with the Complainant the possibility of using mediation. If the Complainant agrees to mediation, the Compliance Officer shall make arrangements for this process.

Before initiating the mediation of an unlawful discrimination, harassment, intimidation, and/or bullying complaint, the Compliance Officer shall ensure that all parties agree to make the mediator a party to related confidential information.

If the mediation process does not resolve the problem within the parameters of law, the Compliance Officer shall proceed with his/her investigation of the complaint.

The use of mediation shall not extend the School's timelines for investigating and resolving the complaint unless the Complainant agrees in writing to such an extension of time.

**Step 3: Investigation of Complaint**

The Compliance Officer is encouraged to hold an investigative meeting within five days of receiving the complaint or an unsuccessful attempt to mediate the complaint. This meeting shall provide an opportunity for the Complainant and/or his/her representative to repeat the complaint orally.

The Complainant and/or his/her representative shall have an opportunity to present the complaint and evidence or information leading to evidence to support the allegations in the complaint.

A Complainant's refusal to provide the School's investigator with documents or other evidence related to the allegations in the complaint, or his/her failure or refusal to cooperate in the investigation or his/her engagement in any other obstruction of the investigation, may result in the dismissal of the complaint because of a lack of evidence to support the allegation.

The School's refusal to provide the investigator with access to records and/or other information related to the allegation in the complaint, or its failure or refusal to cooperate in the investigation or its engagement in any other obstruction of the investigation, may result in a finding, based on evidence collected, that a violation has occurred and may result in the imposition of a remedy in favor of the Complainant.

**Step 4: Response**

Unless extended by written agreement with the complainant, the compliance officer shall prepare and send to the complainant a written report of the Charter School's investigation and decision, as described in Step #5 below, within sixty (60) days of the Charter School's receipt of the complaint.

**Step 5: Final Written Decision**

The School's decision shall be in writing and sent to the Complainant. The School's decision shall be written in English and in the language of the Complainant whenever feasible or as required by law.

The decision shall include:



1. The findings of fact based on evidence gathered.
2. The conclusion(s) of law.
3. Disposition of the complaint.
4. Rationale for such disposition.
5. Corrective actions, if any are warranted.
6. Notice of the Complainant's right to appeal the School's decision within fifteen (15) days to the CDE and procedures to be followed for initiating such an appeal.
7. For unlawful discrimination, harassment, intimidation, and/or bullying complaints arising under state law, notice that the Complainant must wait until 60 days have elapsed from the filing of an appeal with the CDE before pursuing civil law remedies.
8. For unlawful discrimination, harassment, intimidation, and/or bullying complaints arising under federal law such complaint may be made at any time to the U.S. Department of Education, Office for Civil Rights.

If an employee is disciplined as a result of the complaint, the decision shall simply state that effective action was taken and that the employee was informed of the School's expectations. The report shall not give any further information as to the nature of the disciplinary action.

### **Appeals to the California Department of Education**

If dissatisfied with the School's decision, the Complainant may appeal in writing to the CDE within fifteen (15) days of receiving the School's decision. When appealing to the CDE, the Complainant must specify the basis for the appeal of the decision and whether the facts are incorrect and/or the law has been misapplied. The appeal shall be accompanied by a copy of the locally filed complaint and a copy of the School's decision.

Upon notification by the CDE that the Complainant has appealed the School's decision, the Executive Director or designee shall forward the following documents to the CDE:

1. A copy of the original complaint.
2. A copy of the decision.
3. A summary of the nature and extent of the investigation conducted by the School, if not covered by the decision.
4. A copy of the investigation files, including but not limited to all notes, interviews, and documents submitted by all parties and gathered by the investigator.
5. A report of any action taken to resolve the complaint.
6. A copy of the School's complaint procedures.
7. Other relevant information requested by the CDE.

The CDE may directly intervene in the complaint without waiting for action by the School when one of the conditions listed in Title 5, California Code of Regulations, Section 4650 exists, including cases in which the School has not taken action within 60 days of the date the complaint was filed with the School.

### **Civil Law Remedies**

A Complainant may pursue available civil law remedies outside of the School's complaint procedures. Complainants may seek assistance from mediation centers or public/private interest

attorneys. Civil law remedies that may be imposed by a court include, but are not limited to, injunctions and restraining orders. For unlawful discrimination, harassment, intimidation, and/or bullying complaints arising under state law, however, a Complainant must wait until 60 days have elapsed from the filing of an appeal with the CDE before pursuing civil law remedies. The moratorium does not apply to injunctive relief and is applicable only if the School has appropriately, and in a timely manner, apprised the Complainant of his/her right to file a complaint in accordance with 5 CCR 4622.



**GENERAL COMPLAINT FORM**

Your Name: \_\_\_\_\_ Date: \_\_\_\_\_

Date of Alleged Incident(s): \_\_\_\_\_

Name of Person(s) you have a complaint against: \_\_\_\_\_

\_\_\_\_\_

List any witnesses that were present: \_\_\_\_\_

\_\_\_\_\_

Where did the incident(s) occur?

\_\_\_\_\_

Please describe the events or conduct that are the basis of your complaint by providing as much factual detail as possible (i.e. specific statements; what, if any, physical contact was involved; any verbal statements; what did you do to avoid the situation, etc.) (Attach additional pages, if needed):

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

I hereby authorize Invictus Academy to disclose the information I have provided as it finds necessary in pursuing its investigation. I hereby certify that the information I have provided in this complaint is true and correct and complete to the best of my knowledge and belief. I further understand providing false information in this regard could result in disciplinary action up to and including termination.

\_\_\_\_\_  
Signature of Complainant

Date: \_\_\_\_\_

\_\_\_\_\_  
Print Name

To be completed by School:

Received by: \_\_\_\_\_

Date: \_\_\_\_\_



Last Name: \_\_\_\_\_ First Name/MI: \_\_\_\_\_

Student Name (if applicable): \_\_\_\_\_ Grade: \_\_\_\_\_ Date of Birth: \_\_\_\_\_

Street Address/Apt. #: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Home Phone: \_\_\_\_\_ Cell Phone: \_\_\_\_\_ Work Phone: \_\_\_\_\_

School/Office of Alleged Violation: \_\_\_\_\_

<input type="checkbox"/> Adult Education	<input type="checkbox"/> Consolidated Categorical Programs	<input type="checkbox"/> Nutrition Services
<input type="checkbox"/> Career/Technical Education	<input type="checkbox"/> Migrant and Indian Education	<input type="checkbox"/> Special Education
<input type="checkbox"/> Child Development Programs	<input type="checkbox"/> Pupil Fees	<input type="checkbox"/> Local Control Funding Formula

- ☐ Age
- ☐ Ancestry
- ☐ Color
- ☐ Disability (Mental or Physical)
- ☐ Ethnic Group Identification
- ☐ Gender / Gender Expression / Gender Identity
- ☐ National Origin
- ☐ Race or ethnicity
- ☐ Religion
- ☐ Sex (Actual or Perceived)
- ☐ Sexual Orientation (Actual or Perceived)
- ☐ Based on association with a person or group with one or more of these actual or perceived characteristics
- ☐ Genetic information

- [illegible]

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2. Have you discussed your complaint or brought your complaint to any Charter School personnel? If you have, to whom did you take the complaint, and what was the result?

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3. Please provide copies of any written documents that may be relevant or supportive of your complaint.

I have attached supporting documents.

☐ Yes

☐ No

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Mail complaint and any relevant documents to:

EXECUTIVE DIRECTOR  
INVICTUS ACADEMY  
LOCATION TBD

**INVICTUS ACADEMY OF RICHMOND****HARASSMENT, INTIMIDATION, DISCRIMINATION & BULLYING COMPLAINT  
FORM**

Your Name: \_\_\_\_\_ Date: \_\_\_\_\_

Date of Alleged Incident(s): \_\_\_\_\_

Name of Person(s) you have a complaint against: \_\_\_\_\_

List any witnesses that were present: \_\_\_\_\_

Where did the incident(s) occur? \_\_\_\_\_

Please describe the events or conduct that are the basis of your complaint by providing as much factual detail as possible (i.e. specific statements; what, if any, physical contact was involved; any verbal statements; what did you do to avoid the situation, etc.) (Attach additional pages, if needed):

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**I hereby authorize the Charter School to disclose the information I have provided as it finds necessary in pursuing its investigation. I hereby certify that the information I have provided in this complaint is true and correct and complete to the best of my knowledge and belief. I further understand providing false information in this regard could result in disciplinary action up to and including termination.**

\_\_\_\_\_  
Signature of Complainant

Date: \_\_\_\_\_

\_\_\_\_\_  
Print Name

**To be completed by the Charter School:**

Received by: \_\_\_\_\_ Date: \_\_\_\_\_

Follow up Meeting with Complainant held on: \_\_\_\_\_



# Comprehensive School Safety Plan

## DRAFT

### Invictus Academy of Richmond

The Comprehensive School Safety Plan is designed to be utilized as a school resource for prevention/mitigation, preparedness, response and recovery planning and training as well as for meeting the requirements for the annual Safety Plan Process under SB 187 and the National Incident Management System.

It is a living document to be updated as necessary to meet site, district and community needs, forms or requirements.<sup>1</sup>

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<sup>1</sup> Adapted from <http://knowledgesaveslives.com/assets/Site-Safety---Emergency-Plan-Process-and-Templates.pdf>

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## **SB 187: School Safety Plan**

### **Introduction**

*Individual schools in districts over 2,500 students must adopt a comprehensive school safety plan by March 1, 2000, and must review and update the plan every year thereafter. (Amended Ed. Codes 35294.1 & 35294.6)*

*Beginning July 1, 2000, each individual school must report on the status of its school safety plan, including a description of its key elements in the school accountability report card, and must continue to do so every July thereafter (Amended Ed. Code 35294.6)*

The following guideline may be utilized to support the annual review and evaluation of the individual school safety plan. This guide will also provide a time line and related administrative tasks to provide a process to ensure compliance with the requirements of Senate Bill 187, Comprehensive School Safety Plan.

The guideline/checklist has been organized into two parts:

1. An assessment by the School Safety Planning Committee of the School Site Council, the School Site Council or equivalent of the school climate in relation to the current status of school crime committed on campus and at school related functions. Based on this assessment, safety goals will be set for the upcoming school year.
2. The annual review and evaluation of the school comprehensive safety plan which is certified by the members of the School Safety Planning Committee, the School Site Council President, and the school Executive Director before being presented to the Board of Directors for final review and adoption. This review includes the following mandated components of Senate Bill 187:
  - Child Abuse reporting procedures
  - Policies pursuant to Education Code 48915(c) and other school-designated serious acts which would lead to suspension, expulsion, or mandatory expulsion recommendations
  - Procedures to notify teachers and counselors of dangerous students
  - Sexual Harassment Policy
  - Safe ingress and egress to and from school
  - Rules and procedures on school discipline in order to create a safe and orderly environment conducive to learning
  - Dress Code
  - Routine and emergency disaster procedures including natural disasters, human created disasters or power outages.



## IMPLEMENTATION OF PLAN

The written plan will be distributed and made available to all staff, students, parents, and the community to review in the main office.

### School Safety Planning Committee

*The school site council is responsible for developing the school site safety plan or for delegating the responsibility to a school safety planning committee. Ed. Code 35294.1*

*The school site safety committee shall be composed of the following members: the Executive Director or designee, one teacher who is a representative of the recognized certificated employee organization; one parent/guardian whose child attends the school; one classified employee who is a representative of the recognized classified employee organization; other members if desired. (Ed Code 35294.1)*

*Local law enforcement has been consulted (Ed. Code 39294.1) Other local agencies, such as health care and emergency services, may be consulted if desired. (Ed Code 39294.2)*

Other members of the school or community may provide valuable insights as members of the School Safety Planning Committee. Additional members may include:

- A representative from the local law enforcement agency
- School Resource Officers
- Guidance Counselor
- Special Education Department Chairperson
- One or more key community service providers
- Student representative(s)
- Disciplinary team member
- Staff leaders
- Additional parent representatives

## **Invictus Academy Safety Plan Signature Page**

The undersigned members of the Invictus Academy of Richmond Safety Planning Committee certify that the requirements for the SB 187 Safety Plan have been met.

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Gautam Thapar, Executive Director

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TBD, President, School Site Council

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TBD, Teacher Representative

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TBD, Classified Employee Representative

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TBD, PA Representative

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## Annual Safety Goals

The School Safety Planning Committee shall make an assessment of the current status of school crime committed on campus and at school-related functions and of appropriate strategies and programs that will provide or maintain a high level of school safety. (Ed. Code 35924.2)

While the School Safety Planning Committee reviews school, district and community crime data trends such as the California Safe School Assessment, other data can bring value to the discussions. Such data may include:

- Mental Health Data
- State, District or Site Surveys (such as the Youth Risk Behavior Survey)
- Disciplinary Data
- Community Police Data

Data may be more valuable if disaggregated by gender, age, zip code, ethnicity, etc. Current trends should be reviewed as well.

***Based on data analysis***, the School Safety Planning Committee identifies one or two **safety-related goals for the next school year as well as the strategies and/or programs that will be used to meet those goals**. The objective is to provide meaningful goals in order to improve the campus climate.

The goals are reported, with the Safety Plan, to the Board of Directors and are shared with the school staff and community.

In order to keep the goals as a safety focus for the school year, it is recommended that at least three brief meetings be held to review data and progress. The progress can be reported to the School Site Council, staff, parent groups and the Board of Directors.

The year-end assessment should be completed in May and reported.

## **Invictus Academy of Richmond Safety Plan Goals 2018-2019**

### **Component I: People and Programs**

**GOAL 1:** To be determined.

**Objectives:**

- TBD

### **Component II: Place or Physical Site**

**GOAL 1:** To be determined.

**Objectives:**

- TBD

## Policies and Procedures

### Mandated Policies and Procedures

The School Safety Planning Committee has reviewed the site safety plan and made necessary updates and revision. The safety plan must include the following components: (Ed Code 35294.2)

- Child abuse reporting consistent with Penal Code 11164.
- Policies pursuant to Educational Code 48915 and other school-designated serious acts which would lead to suspension, expulsion or mandatory expulsion recommendations.
- Procedures to notify teachers and counselors (amended Welfare and Institutions Code 827) of dangerous students pursuant to Education Code 49079.
- A sexual harassment policy pursuant to Education Code 212.6
- Procedures for safe entrance and exit of students, parents/guardians and employees to and from the school
- The rules and procedures on school discipline adopted pursuant to Education Code 35291 and 35291.5 (5411-discipline) in order to create a safe and orderly environment conducive to learning at school.
- If the school has adopted a dress code prohibiting students from wearing “gang related apparel,” the provisions of that dress code.
- Routine and Emergency Disaster Procedures that include:
  - Emergency and Disaster Preparedness Plan
  - Fire Drills
  - Bomb Threats
  - Earthquake Emergency Procedure System
  - Transportation Safety and Emergencies
- As the team reviews the following mandated components, critical questions to review include:
  - What is the policy or procedure?
  - How are staff, students and/or parents notified that this policy exists?
  - How are staff, students and/or parents notified relative to a specific incident?
  - What staff/student training(s) have been completed?
  - What additional trainings are needed?

## Child Abuse Reporting

**A. Definition of Child Abuse:** Child abuse means a physical injury that is inflicted by other than accidental on a child by another person. Child Abuse also means the sexual abuse of a child or any act or omission pertaining to child abuse reporting laws (willful cruelty, unjustifiable punishment of a child, unlawful corporal punishment or injury). Child abuse also means the physical or emotional neglect of a child or abuse in out-of-home care.

1. Child Abuse
  - a. Injury inflicted by another person.
  - b. Sexual Abuse.
  - c. Neglect of child's physical, health, and emotional needs.
  - d. Unusual and willful cruelty; unjustifiable punishment.
  - e. Unlawful corporal punishment.
2. Not Considered Child Abuse
  - a. Mutual affray between minors
  - b. Injury caused by reasonable and necessary force used by a peace officer:
    - To quell a disturbance threatening physical injury to a person or damage property
    - To prevent physical injury to another person or damage to property
    - For the purposes of self-defense
    - To obtain possession of weapons or other dangerous objects within the control of a child
    - To apprehend an escapee

## B. Mandated Child Abuse Reporting

- a. Mandated child abuse reporting is governed by the Child Abuse and Neglect Reporting Act, P.C. 11164.
- b. Any child care custodian, health practitioner, or employee of a child protective agency who has knowledge of or observes a child in his or her professional capacity or within the scope of his or her employment whom he or she knows or reasonably suspects has been the victim of child abuse shall report the known or suspected instance of child abuse to a child protective agency by telephone and written report:

**The telephone call must be made immediately or as soon as practicably possible by telephone.**

**AND**

**A written report must be sent within 36 hours of the telephone call to the child protective agency.**

- c. Any child care custodian, health practitioner, or employee of a child protective agency who has knowledge of or who reasonably suspects mental suffering has been inflicted on a child or his or her emotional well-being is endangered in any other way, may report such known or suspected instance of child abuse to a child protective agency.

- d. When two or more persons who are required to report are present and jointly knowledgeable of a known or suspected instance of child abuse, and when there is agreement among them, the telephone report may be made by a member of the team selected by mutual agreement and a single report may be made and signed by the selected member of the reporting team. Any member who has knowledge that the member designated to make the report failed to do so, shall thereafter make such a report.
- e. The intent and purpose of the law is to protect children from abuse. The definition of a child is any person under 18 years of age.
- f. This entire section on Child Abuse was been taken from *California Laws Relating To Minors* manual.

### **C. Sexual Activity**

**Child abuse laws change from time to time. Should you suspect that a student is engaged in unlawful sexual activity, please consult with the Executive Director to determine if particular provisions under this section are current and in effect.**

- a. Involuntary sexual activity is always reportable.
- b. Incest, even if voluntary is always reportable. Incest is a marriage or act of intercourse between parents and children; ancestors and descendants of every degree; brothers and sisters of half and whole blood and uncles and nieces or aunts and nephews. (Family Code § 2200).
- c. Voluntary Sexual Activity may or may not be reportable. Even if the behavior voluntary, there are circumstances where the behavior is abusive, either by Penal Code definition or because of an exploitative relationship, then this behavior must be reported. If there is reasonable suspicion of sexual abuse prior to the consensual activity, the abuse must be reported.

#### **Reportable Sexual Activity if a Child is 14 Years of Age and:**

- a. Partner is younger than 14 years old, but there is a disparity in chronological or maturational age or indications of intimidation, coercion or bribery or other indications of an exploitative relationship.
- b. Partner is 14 years or older; lewd & lascivious acts committed by a partner of any age partner is alleged spouse and over 14 years of age.

#### **Reportable Sexual Activity if the Child is 14 or 15 years and:**

- a. There is unlawful sexual intercourse with a partner older than 14 but less than 21 years of age and there is no indication of abuse or evidence of an exploitative relationship there is unlawful sexual intercourse with a partner older than 21 years
- b. There is lewd and lascivious acts committed by a partner more than 10 years older than the child
- c. The partner is the alleged spouse and over 21 years of age

#### **Reportable Sexual Activity if the Child is 16 or 17 years and:**

- a. The partner is less than 14 years of age
- b. There is unlawful sexual intercourse with a partner older than 14 and there is evidence of an exploitative relationship
- c. The partner is the alleged spouse and there is evidence of an exploitative relationship

**Reportable Sexual Activity if the Child is under 18 years:**

- a. Sodomy, oral copulation, penetration of a genital or anal opening by a foreign object, even if consensual, with a partner of any age.

**Not Reportable Sexual Activity:**

- a. Child is 14 years or younger and partner is younger than 14 years and of similar age or maturational age. Sexual behavior is voluntary and consensual. There are no indications of intimidation, coercion, bribery, or other indications of an exploitative relationship.
- b. Unlawful sexual intercourse of a child 14 to 15-years old with a partner older than 14 and less than 21 years of age and there is no indication of abuse or evidence of an exploitative relationship.
- c. Unlawful sexual intercourse with a child 16 or 17 years with a partner older than 14 and there is no indication of an exploitative relationship.

**Mandated reports of sexual activity must be reported to either the Department of Family & Children's Services (DFCS) or to the appropriate police jurisdiction. This information will then be cross-reported to the other legal agency.**

**D. Failure to Report Known or Suspected Child Abuse**

**Failure to report known or reasonable suspicion of child abuse, including sexual abuse, is a misdemeanor. Mandated reporters are provided with immunity from civil or criminal liability as a result of making a mandated report of child abuse.**

**E. Child Abuse Reporting Number: (408) 299-207****F. Staff Training**

Child abuse reporting procedures are reviewed with all staff at the first staff meetings of the school year. A written summary of the procedures is in the staff binder, which is given to all teachers.

## **Suspension and Expulsion Policies**

**Grounds for suspension which fall under Education Code 48900**

- a. Caused, attempted to cause, or threatened to cause physical injury to another person
- b. Possessed, sold, or otherwise furnished any firearm, knife, explosive, or other dangerous object unless, in the case of possession of any object of this type, the pupil had obtained written permission to possess the item from a certificated school employee, which is concurred in by the Executive Director or the designee of the Executive Director.
- c. Unlawfully possessed, used, sold, or otherwise furnished, or been under the influence of any controlled substance.
- d. Unlawfully offered, arranged, or negotiated to sell any controlled substance.
- e. Committed or attempted to commit robbery or extortion.
- f. Caused or attempted to cause damage to school property or private property.
- g. Stolen or attempted to steal school or private property.



- h. Possessed or used tobacco, or any products containing tobacco or nicotine products, including, but not limited to, cigarettes, cigars, miniature cigars, clove cigarettes, smokeless tobacco, snuff, chew packets, and betel. However, this section does not prohibit use or possession by a pupil of his or her own prescription products.
- i. Committed an obscene act or engaged in habitual profanity or vulgarity.
- j. Had unlawful possession of, or unlawfully offered, arranged or negotiated to sell any drug paraphernalia.
- k. Disrupted school activities or otherwise willfully defied the valid authority supervisors, teachers, administrators, school officials, or other school personnel engaged in the performance of their duties.
- l. Knowingly received stolen school property or private property.
- m. Possessed an imitation firearm. As used in this section, "imitation firearm" means a replica of a firearm as to substantially similar in physical properties to an existing firearm as to lead a reasonable person to conclude that the replica is a firearm.
- n. Committed or attempted to commit sexual assault.
- o. Harassed, threatened, or intimidated a pupil who is a complaining witness or witness in a school disciplinary proceeding for the purpose of either preventing that pupil from being a witness or retaliating against that pupil for being a witness, or both.

**A pupil may not be suspended or expelled for any of the acts listed above unless that act is related to school activity or school attendance occurring within a school under the jurisdiction of the Executive Director or occurring within any other school district. A pupil may be suspended or expelled for acts which are enumerated in this section and related to school activity or attendance that occur at any time, including but not limited to, any of the following:**

- a. While on school grounds.
- b. While going to or coming from school.
- c. During the lunch period, whether on or off the campus.
- d. During, or in route to and from, a school sponsored activity.

#### **Expulsion Policies under Education Code 48915:**

**The Executive Director shall recommend the expulsion of a pupil for any of the following committed at school or school activity off school grounds, unless the Executive Director finds an expulsion is inappropriate, due to the particular circumstance:**

- a. Causing serious physical injury to another person, except in self-defense.
- b. Possession of any knife, explosive, or other dangerous object of no reasonable use to the pupil.
- c. Unlawful possession of any controlled substance, as defined under Ed. Code.
- d. Robbery or extortion.
- e. Assault or battery on any school employee, as defined in Sections 240 and 242 of the Penal Code.

#### **Mandatory Recommendation for Expulsion**

**The Executive Director shall immediately suspend, pursuant to Section 48911, and shall recommend expulsion of a pupil that he or she determines has committed any of the following acts at school or at a school activity off school grounds:**

- a. Possessing, selling, or otherwise furnishing a firearm. This subdivision does not apply to an act of possessing a firearm if the pupil has obtained prior written permission to possess the firearm from a certificated school employee, which is concurred in by the Executive Director or the designee of the Executive Director. This subdivision applies to an act of possessing a firearm only if an employee of a school district verifies the possession.
- b. Brandishing a knife at another person
- c. Unlawfully selling a controlled substance as defined by Education Code.
- d. Committing or attempting to commit a sexual assault as defined in the Education Code.

#### **F. Staff Training**

Suspension and expulsion policies are reviewed every year at the beginning of the year staff meeting and are reviewed with the staff on an as needed basis.

#### **CA Codes (edc:48900-48926) EDUCATION CODE**

##### **SECTION 48900-48926**

48900. A pupil may not be suspended from school or recommended for expulsion unless the Executive Director of the school in which the pupil is enrolled determines that the pupil has committed an act as defined pursuant to one or more of subdivisions (a) to (o), inclusive:

- (a) (1) Caused, attempted to cause, or threatened to cause physical injury to another person; or  
(2) Willfully used force or violence upon the person of another, except in self-defense.
- (b) Possessed, sold, or otherwise furnished any firearm, knife, explosive, or other Dangerous object, unless, in the case of possession of any object of this type, the pupil had obtained written permission to possess the item from a certificated school employee, which is concurred in by the Executive Director or the designee of the Executive Director.
- (c) Unlawfully possessed, used, sold, or otherwise furnished, or been under the influence of, any controlled substance listed in Chapter 2 (commencing with Section 11053) of Division 10 of the Health and Safety Code, an alcoholic beverage, or an intoxicant of any kind.
- (d) Unlawfully offered, arranged, or negotiated to sell any controlled substance listed in Chapter 2 (commencing with Section 11053) of Division 10 of the Health and Safety Code, an alcoholic beverage, or an intoxicant of any kind, and then either sold, delivered, or otherwise furnished to any person another liquid, substance, or material and represented the liquid, substance, or material as a controlled substance, alcoholic beverage, or intoxicant.
- (e) Committed or attempted to commit robbery or extortion.
- (f) Caused or attempted to cause damage to school property or private property.
- (g) Stolen or attempted to steal school property or private property.
- (i) Committed an obscene act or engaged in habitual profanity or vulgarity.
- (j) Unlawfully possessed or unlawfully offered, arranged, or negotiated to sell any drug paraphernalia, as defined in Section 11014.5 of the Health and Safety Code.

- (k) Disrupted school activities or otherwise willfully defied the valid authority of supervisors, teachers, administrators, school officials, or other school personnel engaged in the performance of their duties.
- (l) Knowingly received stolen school property or private property.
- (m) Possessed an imitation firearm. As used in this section, "imitation firearm" means a replica of a firearm that is so substantially similar in physical properties to an existing firearm as to lead a reasonable person to conclude that the replica is a Firearm.
- (n) Committed or attempted to commit a sexual assault as defined in Section 261, 266c, 286, 288, 288a, or 289 of the Penal Code or committed a sexual battery as defined in Section 243.4 of the Penal Code.
- (o) Harassed, threatened, or intimidated a pupil who is a complaining witness or witness in a school disciplinary proceeding for the purpose of either preventing that pupil from being a witness or retaliating against that pupil for being a witness, or both.
- (p) A pupil may not be suspended or expelled for any of the acts enumerated unless that act is related to school activity or school attendance occurring within a school under the jurisdiction of the Executive Director or occurring within any other school district. A pupil may be suspended or expelled for acts that are enumerated in this section and related to school activity or attendance that occur at any time, including, but not limited to, any of the following:
  - (1) While on school grounds.
  - (2) While going to or coming from school.
  - (3) During the lunch period whether on or off the campus.
  - (4) During, or while going to or coming from, a school sponsored activity.
- (q) It is the intent of the Legislature that alternatives to suspensions or expulsion be imposed against any pupil who is truant, tardy, or otherwise absent from school activities.

48900.2. In addition to the reasons specified in Section 48900, a pupil may be suspended from school or recommended for expulsion if the Executive Director of the school in which the pupil is enrolled determines that the pupil has committed sexual harassment as defined in Section 212.5. For the purposes of this chapter, the conduct described in Section 212.5 must be considered by a reasonable person of the same gender as the victim to be sufficiently severe or pervasive to have a negative impact upon the individual's academic performance or to create an intimidating, hostile, or offensive educational environment. This section shall not apply to pupils enrolled in kindergarten and grades 1 through 3, inclusive.

48900.3. In addition to the reasons set forth in Sections 48900 and 48900.2, a pupil in any of grades 4 to 8, inclusive, may be suspended from school or recommended for expulsion if the Executive Director of the school in which the pupil is enrolled determines that the pupil has caused, attempted to cause, threatened to cause, or participated in an act of, hate violence, as defined in subdivision (e) of Section 233.

48900.4. In addition to the grounds specified in Sections 48900 and 48900.2, a pupil enrolled in any of grades 4 to 8, inclusive, may be suspended from school or recommended for expulsion if the Executive Director of the school in which the pupil is enrolled determines that the pupil has intentionally engaged in harassment, threats, or intimidation, directed against a pupil or group of pupils, that is sufficiently severe or pervasive to have the actual and reasonably expected effect of materially disrupting class work, creating substantial disorder, and invading the rights of that pupil or group of pupils by creating an intimidating or hostile educational environment.

48900.7. (a) In addition to the reasons specified in Sections 48900, 48900.2, 48900.3, and 48900.4, a pupil may be suspended from school or recommended for expulsion if the Executive Director of the school in which the pupil is enrolled determines that the pupil has made terrorist threats against school officials or school property, or both. (b) For the purposes of this section, "terrorist threat" shall include any statement, whether written or oral, by a person who willfully threatens to commit a crime which will result in death, great bodily injury to another person, or property damage in excess of one thousand dollars (\$1,000), with the specific intent that the statement is to be taken as a threat, even if there is no intent of actually carrying it out, which, on its face and under the circumstances in which it is made, is so unequivocal, unconditional, immediate, and specific as to convey to the person threatened, a gravity of purpose and an immediate prospect of execution of the threat, and thereby causes that person reasonably to be in sustained fear for his or her own safety or for his or her immediate family's safety, or for the protection of school district property, or the personal property of the person threatened or his or her immediate family.

## **Sexual Harassment Policy**

### **A. Definition**

"Sexual Harassment includes 'unwelcome sexual advances, requests for sexual favors, sexually motivated physical contact, or other verbal or physical conduct or communication of a sexual nature,' when *any of four conditions* are met:

- 1. Submission to the conduct or communication is made a term or condition, either explicitly or implicitly, of obtaining education;**
- 2. Submission or rejection of the conduct or communication is used as a factor in decisions affecting that person's education;**
- 3. The conduct or communication has either the purpose or effect of 'substantially interfering' with a person's education;**
- 4. The conduct or communication creates an 'intimidating, hostile, or offensive' educational environment."**

### **B. Policy Pertaining to Sexual Harassment**

#### **STUDENT SEXUAL HARASSMENT**

The Board of Directors prohibit the unlawful sexual harassment of any student by any employee, student, or other person in or from the district. The Board expects students or staff to immediately report incidents of sexual harassment to the Executive Director or designee or to another district administrator. Teachers shall discuss this policy with their students in age-appropriate ways and should assure them that they need not endure any form of sexual harassment. Any student who engages in the sexual harassment of anyone in or from the district may be subject to disciplinary action up to and including expulsion. Any employee who permits or engages in sexual harassment may be subject to disciplinary action up to and including dismissal.

Any student who feels that he/she is being harassed should immediately contact the Executive Director or designee at his/her school. If a situation involving sexual harassment is not promptly remedied by the Executive Director or designee, a complaint of harassment can be filed with the

district's Title IX Coordinator for students. The district prohibits retaliatory behavior against any complainant or any participant in the complaint process. Each complaint of sexual harassment shall be promptly investigated in a way that respects the privacy of all parties concerned.

Prohibited sexual harassment includes, but is not limited to, unwelcome sexual advances, request for sexual favors, and other verbal, visual, or physical conduct of a sexual nature when:

1. Submission to the conduct is explicitly or implicitly made a term or condition of an individual's employment, academic status, or progress.
2. Submission to or rejection of the conduct by an individual is used as the basis for academic or employment decisions affecting the individual.
3. The conduct had the purpose or effect of having a negative impact on the individual's academic or work performance, or of creating an intimidating, hostile, or offensive educational or work environment.
4. Submission to or rejection of the conduct by the individual is used as the basis for any decision affecting the individual regarding benefits and services, honors, programs, or activities at or through the school. Education Code 212.5

Other types of conduct which are prohibited in the district and which may constitute sexual harassment include:

1. Unwelcome leering, sexual flirtations, or propositions.
2. Unwelcome sexual slurs, epithets, threats, verbal abuse, derogatory comments or sexually degrading descriptions.
3. Graphic verbal comments about an individual's body, or an overly personal conversation.
4. Sexual jokes, stories, drawings, pictures, or gestures.
5. Spreading sexual rumors.
6. Teasing or sexual remarks about students enrolled in a predominantly single-sex class.
7. Touching an individual's body or clothes in a sexual way.
8. Purposefully limiting a student's access to educational tools and/or instruction.
9. Cornering or blocking of normal movements.
10. Displaying sexually suggestive objects in the educational environment.
11. Any act of retaliation against an individual who reports a violation of the district's sexual harassment policy or who participates in the investigation of a sexual harassment complaint.

### **Enforcement**

The Executive Director or designee shall take appropriate actions to reinforce the district's sexual harassment policy. These actions may include:

1. Removing vulgar or offending graffiti.
2. Providing staff training and student instruction or counseling.
3. Taking appropriate disciplinary action as needed.

### **Legal Reference**

**Civil Code 1714.1, Education Code 200-240, 212.5, 212.6, 230, 48904, 48980, United States Code, Title 42, 2000d & 2000e et seq. Title IX, 1972 Education Act Amendments, Franklin vs. Gwinnet County Schools (1992) 112 S. Ct. 1028, Board Policy 5145.7**

### **Notifications**

A copy of the district's sexual harassment policy shall:

1. Be included in the notifications that are sent to parents/guardians at the beginning of each school year. Edu. Code 48980
  2. Appear in any school or district publication that sets forth the school or district's comprehensive rules, regulations, procedures, and standards of conduct. Education Code 212.5
- 

## **Procedures for Safe Ingress and Egress**

Beyond planning for daily ingress/egress routes and emergency evacuation routes, schools must plan for assisting students, staff and visitors with disabilities. Under the Americans with Disabilities Act of 1990, individuals who are deaf/hard of hearing, blind/partially sighted, mobility impaired and/or cognitively/emotionally impaired must be assisted.

### **A. Schools must include information in their plan for:**

At Invictus Academy we have carefully planned the safety of students with disabilities and made certain that they can properly exit or follow the designated routes. Furthermore, the necessary personnel have been trained and assigned in assisting those students which require personal care. Emergency personnel have been notified as to which classrooms have students in need of special attention during an evacuation.

- Identifying the population of people with disabilities
- Determining proper signage and equipment
- Training staff to assist individuals with disabilities
- Coordinating with emergency response personnel

### **B. Planning**

It is recommended that schools identify the location of potential evacuation sites based on the potential circumstances that may cause movement/relocation of the school population in the event of an emergency.

### **On-Campus Evacuation/Assembly Location**

Review your school site layout and determine where the safest outdoor location is on campus to assemble your students and staff.

### **Off-Campus Evacuation/Assembly Location**

Determine if there is a facility close to your school that can potentially house your staff and student body.

Prior to an event:

- a. Identify off-campus evacuation site(s).
- b. Establish a memorandum of agreement with the evacuation site(s)

Provide the addresses of at least two off-campus locations that have agreed to provide an assembly area for your school population.

### **Primary Off-Site Evacuation/Assembly Location**

To Be Determined

### **Secondary Off-Site Evacuation/Assembly Location**

### To Be Determined

In the event of an airborne chemical or biological release, it is safest for students and staff to remain indoors at the school site. Follow the “Shelter-in-Place” procedures.

#### **C. Staff Training**

Staff training for ingress and egress routes is presented and reviewed every year at the beginning of the school year planning meetings and as needed.

#### **Daily Ingress/Egress Routes**

To be determined based on facility.

#### **Emergency Evacuation Routes**

To be determined based on facility.



## School Discipline

### A. Statement of Rules and Procedures On School Discipline

Education Code 44807:

"Every teacher in the public schools shall hold Pupils to a strict account for their conduct on the way to and from school, on the playgrounds, or during recess. A teacher, Executive Director, or any other certificated employee of a school district, shall not be subject to criminal prosecution or criminal penalties for the exercise, during the performance of his duties, of the same degree of physical control over a pupil that a parent would be legally privileged to exercise but which in no event shall exceed the amount of physical control reasonably necessary to maintain order, protect property, or protect the health and safety of pupils, or to maintain proper and appropriate conditions conducive to learning."

### B. Notification to Students and Parents

**Education Code 35291:**

- a. Parents and students shall be notified of the District and school site rules pertaining to student discipline at the beginning of the first semester, and at the time of enrollment for students who enroll thereafter.
- b. The discipline policy shall be reviewed annually with input from the Discipline Team, site administrators, campus security, staff, students, and parents.
- c. Invictus Academy Student Handbook

Room Discipline Plan- Each teacher will hang a list of classroom rules and consequences in the room. It is expected that all the students learn and obey these rules.

Misconduct warnings (Infractions) - The students that don't follow the rules of Invictus Academy will receive a demerit by teachers, school personnel and administration. They will not be allowed to attend the monthly activities.

A visit to the Executive Director-teachers will send students with extreme behavior problems to the Executive Director or Assistant Director office. The classroom teacher and/or the administration will be responsible to call the parents and will send a disciplinary letter to the students' home.

Suspension and Expulsion - The West Contra Costa Unified School District, under the laws of the State of California, Education Code #48900, it has identified certain acts for possible causes for suspension or expulsion of students of the school. These include: causing bodily injuries, possessing dangerous objects, making robbery or extortion, possessing drugs or paraphernalia for drugs, for interrupting school activities or challenging school authorities. You can suspend and/or expel a student for having committed any of the above acts being in school grounds or if they are coming or returning from school or any school sponsored activity. The teachers can suspend from their classes a student for the period of one day. However, the teacher is responsible of notifying the parents of the classroom suspension. After the suspension, the parents need to meet with the Executive Director and teacher before returning the student to the class.

Students' pursuit - The West Contra Costa Unified School District has committed its self in providing an atmosphere free of illegitimate pursuit. The District maintains strict politics that prohibits the pursuit of students based on sex, race, color, national origin, religion, age, physical or mental



impediment, or for any other forbidden base under the laws, ordinances or federal, state or local regulations. All kinds of illegitimate pursuit are prohibited, including the verbal behavior, physical, or visual, the threats, the demands, or the acts incited by the vengeance. This infraction for a student could be in disciplinary action that includes the suspension or expulsion, depending on the nature and graveness of the infraction. (Education Code, #48900)

#### **D. Staff Training**

School discipline policies are presented every year during summer professional development and are reviewed on an as needed basis.

### **Dress Code**

#### **A. Uniform Policy**

The following are school uniform colors:

**BOYS:** Khaki tan, black, or grey pants/shorts, blue polo or button down with the school logo. Sweatshirt with the school logo, college t-shirts, school specific t-shirts.

**GIRLS:** Khaki tan, black, or grey pants/shorts, blue polo or button down with the school logo. Sweatshirt with the school logo, college t-shirts, school specific t-shirts.

#### **B. Staff Training**

School dress code policies are presented every year during summer professional development and are reviewed on an as needed basis.

### **Routine and Emergency Disaster Procedures: Drills**

#### **Earthquake Drills**

The earthquake emergency procedure system shall, but not be limited to, all of the following:

A school building disaster plan, ready for implementation at any time, for maintaining the safety and care of students and staffs.

A drop procedure. As used in this article, "drop procedure" means an activity whereby each student and staff member takes cover under a table or desk, dropping to his or her knees, with the head protected by the arms, and the back to the windows. A drop procedure practice shall be held at least once each school quarter in elementary schools and at least once a semester in secondary schools.

#### **Protective measures to be taken before, during, and following an earthquake.**

A program to ensure that the students and that both the certificated and classified staff are aware of, and properly trained in, the earthquake emergency procedure system.

(Code of Regulations, Section 35297)

Whenever an earthquake alarm is sounded, all students, teachers and other employees shall immediately begin Duck, Cover and Hold procedures:

- DUCK, or DROP down on the floor.

- Take COVER under a sturdy desk, table or other furniture with backs to the windows. Protect head and neck with arms.
- HOLD onto the furniture and be prepared to move with it.
- Stay in this position for at least one minute or, in a real situation, until shaking stops.

**Evacuation. An Evacuation should NEVER be automatic. There may be more danger outside the building than there is inside. If administrative directions are not forthcoming, the teacher will be responsible for assessing the situation and determining if an evacuation is required.**

Pre-determined evacuation areas should be in open areas, without overhead hazards and removed from potential danger spots (covered walkways, large gas mains, chain linked fences [electric shock potential]).

Make it clear that a post-earthquake route differs from a fire evacuation route, and that appropriate non-hazardous alternate routes may be needed.

Practice evacuation using alternate routes to the assembly areas.

Students are to remain with their teacher in the evacuation area. Teachers shall take their roll books, take roll once in the evacuation area and be prepared to identify missing students to administrators and/first responders.

The Executive Director or designee shall keep a copy of each drill conducted on the Emergency Drill Report form and file a copy with Student Services in January and June of each year.

### **Standards for a Successful Earthquake Drill:**

The Earthquake Alarm can be heard by all staff and students.

Immediately after the earthquake alarm sounds, all students, teachers and other employees shall:

- DUCK, or DROP down on the floor.
- Take COVER under a sturdy desk, table or other furniture with backs to the windows. Protect head and neck with arms.
- HOLD onto the furniture and be prepared to move with it.

Evacuations shall occur when directed over the loud speaker by the Executive Director/designee. When evacuations are included as part of the drill, appropriate non-hazardous alternate routes, avoiding building overhangs, electrical wires, large trees, covered walkways, etc, shall be utilized by staff and students in order to reach the designated evacuation areas.

Teachers have taken roll once in the evacuation area. Any missing students are immediately reported to the Executive Director/designee.

Upon sounding of the all clear students and staff return to their appropriate classroom and the teacher takes roll once more. Missing students are reported to the attendance office.

## Fire Drills

*Executive Directors shall hold fire drills at least once a month in all elementary schools and four (4) time per year in all middle schools. (Code of Regulations, Title 5, Section 550)*

1. Whenever the fire alarm is given, all students, teachers and other employees shall quickly leave the building in an orderly manner. Teachers shall ascertain that no student remains in the building.
2. Designated evacuation routes shall be posted in each room. Teachers shall be prepared to select alternate exits and direct their classes to these exits in the event the designated evacuation route is blocked.
3. Evacuation areas will be established away from fire lanes.
4. Students are to remain with their teacher in the evacuation area. Teachers shall take their roll books, take roll once in the evacuation area and be prepared to identify missing students to administrators and/or fire marshals/designees.
5. The Executive Director or designee shall keep a copy of each drill conducted on the Emergency Drill Report form and file a copy with Student Services in January and June of each year.

### Standards for a Successful Fire Drill:

1. All staff and students can hear the Fire Alarm.
2. Orderly evacuation begins immediately and is completed within **5** minutes of the initial alarm, with minimal congestion at exit gates.
3. Teachers and students are staged in an orderly fashion away from fire lanes.
4. Teachers have taken roll once in the evacuation area. Any missing students are immediately reported to the Executive Director/designee.
5. Upon sounding of the all clear students and staff return to their appropriate classroom and the teacher takes roll once more. Missing students are reported to the attendance office.

## Code Red/ Lockdown Drills

For sites that have had Code Red Training™, conducting a Code Red Lockdown Drill initially involves more pre-planning and organization than conducting other drills. Middle schools should conduct an annual drill, which should take no longer than 40 minutes and impact class time by 20 minutes. Elementary schools should conduct drills every other year (or annually, if the local police department has the resources to support the drills).

There are a number of steps that are recommended in the Code Red Training in order to successfully conduct your drill. They involve:

1. Conduct a staff meeting. Plan on a 40 minute timeframe to review expectations and standards in terms of:
  - a. Locking doors
  - b. Covering windows
  - c. Turning off lights
  - d. Building barricades
  - e. Reviewing classroom and all clear procedures
  - f. Reviewing off site evacuation locations.
2. Send a follow-up reminder memo to your staff
3. Organize your assessment team. This also provides an excellent opportunity for your Critical Response Team to work together with police participants in the drill.

4. Conduct the assessment.
  5. Complete follow-up tasks.
- Remember, you are setting the tone for the importance of safety for students and staff on your campus.

## Code Red Drill Assessment Sheet

# Building

[illegible]

## **Routine and Emergency Disaster**

### **Procedures: Overview**

#### **The Basic Plan**

The Basic Plan addresses the responsibilities in emergencies associated with natural disasters, human-caused emergencies and technological incidents. It provides a framework for coordination of response and recovery efforts within the District in coordination and with local, State, and Federal agencies. The Plan establishes an emergency organization to direct and control operations at all sites during a period of emergency by assigning responsibilities to specific personnel. The Basic Plan:

- Conforms to the Federally mandated National Incident Management System (NIMS), State mandated Standardized Emergency Management System (SEMS) and effectively restructures emergency response at all levels in compliance with the Incident Command System (ICS).
- Establishes response policies and procedures, providing clear guidance for planning purposes.
- Describes and details procedural steps necessary to protect lives and property.
- Outlines coordination requirements.
- Provides a basis for unified training and response exercises to ensure compliance.

#### **Requirements**

The Plan meets the requirements of Contra Costa County policies on Emergency Response and Planning, the Standardized Emergency Management System (SEMS) Operational Area Response, and defines the primary and support roles of the District and individual schools in after-incident damage assessment and reporting requirements.

#### **Objectives**

- Protect the safety and welfare of students, employees and staff.
- Provide for a safe and coordinated response to emergencies.
- Protect the District's facilities and properties.
- Enable the District to restore normal conditions with minimal confusion in the shortest time possible.
- Provide for interface and coordination between sites and the District Emergency Operations Center (EOC).
- Provide for interface and coordination between sites and the County or city EOC in which they reside.
- Provide for the orderly conversion of pre-designated District sites to American Red Cross shelters, when necessary.

Schools are required by both federal statute and state regulation to be available for shelters following a disaster. The American Red Cross (ARC) has access to schools in damaged areas to set up their mass care facilities, and local governments have a right to use schools for the same purpose. This requires close cooperation between school officials and ARC or local government representatives, and should be planned and arranged in advance.

## Authorities and References

### State of California

#### **California Emergency Services Act (Chapter 7, Division 1, Title 2, California Government Code).**

The Act provides the basic authorities for conducting emergency operations following a proclamation of Local Emergency, State of Emergency, or State of War Emergency by the Governor and/or appropriate local authorities, consistent with the provisions of this Act.

#### **California Government Code, Section 3100, Title 1, Division 4, Chapter 4.**

**States that public employees are disaster service workers, subject to such disaster service activities as may be assigned to them by their superiors or by law.** The term "public employees" includes all persons employed by the state or any county, city, city and county, state agency or public district, excluding aliens legally employed.

The law applies to public school employees in the following cases:

- When a local emergency is proclaimed.
- When a state of emergency is proclaimed.
- When a federal disaster declaration is made.

The law has two ramifications for School employees:

1. It is likely that public school employees are pressed into service as Disaster Service Workers by their superiors, and may be asked to do jobs other than their usual duties for periods exceeding their normal working hours.
2. When pressed into disaster service, employees' Workers' Compensation Coverage becomes the responsibility of state government (OES), but their overtime pay is paid by the school district. These circumstances apply only when a local or state emergency is declared.

States that (the Governor's Office of Emergency Services has stated) inadequately trained school staff render school officials potentially liable for acts committed or omitted by school staff acting within the scope of their training during or after a disaster. (Sub Sections 835-840.6).

It requires that school districts be prepared to respond to emergencies using SEMS. (Section 8607, the Petris Bill).

#### **California Civil Code, Chapter 9, Section 1799.102**

It provides for "Good Samaritan Liability" for those providing emergency care at the scene of an emergency. ("No person, who, in good faith and not for compensation, renders emergency care at the scene of an emergency, shall be liable for any civil damages resulting from any act or omission. The scene of an emergency shall not include emergency departments and other places where medical care is usually offered.")

#### **California Education Code, Sections 35295-35297 (The Katz Act), Section 40041, 40042.**

Requires that a school site disaster plan outline roles, responsibilities, and procedures for students and staff. It also requires that the school site emergency management organizational structure comply with SEMS, Title 19 Section 2400, and be ready for implementation at all times.

#### **California Emergency Plan**

Promulgated by the Governor, and published in accordance with the California Emergency Services Act, it provides overall statewide authorities and responsibilities, and describes the functions and

operations of government at all levels during extraordinary emergencies, including wartime. Section 8568 of the Act states, in part, that "...the State Emergency Plan shall be in effect in each political subdivision of the state, and the governing body of each political subdivision shall take such action as may be necessary to carry out the provisions thereof." Therefore, local emergency plans are considered extensions of the California Emergency Plan.

## **Definitions: Incidents, Emergencies, Disasters**

### **Incident**

An *incident* is an occurrence or event, either human-caused or caused by natural phenomena, that requires action by emergency response personnel to prevent or minimize loss of life or damage to property and/or natural resources. Incidents may result in extreme peril to the safety of persons and property and may lead to, or create conditions of disaster. Incidents may also be rapidly mitigated without loss or damage. Although they may not meet disaster level definition, larger incidents may call for managers to proclaim a "Local Emergency".

Incidents are usually a single event that may be small or large. They occur in a defined geographical area and require local resources or, sometimes, mutual aid. There is usually one to a few agencies involved in dealing with an ordinary threat to life and property and to a limited population. Usually a local emergency is not declared and the jurisdictional EOC is not activated. Incidents are usually of short duration, measured in hours or, at most, a few days. Primary command decisions are made at the scene along with strategy, tactics, and resource management decisions

### **Emergency**

The term *emergency* is used in several ways. It is a condition of disaster or of extreme peril to the safety of persons and property. In this context, an emergency and an incident could mean the same thing, although an emergency could have more than one incident associated with it.

*Emergency* is also used in Standardized Emergency Management System (SEMS) terminology to describe agencies or facilities, e.g., Emergency Response Agency, Emergency Operations Center, etc.

*Emergency* also defines a conditional state such as a proclamation of "Local Emergency". The California Emergency Services Act, of which SEMS is a part, describes three states of emergency:

- State of War Emergency
- State of Emergency
- State of Local Emergency

### **Disaster**

A *disaster* is defined as a sudden calamitous emergency event bringing great damage, loss, or destruction. Disasters may occur with little or no advance warning, e.g., an earthquake or a flash flood, or they may develop from one or more incidents, e.g., a major wildfire or hazardous materials discharge.

Disasters are either single or multiple events that have many separate incidents associated with them. The resource demand goes beyond local capabilities and extensive mutual aid and support



are needed. There are many agencies and jurisdictions involved including multiple layers of government. There is usually an extraordinary threat to life and property affecting a generally widespread population and geographical area. A disaster's effects last over a substantial period of time (days to weeks) and local government will proclaim a Local Emergency. Emergency Operations Centers are activated to provide centralized overall coordination of jurisdictional assets, departments and incident support functions. Initial recovery coordination is also a responsibility of the EOCs.

## Earthquake Overview

### Major Earthquake Threat Summary

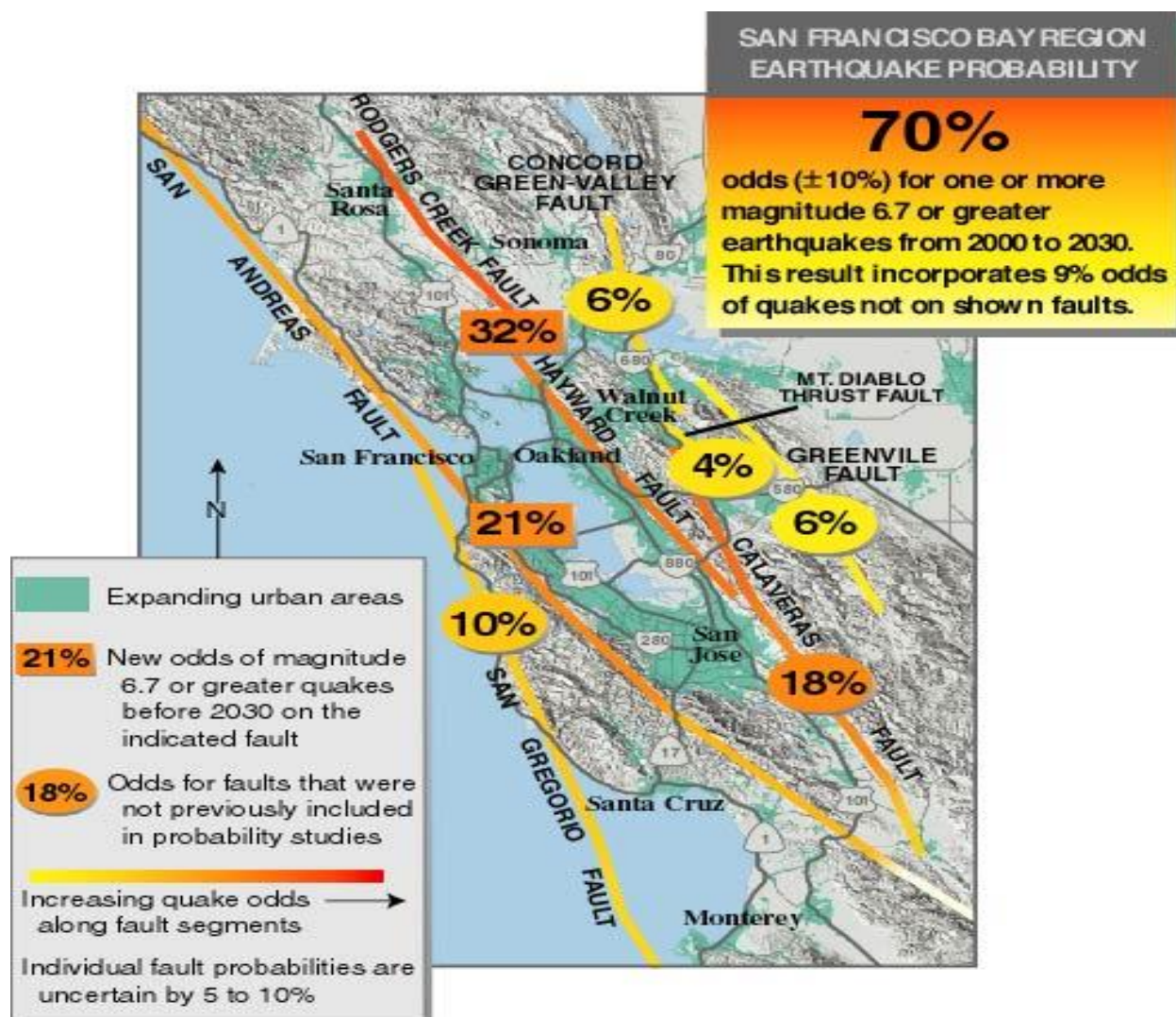
Earthquakes are sudden releases of strain energy stored in the earth's bedrock. The great majority of earthquakes are not dangerous to life or property either because they occur in sparsely populated areas or because they are small earthquakes that release relatively small amounts of energy. However, where urban areas are located in regions of high seismicity, damaging earthquakes are expectable, if not predictable, events. Every occupant and developer in Contra Costa County assumes seismic risk because the County is within an area of high seismicity. More than ten severe earthquakes have impacted San Francisco Bay Region during historic times.

The major effects of earthquakes are ground shaking and ground failure. Severe earthquakes are characteristically accompanied by surface faulting. Flooding may be triggered by dam or levee failure resulting from an earthquake, or by seismically induced settlement or subsidence. All of these geologic effects are capable of causing property damage and, more importantly, risks to life and safety of persons.

A fault is a fracture in the earth's crust along which rocks on opposite sides have moved relative to each other. Active faults have high probability of future movement. Fault displacement involves forces so great that the only means of limiting damage to man-made structures is to avoid the traces of active faults. Any movement beneath a structure, even on the order of an inch or two, could have catastrophic effects on the structure and its service lines.

The overall energy release of an earthquake is its most important characteristic. Other important attributes include an earthquake's duration, its related number of significant stress cycles, and its accelerations.

<u>Earthquake Size</u> <u>Descriptions</u>		
Descriptive Title	Richter Magnitude	Intensity Effects
Minor Earthquake	1 to 3.9	Only observed instrumentally or felt only near the epicenter.
Small Earthquake	4 to 5.9	Surface fault movement is small or does not occur. Felt at distances of up to 20 or 30 miles from the epicenter. May cause damage.
Moderate Earthquake	6 to 6.9	Moderate to severe earthquake range; fault rupture probable.
Major Earthquake	7 to 7.9	Landslides, liquefaction and ground failure triggered by shock waves.
Great Earthquake	8 to 8+	Damage extends over a broad area, depending on magnitude and other factors.



## Levels of Response

The area(s) affected, the extent of coordination or assistance needed, and the degree of participation expected from the School. Response Levels are closely tied to Emergency Proclamations issued by the head of local government.

### Response Level 0 - Readiness & Routine Phase

On-going routine response by the School to daily emergencies or incidents. Stand-by and alert procedures issued in advance of an anticipated or planned event.

### Response Level 3 - Local Emergency

A minor to moderate incident in which local resources are adequate and available. This level of emergency response occurs when an emergency incident, e.g., gas leak, sewer back-up, assaults, bomb threat, toxic spill, medical emergency, shooting, etc., occurs. A Level 3 response requires

School/Site Coordinators to implement guidelines in the Emergency Standard Operating Procedures and interact with public agencies.

**Response Level 2 - Local Disaster**

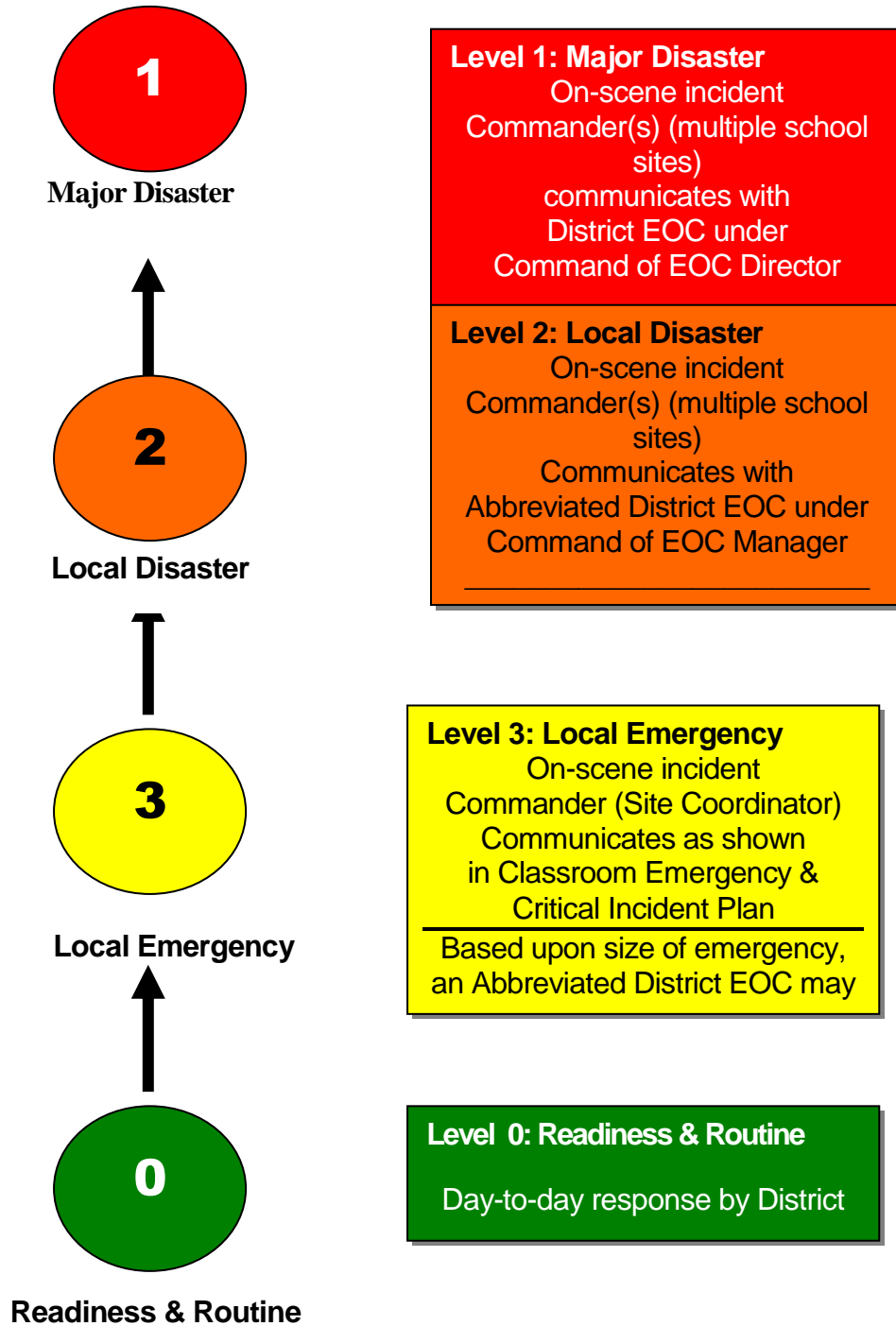
A moderate to severe emergency in which resources are not adequate and mutual aid may be required on a regional, even statewide basis with coordination with local police and fire departments of the affected are working in concert with West Contra Costa Unified School District to respond. The affected Cities and the County of INSERT COUNTY will proclaim a local emergency. Then, the State of California may declare a state of emergency.

**Response Level 1 - Major Disaster**

Resources in or near the impacted areas are overwhelmed and extensive State and Federal resources are required. The cities and the County of INSERT COUNTY will proclaim a local emergency. Then, the State of California will declare a State of Emergency. A Presidential Declaration of an Emergency or Major Disaster is requested by the State. Examples of major disasters are the Loma Prieta Earthquake of 1989 or the Oakland Hills Firestorm of 1991. When local jurisdictions declare a State of Emergency, the district board can declare the same.

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## Response Level Diagram



## Emergency Phases

Some emergencies will be preceded by a build-up or warning period, providing sufficient time to warn the population and implement mitigation measures designated to reduce loss of life and property damage. Other emergencies occur with little or no advance warning, thus requiring immediate activation of the emergency operations plan and commitment of resources. All employees must be prepared to respond promptly and effectively to any foreseeable emergency, including the provision and use of mutual aid.

Emergency management activities during peacetime and national security emergencies are often associated with the phases indicated below. However, not every disaster necessarily includes all indicated phases.

### Prevention/Mitigation Phase

Prevention/Mitigation is perhaps the most important phase of emergency management. However, it is often the least used and generally the most cost effective. Mitigation is often thought of as taking actions to strengthen facilities, abatement of nearby hazards, and reducing the potential damage either to structures or their contents, while prevention is taking steps to avoid potential problems. Both of these elements require education of parents, students and teachers.

While it is not possible to totally eliminate either the destructive force of a potential disaster or its effects, doing what can be done to minimize the effects may create a safer environment that will result in lower response costs, and fewer casualties.

### Preparedness Phase

The preparedness phase involves activities taken in advance of an emergency. These activities develop operational capabilities and responses to a disaster. Those identified in this plan as having either a primary or support mission relative to response and recovery review Standard Operating Procedures (SOPs) or checklists detailing personnel assignments, policies, notification procedures, and resource lists. Personnel are acquainted with these SOPs and checklists and periodically are trained in activation and execution.

### Response Phase

**Pre-Impact:** Recognition of the approach of a potential disaster where actions are taken to save lives and protect property. Warning systems may be activated and resources may be mobilized, EOCs may be activated and evacuation may begin.

**Immediate Impact:** Emphasis is placed on saving lives, controlling the situation, and minimizing the effects of the disaster. Incident Command Posts and EOCs may be activated, and emergency instructions may be issued.

**Sustained:** As the emergency continues, assistance is provided to victims of the disaster and efforts are made to reduce secondary damage. Response support facilities may be established. The resource requirements continually change to meet the needs of the incident.

## Recovery Phase

Recovery is taking all actions necessary to restore the area to pre-event conditions or better, if possible. Therefore, mitigation for future hazards plays an important part in the recovery phase for many emergencies. There is no clear time separation between response and recovery. In fact, planning for recovery should be a part of the response phase.

## First Things First

**Preparing your school for emergencies starts with staff preparedness. The backbone of school planning is dependent on the staff's willingness to stay at school during a major community emergency. Personal preparedness makes this much easier.**

**Each staff member needs to prepare their family and home for earthquakes and other emergencies.**

- ☐ A 72-hour supply kit for the home
- ☐ A Car Kit, including comfortable clothes/shoes and medications
- ☐ To develop a plan to reunite with their family
- ☐ A neighborhood preparedness program

Preparedness Brochures are available from the local chapter of the American Red Cross, Contra Costa County Office of Emergency Services, school district website, [www.redcross.org](http://www.redcross.org), [www.prepare.org](http://www.prepare.org) or [www.ready.gov](http://www.ready.gov).

If the disaster occurs during school time, Emergency Management recommends the child stay at school until the parent or a trusted friend (see Emergency Cards) picks up the child. We have no idea, especially in an earthquake, how impacted our neighborhoods may be.

This means the school staff will need to stay with the children. You can only do this if you are prepared at home! You must feel that your family can activate your **Family Plan** without you.

**Disaster Service Worker Status:** *California Government Code* Section 3100 declares that public employees are disaster services workers, subject to such disaster service activities as may be assigned to them by the superiors or by law. The term public employees include all persons employed by the state or any county, city, city & county, state agency or public district, excluding aliens legally employed. This law applies to public school employees in the following cases:

1. When a local emergency has been proclaimed,
2. When a state of emergency has been proclaimed, or
3. When a federal disaster declaration has been made.

## District and Parent Responsibilities for Students

### DISTRICT RESPONSIBILITY

If the superintendent declares a district emergency during the school day, the following procedures will be followed:



IN CASE OF A DECLARED EMERGENCY BY THE SUPERINTENDENT DURING SCHOOL HOURS, ALL STUDENTS WILL BE REQUIRED TO REMAIN AT SCHOOL OR AT AN ALTERNATE SAFE SITE UNDER THE SUPERVISION OF THE SCHOOL EXECUTIVE DIRECTOR OR OTHER PERSONNEL ASSIGNED BY THE EXECUTIVE DIRECTOR.

1. Until regular dismissal time and released only then if it is considered safe, OR
2. Until released to an adult authorized by the parent or legal guardian whose name appears on district records.
  - a. If students are on their way to school, they will be brought to school if bussed, or they should proceed to school if walking.
  - b. If students are on their way home from school, they are to continue home.

During a Declared Emergency, those students who have not been picked up by their parents or other authorized person may be taken by district personnel to another site where consolidated care facilities can be provided. This information will be given to the media stations and posted at the site to keep parents informed.

#### **PARENT RESPONSIBILITY**

Parents and legal guardians of students will be provided with a Student Health/Emergency Form each year. In case of a Declared Emergency, students will be released **ONLY** to persons designated on this form. Parents are responsible for ensuring that information on the Student Health/Enrollment Form is current at all times.

Parents are asked to share with the schools the responsibility for informing students of what they should do in case of a severe earthquake or other major emergency. Parents need to give specific directions to each student to follow the policy outlined above and to follow the directions of school personnel.

School authorities will do everything possible to care for each student while he/she is under district supervision.

It is critical that students do not have directions from parents that are contrary to the district's stated policy on retention at school and authorized release in case of a severe emergency

### **Emergency Response Procedures**

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Most emergency responses are covered by the following Basic Actions:

#### **A. Action: STAND BY**

**Action: STAND BY** consists of bringing students into the classroom or holding them in the classroom pending further instruction.

#### **B. Action: LEAVE BUILDING**

**ACTION: LEAVE BUILDING** consists of the orderly movement of students and staff from inside the school building to outside areas of safety or planned evacuation site.

**Action: LEAVE BUILDING** is appropriate for—but not limited to—the following emergencies:

- a. Fire
- b. Peacetime Bomb Threat
- c. Chemical Accident
- d. Explosion or Threat of an Explosion
- e. Following an Earthquake
- f. Other similar occurrences that might make the building uninhabitable

At the onset of a Code Red/Lockdown Alert, when teacher/supervisor has ascertained that leaving is the best option.

### **C. Action: TAKE COVER**

**Action: TAKE COVER** consists of bringing/keeping students indoors if possible and sheltering in place as appropriate to the situation.

If outdoors, **Action: TAKE COVER** consists of hiding behind any solid object (large tree, engine block of car, cement wall), in the event a sniper attack, armed intruder, rabid animal, or moving immediately to a location which is upwind and uphill in the event of a chemical or biological threat

**Action TAKE COVER** is appropriate for, but not limited to, the following:

- a. Severe Windstorm (short warning)
- b. Biological or Chemical Threat
- c. Sniper Attack
- d. Rabid Animal on School Grounds

### **D. Action: DROP**

**WARNING: The warning for this type of emergency is the beginning of the disaster itself.**

**Action: DROP** consists of:

- a. Inside school buildings
  - Immediately **TAKE COVER** under desks or tables and turn away from all windows
  - Remain in a sheltered position for at least 60 seconds silent and listening to/or for instructions
- b. Outside of School Buildings
  - Earthquake: move away from buildings
  - Take a protective position, if possible
- c. Explosion/Nuclear Attack:
  - Take protective position, **OR,**



- Get behind any solid object (ditch, curb, tree, etc.); lie prone with head away from light or blast; cover head, face, and as much of the skin surface as possible; close eyes, and cover ears with forearms.

**E. ACTION: DIRECTED MAINTENANCE**

**No school personnel/students are allowed to enter a school facility until inspected by and authorized by appropriate school personnel: Maintenance and School Administrators, and if applicable, Police, Fire, or City Inspectors.**

**In the event that drinking water is unsafe, water valves will be turned off and the drinking fountains sealed.**

**Water, gas, and electrical shut-off valves will be shut-off for each applicable building under the joint authorization of the administration and head custodian.**

**F. ACTION: DIRECTED TRANSPORTATION**

**WARNING: Under certain disaster conditions, authorized officials may attempt to move an entire community, or portion thereof, from an area of danger to another area of safety.**

Action: **DIRECTED TRANSPORTATION** consists of loading students and staff into school buses, cars and other means of transportation, and taking them from a danger area to a designated safety area.

**Action: DIRECTED TRANSPORTATION is considered appropriate only when directed by the Executive Director or designee, Site Administrator, Police, Fire, or OES. It may be appropriate for, but not limited to, movement away from:**

- Fire
- Chemical & Biological Gas Alert
- Flood
- Fallout Area
- Blast Area
- Chemical & Biological Gas Alert
- Specific Man-Made Emergency (shooting, fire, etc.)

**G. ACTION: GO HOME**

**Action: GO HOME consists of:**

- Dismissal of all classes
- Return of students to their homes by the most safe and expeditious means

**Action: GO HOME is to be considered only if there is time for students to go safely to their homes and if buses or other transportation are available for students who live at a distance from the school. Notification of parents by radio broadcast, local television, ALERT website, phone distribution lists, or other means will be requested.**

**H. ACTION: CONVERT SCHOOL**

**Action: CONVERT SCHOOL to a Red Cross emergency facility will be initiated by City officials.**

## Earthquake

### **DROP, COVER, and HOLD**

**It is the responsibility of every school employee to ensure students are taught and trained in the following procedures.**

#### **Earthquake procedures in the classroom or office**

At the first indication of ground movement, you should **DROP** to the ground. It will soon be impossible to stand upright during the earthquake. Getting to the ground will prevent being thrown to the ground.

You should seek protective **COVER** under or near desks, tables, or chairs in a kneeling or sitting position.

You should **HOLD** onto the table or chair legs. Holding onto the legs will prevent it from moving away from you during the quake. Protect your eyes from flying glass and debris with your arm covering your eyes.

You should remain in the DROP position until ground movement ends. Be prepared to DROP, COVER and HOLD during aftershocks.

After ground movement ends, check for injuries and safely evacuate the building. Move to a safe, open area, away from power lines and other overhead hazards.

#### **Earthquake procedures in other parts of the building:**

At the first indication of ground movement, you should DROP to the ground.

Take COVER under any available desk, table, or bench. If in a hallway, drop next to an inside wall in a kneeling position and cover the back of the neck with your hands.

After ground movement ends, check for injuries and safely evacuate the building. Move to a safe, open area, away from power lines and other overhead hazards.

#### **Earthquake procedures while outside:**

At the first indication of ground movement, move away from overhead hazards such as power lines, trees, and buildings. DROP to the ground and COVER the back of the neck with your hands. Be aware of aftershocks. Do not enter buildings until it is determined safe to do so.

If walking to or from school, DO NOT RUN. Stay in the open. If the student is going to school, continue to the school. If going home, the student should continue to go home.

**While in a vehicle or school bus**, pull over to the side of the road and stop. If on a bridge, overpass, or under power lines, continue on until the vehicle is away from the overhead dangers. Wait until the ground movement stops and check for injuries. Be aware of aftershocks, downed

wires, or roads blocked by debris. The Bus Driver is legally responsible for the welfare of student riders.

## **Fire**

**All classrooms and offices shall have an Emergency Exit sign and Evacuation Chart posted in a prominent location.**

### **Fire Within A School Building:**

**In the event that a fire is detected within a school building, use the following procedures:**

The Executive Director or Designee will:

- Order an evacuation if the fire alarm doesn't work
  - Call 9-1-1
  - Notify the District and Student Services Department
- a. Teachers will supervise the evacuation of the classrooms to the designated areas according to the Emergency Exit Plan posted in every classroom and office.
  - b. Teachers will close doors upon evacuating.
  - c. Teachers will take their roll books to the evacuation site and take roll. Teachers will report any missing student(s) to their Team Supervisor/ Administrator.
  - d. The Director of Operations or designees shall assist by shutting off gas valves, electricity, etc., or other if necessary for evacuating, putting out the fire, etc.
  - e. The Operations Director or designee shall open necessary gates for fire truck and other emergency vehicle access when appropriate. The Operations Director or designee will also keep access entrances open for emergency vehicles.
  - f. Notify students and staff when it is safe to return to the school site under the direction of the Fire Department and in consultation with the Executive Director or designee.

### **Fire Near School**

- a. **The Executive Director or designee shall:**
  - Determine the need to execute an evacuation if nearby fire poses an immediate threat to the students or the building.
  - Notify the Fire Department by calling 911.
  - Notify the District's office and Student Services Department.
  - Notify students and staff when it is safe to return to the school site under the direction of the Fire Department and in consultation with the District or designee.

## **Power Outage / Rolling Blackouts**

There are several stages of alerts that are being broadcast over the radio:

- **STAGE 1 EMERGENCY** indicates that the operating reserves in the real-time market are forecasted to be less than the California Independent System Operator (CAISO) Minimum Operating Reserves criteria.
- **STAGE 2 EMERGENCY** indicates that the operating reserves in the real-time market are forecasted to be less than five (5) percent.

- **STAGE 3 EMERGENCY** indicates that the operating reserves in the real-time market are forecasted to be less than 1.5 percent.

If the district is notified of a STAGE 3 EMERGENCY, possible-affected sites will be contacted as soon as practicable. Once notified, turn off PCs, monitors, printers, copiers, and lights when not in use or not needed. If you cannot turn off the whole computer, turn off the monitor and the printer. Shut off lights in unoccupied rooms. In spite of everyone's best effort to communicate, it is possible that an outage will occur with no notice to the district. To keep abreast of the daily situation, listen to 740AM (KCBS) radio station as you are driving into work for the status of the day.

### **PREPARING FOR AN OUTAGE**

- ☐ Update each student's emergency card.
- ☐ Determine availability of portable lighting at site, i.e. flashlights & batteries.
- ☐ Find out that when power is lost, do emergency lights go on and do the "Exit" signs remain lit?
- ☐ Clear away materials and boxes from hallways and pathways.
- ☐ Check school district's PG&E Block list to determine in which PG&E block your site is located.
- ☐ Ask your teachers to have alternative teaching methods and plans to be used at STAGE 3 only.
- ☐ Conduct a survey of your site for the classrooms and offices with no windows and prepare relocation plans.
- ☐ Plan alternative communication methods that suit your site, such as runners, cell phones, or radios.
- ☐ Develop a site plan such as a buddy system or chaperone, for restrooms or any other necessary leave during this period.
- ☐ Have flashlights & replacement batteries available for the restrooms and other locations with no windows.
- ☐ Ask your staff and students to have seasonal warm clothing available.
- ☐ Use surge protectors for all computer equipment, major appliances and electronic devices.
- ☐ If you have electric smoke detectors, use a battery-powered smoke detector as a back up.

### **DURING AN OUTAGE**

- ☐ **CONTACT MAINTENANCE & OPERATIONS IMMEDIATELY IF YOUR SITE IS EXPERIENCING A BLACKOUT.**
- ☐ According to SBC (Telephone Company), phones connected directly to a phone jack will be operable. Phones that require power from an electrical outlet will not work.
- ☐ If an outage lasts more than 30 minutes, have pre-designated people walk through the campus and check on the status of individuals in each building.
- ☐ Use a buddy system when going to the restrooms.
- ☐ **DO NOT USE** barbeques, Coleman-type stoves, hibachis and other outdoor-cooking devices indoors.
- ☐ **DO NOT USE** candles or gas lanterns.

- ☐ Turn off PCs, monitors, printers, copiers, major appliances and lights when not in use or not needed. If you cannot turn off the whole computer, turn off the monitor and the printer.
- ☐ Shut off lights in unoccupied rooms.

The rolling outages should not last more than two hours and, with some preparation, business can be conducted as close to normal as possible.

If a power outage is prolonged, the Executive Director should contact the District for directions (release students/staff, evacuation to another site, etc.).

### **Shelter-in-Place: Code Blue**

Shelter in Place/Code Blue may be directed should there be a danger in the community that could present a danger to the school community or a situation at the school that could harm students or staff if they are outdoors. Incidents could include gas leaks, chemical spills, mountain lions or a predator in the neighborhood.

When instructed or when an alerting system triggers a Code Blue/ Shelter in Place:

- ☐ **SHELTER.** Go inside the nearest building or classroom and remain there. Lock the door. You are looking for enclosed protection from the outside. Teachers should quickly check halls and get students into classrooms. Teachers will keep all students in the classroom until the emergency is resolved or directed to evacuate by the Executive Director and/or Public Safety Responders.
- ☐ **SHUT.** Close all doors and windows. The tighter and more complete the seal the better. Close as many windows and doors between the outside and your shelter-in-place room as possible.
- ☐ **LISTEN.** Remain quiet to hear critical instructions from school officials.
  - If there is no direction, continue instructional/work activities until the situation resolves or you directed to do otherwise.

### **ADDITIONAL STEPS FOR TEACHERS AND STAFF IF APPROPRIATE:**

- ☐ Advise students to cover mouth and nose with a damp cloth or handkerchief to protect from any airborne hazards.  
A school official (or student if no official present) should close all vents and turn off ventilation systems. *The goal is to keep inside air in and outside air out. Air conditioners and heating systems bring outside air in.*
- ☐ Turn off all motors and fans. *Still, non-moving air is best. Turn off anything that creates wind, generates extra heat, or could generate sparks.*
- ☐ Advise students to remain sheltered until the “all-clear” signal is given by a school or local official.

## **Intruder on Campus**

The campus intruder is defined as a non-student or a student on suspension who loiters or creates disturbances on school property. Intruders are committing the crime of Criminal Trespass. Dangerous and/or concealed weapons are forbidden on school premises unless carried by law enforcement officers.

### **Low Level:**

- ☐ Have the person(s) under suspicion kept under constant covert surveillance.
- ☐ Approach and greet the intruder in a polite and non-threatening manner.
- ☐ Identify yourself as a school official.
- ☐ Ask the intruder for identification.
- ☐ Ask them what their purpose is for being on campus.
- ☐ Advise intruder of the trespass laws.
- ☐ Ask the intruder to quietly leave the campus or invite him/her to accompany you to the office.
- ☐ If the intruder refuses to respond to your requests, inform him/her of your intention to summon law enforcement officers.
- ☐ If the intruder gives no indication of voluntarily leaving the premises, notify Police and Administration.

If Intruder(s) are on playground or grounds at breakfast or lunch time:

- ☐ Outdoor Supervisors should notify the office by radio and move all students into cafeteria/gym/classrooms unless otherwise directed.
- ☐ Lock exit doors to cafeteria/gym.
- ☐ Spread SHELTER IN PLACE/Code Blue or LOCKDOWN/Code Red alarm throughout rest of school as appropriate.

## **Hostage Situation**

**Staff and students should sit quietly if the situation is in their presence. TRY to remain calm. Staff should set the example if the armed intruder is in their presence by doing anything possible for the staff member and students to survive. If gun fire starts, staff and students should seek cover or begin rapid movement procedures.**

- ☐ **Do not engage in a conversation or try to persuade the intruder to leave your classroom or school.** Remember, you are in an illogical situation so any logical argument may go unheard. The intruder is probably aware of the potential danger that he/she would be facing if he/she left the classroom. The intruder may perceive himself/ herself as being sane.
- ☐ If the intruder speaks to you or to your students, then answer him or her. **Do not provoke him or her.** Don't try to take matters into your own hands. Students should be told not to whisper to one-another, laugh, or to make fun of the intruder. Remember, the intruder is disturbed and probably mentally ill, and more than likely paranoid. Any whispering or laughter may be perceived by the intruder as directed at him or her.
- ☐ Students should be taught to respond on their own when threatened. Incidents can occur which leave no time for signals. If students are outside unable to find access a room, they should, depending on the situation, initiate Action "**TAKE COVER**" position or run in a zig-zag fashion to the staging areas and **STAY CALM**.

- ☐ If and when possible, call Administration and/or 9-1-1.

### **Lockdown: Code Red**

A Code Red/Lockdown Alert is sounded if **there is a sniper, armed intruder or active shooter on campus**. Staff members have a very limited amount of time in which to commit to a course of action. Immediately assess both the situation and the surrounding environment and responds to the situation based upon the Code Red Training™ and drills. This is also true for your students who may need to become resources for substitutes or who are alone when an event occurs.

Remember, the Code Red response is a partnership with local law enforcement.

#### **Immediate actions should include:**

- ☐ Students and staff go into classrooms/buildings or run to off-site evacuation areas.
- ☐ LOCKDOWN includes building door barricades, internal barricades, covering windows and turning off/dimming lights.
- ☐ Notify administration
- ☐ Call 9-1-1 if you know the location of the shooter, the description or identity of the shooter or if you need medical direction for a victim.
- ☐ Administration notifies the District

#### **Intermediate activities:**

- ☐ Place a red card under the door/in a window if you have a serious injury in the classroom.
- ☐ Take roll
- ☐ Conduct anxiety-reducing activities

#### **Evacuation:**

- ☐ Prepare students and yourself for a quick evacuation
- ☐ Follow directions of law enforcement when they arrive

### **Poisoning, Chemical Spills, Hazardous Materials**

#### **POISONING:**

If a student ingests a poisonous substance:

- ☐ Call Poison Control Center Link Line 1-800-222-1222. Take appropriate first aid measures.
- ☐ Call parents.
- ☐ Notify the Health Services Office.

**Following any emergency, notify the District Office**

#### **CHEMICAL SPILL ON SITE:**

The following are guidelines for Chemical Spills:

- ☐ Evacuate the immediate area of personnel
- ☐ Determine whether to initiate Shelter in Place Protocol
- ☐ Secure the area (block points of entry)
- ☐ Identify the chemical and follow the procedures for that particular chemical.
- ☐ Notify the District Office.

#### **CHEMICAL SPILL OFF SITE INVOLVING DISTRICT EQUIPMENT/PROPERTY**

- ☐ Notify the District Office with the following information:
  - ✓ Date, time, and exact location of the release or threatened release



- ✓ Name and telephone number of person reporting
- ✓ Type of chemical involved and the estimated quantity
- ✓ Description of potential hazards presented by the spill
- ✓ Document time and date notification made
- ✓ Other emergency personnel responding (Highway Patrol, CALTRANS, etc.)
- ☐ Locate a fire extinguisher and have present, should the need arise
- ☐ Place reflective triangles or traffic cones if in street or highway. **DO NOT LIGHT FLARES!**
- ☐ If spill response equipment is available, use it to take the necessary measures to prevent the spill from spreading.

### **Reporting Chemical Spills**

Once an emergency spill response has been completed, the person reporting the initial spill must complete a **SPILL RESPONSE EVALUATION**. The incident must be reported to the District **WITHIN 24 HOURS OF THE SPILL**.

### **Spill Clean Up**

Chemical Spills may not be cleaned up by school personnel. Call the District Office. The cleanup will be coordinated through a designated contractor.

### **HAZARDOUS SUBSTANCES**

Hazardous Substances include the following, but is not limited to the following:

Gasoline	Lacquer Thinner
Solvents	Paint
Motor Oil	Agricultural Spray
Diesel Fuel	Paint Thinner
Kerosene	Stain
Anti-Freeze	Break Fluid
Airborne Gases/Fumes	

Always call for assistance and:

- ☐ Extinguish all ignition sources
- ☐ Shut off main emergency switch to fuel pump, if appropriate
- ☐ Move appropriate fire extinguishing equipment to area
- ☐ If possible, contain the spill to prevent further contamination
- ☐ Move people/personnel away or evacuate from contamination area

If the spill is too great to handle, contact the **District Office**.

Staff and students will evacuate the area immediately, if appropriate. **Move uphill, upwind, upstream if possible.**

### **VEHICLE FUEL SPILL**

When a spill has occurred, the first thing to do is to keep the situation from worsening. Follow these steps:

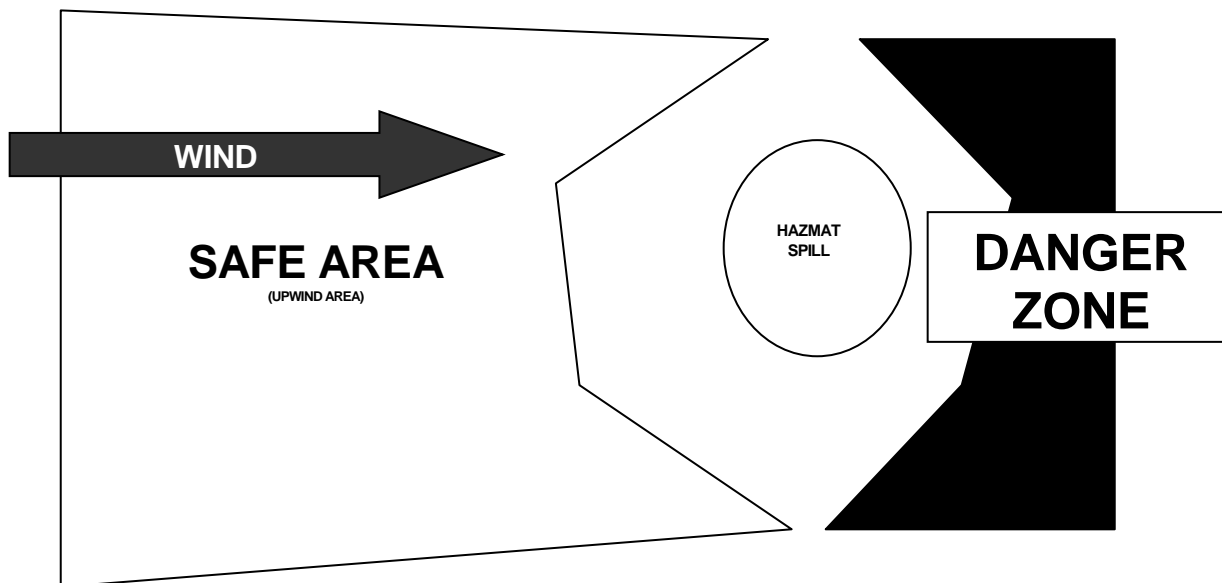
- ☐ Shut off emergency switch



- ☐ Avoid skin contact
- ☐ Isolate the spill from people and vehicles by blocking all points of entry
- ☐ Stop and evaluate any hazards
- ☐ Prevent discharge into storm drains. Divert the flow by sealing off areas with absorbents. Prevent runoff. Use absorbent "socks" or "booms" to contain the spill
- ☐ Identify the source, estimated quantity spilled and stop further release(s) - IF IT CAN BE DONE SAFELY
- ☐ Take care of any injured
- ☐ Notify the District Office.
- ☐ If the spill is unmanageable, contact the Fire Department by calling 9-1-1

If, after attempted containment, the release still poses either a present or a potential threat, notify the California Office of Emergency Services and local emergency assistance organizations (fire, police, etc.). Give the following information:

- ☐ Date, time, and exact location of the release
- ☐ Name and telephone number of persons reporting the release
- ☐ The type of fuel spilled and the estimated quantity
- ☐ Description of potential hazards presented by the fuel spill
- ☐ Document the time and date notification was made and the information provided



### Emergency Evacuation Routes and Procedures

- ☐ Upon emergency alert, secure work area and depart/report to assigned area.
- ☐ Perform duties as pre-assigned by the Executive Director in cooperation with emergency services personnel.
- ☐ DO NOT re-enter the building without permission or request of emergency service authorities.
- ☐ Remain in the general assembly areas and calm students if not assigned another duty.

- ☐ When signaled to re-enter safe areas of the school, quickly do so.
- ☐ Upon safe re-entry, report anything amiss to the Operations Director.

**In an Emergency Building Evacuation teachers will also:**

- ☐ Upon alert, assemble students for evacuation using designated routes and account for all students.
- ☐ Secure room.
- ☐ If possible, leave a note on the door advising where the class evacuated to if other than the standard assembly area.
- ☐ Upon arrival at the assembly area, account for all students.
- ☐ Secure medical treatment for injured students.
- ☐ Report any students missing or left behind because of serious injuries.
- ☐ Stay with and calm students.
- ☐ If signaled to re-enter school, assure students do so quickly and calmly. Account for all students.
- ☐ Check room and report anything amiss to the Operations Director.
- ☐ Debrief students to calm fears about the evacuation.

If it is necessary to evacuate the entire campus to another school or relief center, the Executive Director will:

- ☐ Notify the Superintendent of the Campus Evacuation.
- ☐ Cooperate with emergency authorities in enlisting students/staff with cars to help transport evacuees.
- ☐ Direct the evacuation, assure all students/staff are accounted for as they depart and arrive.

## **Medical Emergencies**

Calmly and carefully, assess the medical emergency you are faced with. Take only those measures you are qualified to perform.

You should always wear latex or rubber gloves to prevent contact with bodily fluids.

### **Rescue Breathing**

- ☐ Gently tilt the head back and lift the chin to open the airway.
- ☐ Pinch the nose closed.
- ☐ Give two slow breaths into the mouth.
- ☐ Breathe into an adult once every five seconds, and for children or infants breathe gently once every three seconds.
- ☐ If you are doing the procedure correctly, you should see the chest rise and fall.

### **To Stop Bleeding**

- ☐ Apply direct pressure to the wound.
- ☐ Maintain the pressure until the bleeding stops.
- ☐ If bleeding is from an arm or leg, and if the limb is not broken, elevate it above the level of the heart.
- ☐ If limb appears to be broken, minimize any movement, but take what measures are necessary to stop the bleeding.

### **Treatment for Shock**

- ☐ Do whatever is necessary to keep the person's body temperature as close to normal as

possible.

- ☐ Attempt to rule out a broken neck or back.
- ☐ If no back or neck injury is present, slightly elevate the person's legs.

### Choking

- ☐ Stand behind the person.
- ☐ Place the thumb side of one of your fists against the person's abdomen, just above the navel and well below the end of the breastbone.
- ☐ Grasp your fist with your other hand, give an abdominal thrust.
- ☐ Repeat until the object comes out.
- ☐ If required, begin rescue breathing.

## Triage Guidelines

Triage is defined as *the sorting of patients into categories of priority for care based on injuries and medical emergencies*. This process is used at the scene of multiple-victim disasters and emergencies when there are more victims than there are rescuers trained in emergency care.

Incidents that involve large numbers of casualties, and have a delay in the response time of emergency medical services, require a special form of triage. The modified triage system that is in most common use is the S.T.A.R.T. (Simple Triage And Rapid Treatment) Plan. In this plan, patients are triaged into very broad categories that are based on the need for treatment and the chances of survival under the circumstances of the disaster. These categories are listed below:

TRIAGE Priorities	
Highest Priority - RED TAG	
1.	Airway and breathing difficulties
2.	Cardiac arrest
3.	Uncontrolled or suspected severe bleeding
4.	Severe head injuries
5.	Severe medical problems
6.	Open chest or abdominal wounds
7.	Severe shock
Second Priority - YELLOW TAG	
1.	Burns
2.	Major multiple fractures
3.	Back injuries with or without spinal cord damage
Third Priority - GREEN TAG	
1.	Fractures or other injuries of a minor nature
Lowest Priority - BLACK	
2.	Obviously mortal wounds where death appears reasonably certain
3.	Obviously deceased

## S.T.A.R.T. Plan Triage Checklist

This method allows rapid identification of those patients who are at greatest risk for early death and the provision for basic life-saving stabilization techniques.

### Initial Contact

Identify self, and direct all patients who can walk to gather and remain in a safe place. Tag these people **GREEN**

- ☐ Begin evaluating the non-ambulatory patients where they are lying.

#### Assess **respiration (normal, rapid, absent)**

- ☐ If absent, open airway to see if breathing begins
- ☐ If not breathing, tag **BLACK** (dead) DO NOT PERFORM C P R
- ☐ If patient needs assistance to maintain open airway, or respiratory rate is greater than 30 per minute, tag **RED** (attempt to use a bystander to hold airway open)
- ☐ If respiration is normal, go to next step

#### Assess **perfusion (pulse, bleeding)**

- ☐ Use the capillary refill test to check radial (wrist) pulse
- ☐ If capillary refill test is greater than 2 seconds, or radial pulse is absent, tag **RED**
- ☐ If capillary refill is less than 2 seconds, or radial pulse is present, go to next step.
- ☐ Any life threatening bleeding should be controlled at this time, and if possible, raise patient's legs to treat for shock (attempt to use a bystander to hold pressure/bleeding control)

#### Assess **Mental Status (commands, movement)**

- ☐ Use simple commands/tasks to assess
- ☐ If patient cannot follow simple commands, tag **RED**
- ☐ If patient can follow simple commands, they will be tagged **YELLOW** or **GREEN**
- ☐ This will depend on other conditions, where their injuries will determine the priority of **YELLOW** versus **GREEN** (i.e. multiple fractures would require a higher level of treatment than superficial lacerations)

### Suicide

The publications of many organizations and governmental agencies contain advice for people who are faced with suicidal people. That advice is summarized below.

#### Do's

Listen	to what the person is saying and take her/his suicidal threat seriously. Many times a person may be looking for just that assurance.
Observe	the person's nonverbal behavior. In children and adolescents, facial expressions, body language, and other concrete signs often are more telling than what the person says.
Ask	whether the person is really thinking about suicide. If the answer is "YES," ask how she/he plans to do it and what steps have already been taken. This will convince the person of your attention and let you know how serious the threat is.
GET HELP	by contacting an appropriate Crisis Response Team member. Never attempt to handle a potential suicide by yourself.

**STAY** with the person. Take the person to a CRT member and stay with that person for awhile. The person has placed trust in you, so you must help transfer that trust to the other person.

### Don'ts

- Don't leave the person alone for even a minute.
- Don't act shocked or be sworn to secrecy.
- Don't underestimate or brush aside a suicide threat ("You won't really do it; you're not the type"), or to shock or challenge the person ("Go ahead. Do it"). The person may already feel rejected and unnoticed, and you should not add to the burden.
- Don't let the person convince you that the crisis is over. The most dangerous time is precisely when the person seems to be feeling better. Sometimes, after a suicide method has been selected, the person may appear happy and relaxed. You should, therefore, stay involved until you get help.
- Don't take too much upon yourself. Your responsibility to the person in a crisis is limited to listening, being supportive, and getting her/him to a trained professional. Under no circumstances should you attempt to counsel the person.

## Mass Casualty

In the event of a Mass Casualty Incident (MCI):

- ☐ Determine what the problem is and **call 9-1-1** for local emergency services.
- ☐ **Note:** A casualty is a victim of an accident or disaster.
- ☐ Identify the problem and give the school address.
- ☐ Site administrators decide whether or not to activate the School Site Disaster First Aid Team protocols (See School Site Disaster Plan).
- ☐ Determine if problem will continue or if it is over.
- ☐ Notify District's Office.
- ☐ School representative will meet Incident Command Officer (Fire Department or Police Official) who will determine exact nature of incident.
- ☐ Site administrators/First Responders will implement Mass Casualty Tracking Protocols as appropriate to the situation.
- ☐ Keep calm, reassure students.
- ☐ Fire Department will notify appropriate agencies for additional help.
- ☐ Crisis Team will convene.
- ☐ Contact District to determine need to send students home.



# Mass Casualty PATIENT TRACKING SHEET

Page\_\_\_\_\_

HOSPITALS:  
RICHMOND

[illegible]

Signed \_\_\_\_\_ Date \_\_\_\_\_

## Bio Terrorism

### Anthrax Threat

#### How to identify suspicious letters or packages

Some characteristics of suspicious letters or packages include the following:

- ✓ Excessive postage
- ✓ Handwritten or poorly typed addresses
- ✓ Incorrect titles
- ✓ Title, but no name
- ✓ Misspellings of common words
- ✓ Oily stains, discolorations or odors
- ✓ No return address
- ✓ Excessive weight
- ✓ Lopsided or uneven envelop
- ✓ Protruding wires or aluminum foil
- ✓ Excessive security material such as masking tape, string, etc.
- ✓ Visual distractions
- ✓ Ticking sound
- ✓ Marked with restrictive endorsements, such as “Personal” or “Confidential.”
- ✓ Shows a city or state in the postmark that does not match the return address.

#### Suspicious unopened letter or package marked with threatening message such as “Anthrax”

- ☐ Do not shake or empty the contents of any suspicious envelop or package.
- ☐ Place the envelope or package in a plastic bag or some other type of container to prevent leakage of contents.
- ☐ If you do not have any container, then cover the envelope or package with anything (e.g., clothing, paper, trash can, etc.) and do not remove this cover.
- ☐ Then leave the room and close the door, or section off the area to prevent others from entering.
- ☐ Wash your hands with soap and water to prevent spreading any powder to your face.
- ☐ If you are at home, report the incident to the local police. If you are at work, report the incident to the local police and your site administrator.
- ☐ List all people who were in the room or area when this suspicious letter or package was recognized. Give the list to both the local public health authorities and law enforcement officials for follow-up investigations and advice.

**Envelope with powder or powder spills out onto a surface**

- ☐ Do not try to clean up the powder. Cover the spilled contents immediately with anything and do not remove this cover.
- ☐ Leave the room and close the door or section off the area to prevent others from entering.
- ☐ Wash your hands with soap and water to prevent spreading any powder to your face.
- ☐ If you are at home, CALL 9-1-1 to report the incident. If you are at work, CALL 9-1-1 and your site administrator to report the incident.
- ☐ Remove heavily contaminated clothing as soon as possible and place in a plastic bag, or some other container that can be sealed. The clothing bag should be given to the emergency responders for proper disposal.
- ☐ Shower with soap and water as soon as possible. Do not use bleach or other disinfectant on your skin.
- ☐ If possible, list all people who were in the room or area, especially those who had actual contact with the powder. Give the list to both the local police and public health authorities so that proper instructions can be given for medical follow-up and further investigation.

**Possible room contamination by aerosol**

(Examples: small devices triggered warning that air handling systems is contaminated, or warning that a biological agent is released in a public space.)

- ☐ Turn off local fans or ventilation units in the area.
- ☐ Leave the area immediately.
- ☐ Close the door or section off the area to prevent others from entering.
- ☐ Move upwind, uphill, upstream.
- ☐ If you are at home, report the incident to the local police. If you are at work, report the incident to the local police and your site administrator.
- ☐ Shut down air handling systems in the building if possible.
- ☐ If possible, list all people who were in the room or area, especially those who had actual contact with the powder. Give the list to both the local police and public health authorities so that proper instructions can be given for medical follow-up and further investigation.

**DO NOT PANIC**

Anthrax organisms can cause infection in the skin, gastrointestinal system, or the lungs. In order for this to happen, the organism must be rubbed into abraded skin, swallowed, or inhaled as a fine, aerosolized mist. Disease can be prevented after exposure to the anthrax spores by early treatment with the appropriate antibiotics. Anthrax is not spread from one person to another person.



For anthrax to be effective as a covert agent, it must be aerosolized into very small particles. This is difficult to do, and requires a great deal of technical skill and special equipment. If these small particles are inhaled, life-threatening lung infection can occur, but prompt recognition and treatment are effective.

### Botulism

Botulism infection is extremely rare, with fewer than 200 cases reported in the U.S. each year. There are two forms of botulism which are associated with a terrorist act:

#### **Food Bourne Botulism**

The bacterium is ingested with the contaminated food source.

Symptoms begin within 6 hours to 2 weeks, but most commonly between 12 to 36 hours after eating contaminated foods.

Double or blurred vision, drooping eyelids, slurred speech, difficulty swallowing, dry mouth, and a descending muscle weakness that affects the shoulders first, then upper arms, lower arms, thighs, calves, etc.

These symptoms may be preceded by gastrointestinal disorder such as abdominal cramps, nausea, vomiting, and diarrhea. Paralysis of the respiratory muscles will cause death unless the person is assisted by mechanical ventilation. Botulism toxin can occur naturally in undercooked food, but the frequency of this is extremely rare.

#### **Inhalational Botulism**

Inhalation botulism results from the inhalation of the aerosolized toxin. A small amount of aerosolized toxin released into the wind can have a devastating effect on the surrounding population. Notwithstanding, inhalational botulism could be inflicted upon a more limited number of victims by introducing a contaminated object into an enclosed area such as inside of a building. The symptoms are indistinguishable from those of food Bourne botulism, except that the gastrointestinal signs sometimes associated with food Bourne botulism may not occur.

Botulism cannot be transmitted from one person to another. There is no vaccine for botulism treatment at this time. However, treatment consists of passive immunization with equine anti-toxins and supportive patient care.

### Smallpox

Smallpox infection results from the variola virus. The disease was once worldwide in scope. Before people were vaccinated, almost everyone contracted the disease. The virus was effectively eradicated from the world in the late 1970's, and the World Health Organization recommended governments cease routine vaccinations in 1980.

Vaccination has proven effective in preventing the disease in exposed persons if administered within 4 days of exposure.

Smallpox is a highly contagious infectious disease that has a mortality rate of about 30%. Since the discontinuation of vaccination in the early 1980's, virtually no one is protected against the disease today. The U.S. government is currently working to address the need for vaccinations. There is no proven treatment should infection occur.

## Appendices

### **Annual Emergency Awareness/ Preparedness Checklists & Forms**

The following checklists highlight areas of school operations, maintenance, security, and personnel that may pose opportunities for risk reduction. Use this checklist as a proactive tool to generate awareness over the potential for terrorist acts, at a time when it is needed most.

The recommendations contained in this checklist are not intended to represent or to replace a comprehensive school security program. Such a program would include much more. Many of the procedures included in the checklist are routine in districts with full-time security operations. Whether your school district has full-time security coverage, or has minimal security resources, these recommendations may be used as a focal point around which to build an appropriately renewed sense of awareness.

The following forms are designed to use on an annual basis to meet emergency preparedness requirements. Districts may already have their own forms and can substitute those if desired.

## Invictus Academy of Richmond Annual Site Awareness Checklist 2018-2019

Recommendation	Steps	Participants	Completed
<b>Review employment screening policy &amp; procedure</b>	<ul style="list-style-type: none"> <li>♦ Does your screening process include volunteers, cafeteria workers, mechanics, bus drivers, and security, in addition to educational staff?</li> <li>♦ Does your procedure allow for actual searches of courthouse records, rather than database searches, which are typically not accurate?</li> <li>♦ Do your searchers do Social Security Number traces to identify any out-of-state venues that should be checked?</li> <li>♦ Do your outside contracts use due-diligence screening procedures to check the backgrounds of their workers who regularly visit your school?</li> </ul>	<ul style="list-style-type: none"> <li>♦ Operations Director</li> <li>♦ Executive Director</li> </ul>	
<b>Review the physical security of bus yards and garages; review transportation security in general</b>	<ul style="list-style-type: none"> <li>♦ Are vehicle garages alarmed, and are the alarms in working order?</li> <li>♦ Are fenced-in areas gated, locked, and adequately illuminated at night?</li> <li>♦ Do drivers do “pilot inspections” of their vehicles before placing them into service each day? Is this done again after each time the vehicle has been left unattended?</li> <li>♦ Are bus drivers equipped with two-way radios or cell phones?</li> <li>♦ Are drivers trained to be aware of and to report suspicious vehicles that appear to be following their busses during their routes?</li> <li>♦ Do drivers keep a student roster for each bus route, to include student name, address, primary and secondary emergency contact numbers, and medical authorization information?</li> </ul>	<ul style="list-style-type: none"> <li>♦ Operations Director</li> <li>♦ Executive Director</li> </ul>	
<b>Review the adequacy of physical security in and around campus buildings</b>	<ul style="list-style-type: none"> <li>♦ Are alarm systems working and have they been tested? This should include main campus buildings as well as maintenance and storage facilities.</li> <li>♦ Are keys to campus and administration buildings adequately controlled?</li> <li>♦ Are alarm pass codes changed when an employee leaves the school district? Make sure codes are not shared.</li> <li>♦ Is exterior lighting working and is illumination adequate?</li> <li>♦ Is interior lighting (night lighting) working and is illumination adequate?</li> </ul>	<ul style="list-style-type: none"> <li>♦ Operations Director</li> <li>♦ Maintenance</li> </ul>	
<b>Review access control procedures and heighten employee awareness</b>	<ul style="list-style-type: none"> <li>♦ Are doors that should remain locked from the outside during the day kept locked, and are these doors checked periodically to make sure they are secure? Train all employees to check these doors but consider assigning someone to check them as well.</li> </ul>	<ul style="list-style-type: none"> <li>♦ Everyone</li> </ul>	

Recommendation	Steps	Participants	Completed
	<ul style="list-style-type: none"> <li>♦ Are staff members trained to approach and to “assist” strangers of any age who are observed in and on school property? Report those who have difficulty explaining their presence.</li> <li>♦ Has a visitor log and ID badge system been implemented?</li> </ul>		
<b>Train everyone to recognize and report suspicious activities on campuses.</b>	<ul style="list-style-type: none"> <li>♦ Are persons taking pictures or filming campus activities questioned about their authorization to do so?</li> <li>♦ Be alert for suspicious vehicles that seem to have no apparent purpose for being on campus, or, that come, go, and then reappear again.</li> <li>♦ Are specific individuals assigned to inspect the outside of campus buildings throughout the day, and to report unattended packages or vehicles near building perimeters?</li> <li>♦ Have you developed a plan to handle reports of suspicious activity?</li> <li>♦ Is everyone trained to report unattended or otherwise suspicious packages found inside campus buildings? Is this specific issue placed on routine checklists for maintenance and custodial personnel?</li> <li>♦ Do personnel know what to do if a suspicious package is found?</li> <li>♦ Have you considered a policy that requires staff and students to visibly identify backpacks, book bags, briefcases and gym bags with luggage style ID tabs?</li> <li>♦ Are food services personnel trained to be aware of suspicious people in their food preparation area?</li> <li>♦ When large attendance events occur on campus, are security measures in place and awareness levels heightened to assist in detecting suspicious acts?</li> </ul>	♦ Everyone	
<b>Implement a “tip-line” program that allows students, teachers, parents, staff, and other members of the school community to report issues anonymously, if they choose.</b>	<ul style="list-style-type: none"> <li>♦ Do you have a zero tolerance for verbal threats of any kind?</li> <li>♦ Do all members of the school community know that any threat, or information about a potential threat, must be reported? And, do they understand that there is no such thing as a threat intended as a joke?</li> <li>♦ Do students and staff know that they are <u>responsible</u> for informing the Executive Director/site administrator about any information or knowledge of a possible or actual terrorist threat or act?</li> <li>♦ Have you communicated a hard stand on hoaxes intended to mimic terrorist acts? Do students know that these hoaxes are crimes in themselves?</li> </ul>	♦ Everyone	
<b>Work closely with local law enforcement and health officials.</b>	<ul style="list-style-type: none"> <li>♦ Have you made local law enforcement a partner in your district plans?</li> <li>♦ Are parking regulations, particularly fire zone regulations, strictly enforced?</li> <li>♦ Does local law enforcement have copies of building blueprints, to include ventilation system, and electrical plans?</li> <li>♦ Has local law enforcement been given the opportunity</li> </ul>	♦ Executive Director	

Recommendation	Steps	Participants	Completed
	to conduct exercises on school property and on busses? ♦ Have you determined contact protocol with local health officials if bio-terrorism is suspected?		
<b>Train staff on identifying and handling suspicious packages and letters.</b>	♦ Have you download and posted the FBI advisory (poster) regarding suspicious packages from <a href="http://www.fbi.gov">www.fbi.gov</a> ? ♦ Or, the US Postal Inspection Service poster on identifying suspicious packages from <a href="http://www.usps.gov">www.usps.gov</a> ? ♦ Have you considered publicizing the availability of this information to others in the school community for personal use?	♦ Executive Director ♦ Operations Director ♦ Parents ♦ Students	

## Invictus Academy of Richmond

### Safety Plan Annual Emergency Plan Checklist

### 2018-2019

**Site:**                    **Site Checklist**

**Due By:**

**Submit To:**    **West Contra Costa Unified School District**

This is a checklist to help the Executive Director organize and meet the site requirements mandated by the Emergency Preparedness Plan. It is recommended that each Executive Director appoint a Site Disaster Committee comprised of staff, parents, and students (optional), to help carry out the tasks of this checklist.

<u>Check</u>	<u>Requirement</u>
_____	1. Read the District Disaster Plan, and know the responsibilities of the site manager
_____	2. Designate a second-in-command and a backup
_____	3. Orient staff to District Disaster Plan, review site procedures (staff meeting)
_____	4. Update site plan, assign staff responsibilities (complete staff roster sheet)
_____	5. Schedule necessary training (First Aid, CPR, Search & Rescue)
_____	6. Schedule drills: Fire, Earthquake, Code Red, Communications
_____	7. Complete site map, post as required, and forward a copy to Student Services
_____	8. Complete Site Hazard Survey
_____	9. Complete Classroom Hazard Survey Summary
_____	10. Submit Classroom Hazard Survey Summary to Student Service
_____	11. Participate in test of radios
_____	12. Check battery-operated radios
_____	13. Check location and condition of 2-meter radio antennae and the base for installing the antennae if appropriate.
_____	14. Complete supplies and equipment inventory to include classroom emergency kits
_____	15. Order supplies and equipment as necessary
_____	16. Evacuation areas/alternative identified for all classes
_____	17. Communications to parents and students about disaster procedures
_____	_____ District Student Release Policy
_____	_____ Emergency Information Cards
_____	18. Complete Emergency I.D. Tags collected and put into Classroom Emergency Kits if appropriate.
_____	19. Assess food supplies as applicable.
_____	20. Meet with child care provider and coordinate disaster preparedness plans
_____	21. Identify hospitals and clinics in school's area that have back-up emergency power that would be able to handle casualties in an emergency.

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Executive Director's Signature

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Date

## Invictus Academy Annual Site Hazard Survey 2018-2019

### Site Hazard Survey I

The Executive Director is required to conduct an annual Site Hazard Survey. The survey should be completed early each fall, signed, and submitted to the Student Services by November 20, 2009. (Please put N/A by any items that are not applicable.)

The purpose of the Site Hazard Survey is to check for safety hazards outside of the classroom. The survey shall include evaluation of interior and exterior portions of buildings as well as school grounds.

The Site Hazard Survey shall include assessment of the following areas.

- ☐ 1. Proximity of toxic, flammable, corrosive, chemically, or reactive materials
- ☐ 2. Proximity of high voltage power lines has been considered in establishing the site evacuation plan
- ☐ 3. Likelihood and possible effects of flooding or landslides
- ☐ 4. Probably safety of evacuation areas after an earthquake; proximity of gas, water, and sewer lines, or sprinklers
- ☐ 5. Water heaters are strapped
- ☐ 6. Objects that restrict people from moving to a safe place (tables and desks in hallways) etc.
- ☐ 7. Janitorial areas: storage of tools and cleaning chemicals (keep a 3 foot clearance in front of all electrical panels)
- ☐ 8. Storerooms: heavy items stored on high shelves, shelving secured ( keep 3 foot clearance in front of all electrical panels)
- ☐ 9. All computers and peripherals should be situated so as not to create a tipping hazard
- ☐ 10. Machine shop and woodshop: equipment should be bolted down
- ☐ 11. Large and heavy office machines: restrained and located where they will not slide, fall off computers, or block exits
- ☐ 12. Sound system speakers and spotlights: secure
- ☐ 13. Compressed gas cylinders: secured top and bottom with a safety chain
- ☐ 14. Weight room/motor development room equipment: racks anchored and weights properly stored
- ☐ 15. Laboratory chemicals on shelves: restrained

## Invictus Academy of Richmond Annual Site Hazard Survey II 2018-2019

GENERAL GUIDELINES	O K	Needs Attention	Comments
<b>CAMPUS</b>			
Signs Posted, Controlled Access			
Traffic review, parking, fire lanes			
Adequate surfacing, lighting			
Safety Plan			
Required Postings			
<b>ASSEMBLY ROOMS</b>			
Exits clear, exit & emergency lights			
Floors, seating maintained			
Stage: clean, clear exits, wiring			
Kitchen: clean, safe food storage			
<b>ATHLETIC FACILITIES</b>			
Bleachers, fences, backstops			
Stairs, ramps, walkways, gates			
Surfacing in common areas			
Equipment			
<b>INDUSTRIAL ARTS</b>			
All guards, shields, covers in place			
Aisles clear, material storage			
First aid kits; eye wash operable			
Dust collection/housekeeping			
Compressed gas cylinders secure			
Protective equipment, safety training			
Safety signs posted, enforced			
<b>SCIENCE ROOMS</b>			
Hazardous material storage			
Adequate ventilation, fume hoods			
Eyewash, gas shut-off			
Safety training			
Safety signs posted, enforced			
<b>EMERGENCY PREPAREDNESS</b>			
Fire extinguishers checked monthly			
Fire and Earthquake drills conducted			
First Aid Equipment in place			
Evacuation routes posted			
Staff Training on Emergency Procedures			



## Invictus Academy Survey Annual Classroom Hazard Survey 2018-2019

Nonstructural hazards are caused by the furnishings and nonstructural elements of a building. Anything that does not actually hold the building up is nonstructural, including floors, ceilings, windows, and all furnishings. In California schools, nonstructural hazards represent the greatest threat to the safety of students and staff. Eliminating these hazards can reduce injuries significantly.

Each Fall, every teacher shall assess his/her classroom for hazards and correct any he/she can; items he/she cannot correct will be submitted to the Executive Director on this form by November 20<sup>th</sup>. The Executive Director shall submit a completed copy of the school needs with the Executive Director's checklist by November 20<sup>th</sup> to Student Services.

<b>ROOM NUMBER</b>	
<b>Deficiencies to be corrected by maintenance staff:</b>	
Free standing shelves over 4 feet tall secured to floor or wall	
File cabinets bolted to wall	
File cabinet drawers have latches	
Paints and chemicals restrained on shelves	
Wall-mounted objects are secured	
Sound system speakers are secured to building	
TV securely fastened to platform or cart	
<b>Deficiencies to be corrected by school personnel:</b>	
Heavy objects removed from high shelves	
Aquariums located on low counter or restrained	
Computers fastened to work station	
Desks and tables cannot block exits	
Cabinets or equipment on wheels cannot block doorway	

## Invictus Academy Safety Plan Annual Drill Report 2018-2019

Date	Time		Please place a ✓ below for which drill has been completed.					Executive Director's Signature
	Start	End	Radio Communications	Fire	Earthquake	Code Red	Other Drills	

## 2018-2019 ANNUAL DISASTER SERVICE WORKER SURVEY

<b>General Information</b>		
<b>1. Name</b>		
<b>2. Position</b>		
<b>3. Location</b>		
<b>4. Work Phone/Ext.</b>		
<b>5. Home Phone</b>		
<b>Specialized Skills</b>		
<b>1. Bilingual?</b>	7	If yes, Language(s):
<b>2. CPR Certified?</b>	6	If yes, Expiration Date:
		If no, are you willing to be trained?
<b>3. First Aid Certified?</b>	6	If yes, Expiration Date:
		If no, are you willing to be trained?
<b>4. CERT (Trained?)</b>	0	If yes, Expiration Date:
		If no, are you willing to be trained?
<b>5. Simple Triage/Rapid Assessment Trained?</b>	0	If yes, Expiration Date:
		If no, are you willing to be trained?
<b>Personal Responsibilities</b>		
<b>1. Children?</b>		If yes, ages:
<b>2. Special needs?</b>		If yes, please describe:
<b>2. Elderly parents?</b>		Comments:
<b>3. Pets?</b>		Comments:
<b>4. Other caregivers available?</b>		Comments:
<b>5. Other</b>		
<b>In an Emergency -- Confidential</b>		
<b>1. Anything you want us to know? Special Needs? Medications?</b>		
<b>2. Other:</b>		

## **AMERICAN RED CROSS RECOMMENDED EMERGENCY SUPPLIES FOR SCHOOLS**

**Drawn from lists created by the California Senate Select Committee on the Northridge Earthquake, Task Force on Education, August 1994**

### **Introduction**

#### **What to Store**

Begin with an analysis of the hazards of the area. Is your school threatened by tornadoes? Earthquakes? Is emergency assistance close at hand or would you have to wait for help if the entire community has been impacted? Do you think you will need tools for clearing debris? Remember that any school in the country could be locked down due to an intruder or gunfire in the area, so all schools should be prepared to have their students stuck inside the building for many hours. Similarly, all schools face the potential of a hazardous materials spill nearby, requiring the school to shelter-in-place with doors and windows closed and heating systems off. Adjust the supplies for extreme heat or cold temperatures. If your plan includes Search & Rescue teams for light search and rescue following an earthquake, tornado or other damaging event, stock supplies for the number of teams assigned.

#### **Budget**

**Adjust the list, prioritizing for limited budget and storage space, if necessary. Develop a plan to phase in the supplies. Contact local service clubs and vendors for assistance.**

#### **How Much to Store**

Make some planning assumptions. Do most of your students' families live nearby or do some of them commute long distances? Some schools could be cut off for days if a bridge or the main highway is blocked. If you determine that most of your students could be picked up in most emergencies within a day, then begin by stocking supplies for one day. Some schools plan that half their student body will be picked up by parents within one day, half the remainder within a day, and the remainder within another day; these schools stock supplies for 100% for day one, 50% for day two, plus 25% for day three. Other schools stock supplies for 3 days, the recommendation of many emergency management agencies. Remember to factor in the number of staff and other adults who may be on campus.

#### **Storage**

Determine where to store emergency supplies. Every classroom should have some supplies and there should be a cache of supplies for the whole school. Many schools in California and other states threatened by earthquakes use outdoor storage, anticipating the possibility of having to care for students outside the buildings. They use an existing building or a cargo container, also called a land-sea container, purchased used and installed near the emergency assembly area. Schools with limited budgets and/or temperature extremes may opt to store their supplies in various caches throughout the school facility, primarily in locked closets or classrooms. Many schools stock supplies in (new) trash barrels on wheels. Do not store water in the barrels because it may leak and destroy everything else. Make sure that there are keys to ensure access to the supplies during an emergency, including access by programs such as day care and after-school

events. Plan an annual inventory, replacing water and other items with limited shelf life as necessary.

### **Recommended Supplies**

The following lists address classroom kits, supplies for the whole school and Search & Rescue gear.

#### **Classroom Kit**

- Leather Work gloves
- Latex gloves: 6 pairs
- Safety goggles: 1 pair
- Small First Aid kit
- Pressure dressings: 3
- Crow bar
- Space blankets: 3
- Tarp or ground cover
- Student accounting forms (blank)
- Student emergency cards
- Buddy classroom list
- Pens, paper
- Whistle
- Student activities
- Duct Tape: 2 rolls (for sealing doors and windows)
- Scissors
- Suitable container for supplies (5-gallon bucket or backpack)
- Drinking water and cups (stored separately)
- Toilet supplies (large bucket, used as container for supplies and toilet when needed, with 100 plastic bags, toilet paper, and hand washing supplies)
- Portable radio, batteries or other communication system
- Flashlight, batteries
- Push broom (if classroom includes wheel chairs)

#### **Supplies for the Whole School: Water, First Aid, Sanitation, Tools, Food** **Water**

- ½ gallon per person per day times three days, with small paper cups

#### **First Aid**

- Compress, 4 x 4": 1000 per 500 students
- Compress, 8 x 10": 150 per 500 students
- Elastic bandage: 2-inch: 12 per campus; 4-inch: 12 per campus
- Triangular bandage: 24 per campus
- Cardboard splints: 24 each, small, medium, large
- Butterfly bandages: 50 per campus
- Water in small sealed containers: 100 (for flushing wounds, etc.)
- Hydrogen peroxide: 10 pints per campus
- Bleach, 1 small bottle
- Plastic basket or wire basket stretchers or backboards: 1.5/100 students

- Scissors (paramedic): 4 per campus
- Tweezers: 3 assorted per campus
- Triage tags: 50 per 500 students
- Latex gloves: 100 per 500 students
- Oval eye patch: 50 per campus
- Tapes: 1" cloth: 50 rolls per campus; 2" cloth: 24 per campus
- Dust masks: 25 per 100 students
- Disposable blanket: 10 per 100 students
- First Aid books: 2 standard and 2 advanced per campus
- Space blankets: 1 per student and staff
- Heavy duty rubber gloves: 4 pairs

**Sanitation Supplies** (if not supplied in the classroom kits)

- 1 toilet kit per 100 students/staff, to include:
- 1 portable toilet, privacy shelter, 20 rolls toilet paper, 300 wet wipes, 300 plastic bags with ties, 10 large plastic trash bags
- Soap and water, in addition to the wet wipes, is strongly advised.

**Tools per Campus**

- Barrier tape, 3" x 1000": 3 rolls
- Pry bar
- Pick ax
- Sledge hammer
- Shovel
- Pliers
- Bolt cutters
- Hammer
- Screwdrivers
- Utility knife
- Broom
- Utility shut off wrench: 1 per utility

**Other Supplies**

- Folding tables, 3' x 6': 3-4
- Chairs: 12-16
- Identification vests for staff, preferably color-coded per school plan
- Clipboards with emergency job descriptions
- Office supplies: pens, paper, etc.
- Signs for student request and release
- Alphabetical dividers for request gate
- Copies of all necessary forms
- Cable to connect car battery for emergency power

**Food**

- The bulk of stored food should be easy to serve, non-perishable and not need refrigeration or heating after opening. Food is generally considered a low priority item, except for those with diabetes and certain other specific medical conditions. One method used by schools is to purchase food at the beginning of the school year and donate it to charity at the end of the year. A supply of granola bars, power bars, or similar food which is easy to distribute, may be helpful. Some schools store hard candy, primarily for its comfort value.

## **Search & Rescue Equipment**

Training on how to do light Search & Rescue is required—contact your local fire department for information on whether such training is offered in your community.

### **Protective Gear per S&R Team Member**

- Hard hat, OSHA approved
- Identification vest
- Leather work gloves
- Safety Goggles
- Dust mask
- Flash light, extra batteries
- Duffel or tote bag to carry equipment

### **Gear per S&R Team**

- Backpack with First Aid supplies
- Master Keys

## Infectious Disease and Pandemic Response Plan

<http://www.ready.gov>

Disaster Preparedness Information

<http://www.whitehouse.gov>

White House

<http://www.dhs.gov>

Federal Department of Homeland Security

<http://www.nasponline.org>

National Association of School Psychologists

<http://www.fema.gov/>

Federal Emergency Management Agency

<http://www.oes.ca.gov/>

California Office of Emergency Services

<http://www.bt.cdc.gov/>

Centers for Disease Control and Prevention

<http://www.fbi.gov/>

Federal Bureau of Investigation



## Professional Development Plan

Invictus Academy believes that great teachers are made, not born. We are committed to the growth and development of our teachers, and dedicate a substantial amount of time and resources to continually grow them in mastery of their craft. Throughout the year, teachers participate in 24 full days of professional development, and 33 abbreviated school days with nearly two hours of professional development on each of those days. Our professional development is always grounded in improving academic achievement, and is responsive to the needs of our staff throughout the course of the year, including through the use of Data Days, when we analyze student assessment data and action plan for results.

## Onboarding

From the time a new staff member is hired until the official Summer Professional Development begins, there are a series of tasks and activities that will begin to orient them to the Invictus Academy approach. The purpose behind this onboarding process will be to emphasize the rationale behind our culture, and will equip staff members with a deeper understanding of the community and families whom we serve. This onboarding also allows us to tend to logistical items in advance of Summer Professional Development, ensuring we use that time to exclusively focus on a strong start to the school year. This onboarding process will take place for all staff members in Year 1, and will be reserved only for new staff members in subsequent years. The key components of the onboarding process are detailed below.

**Figure 1. Teacher Onboarding**

Invictus Academy Onboarding Process				
What	Who	When	How	Why
<b>Professional Book Study</b>	All Staff	Finished reading by start of Summer Orientation	Book & targeted discussion questions provided when hired/at end of year	To continuously push our professional practice, and to provide common language/mindset across all staff
<b>Home Visits</b>	7 <sup>th</sup> and 8 <sup>th</sup> grade staff	After lottery & enrollment, typically during May, June, & July	New staff member will conduct assigned Home Visits according to Invictus protocol	It is imperative that all staff members are deeply invested in mission/vision of school and have deep understanding of the community we serve
<b>Parent Orientation</b>	New Staff	Late April or Early August	New staff members will be required to attend one of our parent orientations	It is imperative that new staff understands three-way partnership between school, students, and families

<b>HR Paperwork/Staff Handbook</b>	New Staff	Upon hiring/after offer letter is signed	Comprehensive new hire folder complete with all necessary forms, staff handbook, etc.	Ensures that all necessary paperwork is handled as soon as possible, and frees up new staff member to focus solely on new role
<b>Individual Classroom Vision</b>	New Staff	Completed by start of Summer Orientation	Based on mission, vision and philosophy of school, each new teacher will write a vision for his/her individual classroom	This will serve as foundation for discussion during Summer Orientation. This vision will also provide teachers with a concrete road map for making the Invictus Academy vision come alive in their individual classrooms.

### Summer Teacher Professional Development

Our Summer Orientation sets the tone for the school year, and clearly outlines to staff members what is expected of them throughout the year. The orientation will be focused first on creating a strong adult culture, and developing a sense of team. During our first year of operation, all staff will be present for the full duration of orientation. In subsequent years, one week will be dedicated solely to new staff members, with the whole staff joining for the remaining two weeks. Second, our Summer Professional Development will be largely practice-based in order to ensure our teachers become masters of key instructional taxonomies, routines, and procedures. Our main goal is to ensure consistency across all classrooms, and make certain that all adults are bought into, and have a deep understanding of, instructional and culture-building techniques and practices.

The first week will focus on the mission, vision, philosophy, and core values of Invictus Academy. The second week will cover daily routines and responsibilities, incorporating extensive amounts of practice. The third week will turn the focus towards instruction. The last week of orientation will be dedicated to ensuring a strong start to the year with our students, and will focus on daily run-throughs and practice sessions. Each day, various icebreakers and team building exercises will be incorporated in order to build a strong and united staff community. Some of the specific orientation sessions that will be incorporated are detailed below.

**Figure 2. Summer PD Content**

<b>Invictus Academy Summer Teacher Professional Development</b>				
<b>What</b>	<b>Leader</b>	<b>When</b>	<b>How</b>	<b>Why</b>
<b>Team Building/ Icebreakers</b>	Leadership Team	Daily	First 10 minutes of each day	Establish strong adult culture and emphasize notion of team

<b>Mission, Vision, Philosophy, etc.</b>	Executive Directory	Week 1	Whole group introduction; break into small groups to dissect one of our “we believe” statements - report out to whole group	Ground all staff members in reason we exist and our foundational beliefs; staff must know the ‘why’ before we can dive into the ‘how’
<b>Core Values &amp; Culture</b>	Executive Director	Week 1	Mixture of whole group and small group activities; spend time developing plan to teach core values to our students	Build deep understanding of core values to actively support them in each classroom
<b>Personality Inventories</b>	Leadership Team	Week 1	Total SDI Personality Inventory	Build understanding of personality and working style, and that of those around you; grow awareness of how you can work with those on your team
<b>Family Engagement &amp; Communication</b>	Executive Director	Week 1	Socratic seminar discussion of provided article on family engagement	Ensure all staff members are clear on importance of family engagement & expectations for family communication
<b>Community Scavenger Hunt</b>	Leadership Team	Week 1	Leadership Team plans scavenger hunt around neighborhood highlighting community partners, key landmarks, etc.	It is imperative that all staff members have deep understanding of community we serve
<b>Routines &amp; Procedures- Whole School</b>	Executive Director & Director of Ops	Week 1	Review expectations/ responsibilities and practice all associated procedures (arrival, dismissal, transitions, lunch routines, morning motivation, etc.)	These larger, whole group procedures are places where school culture can break down if not everyone is working together - it is imperative that all staff members understand the purpose of each routine and their role within it
<b>Big 5 Taxonomies</b>	Executive Director (Director	Week 2	Brief introduction of a taxonomy and then	Teachers must become masters of the taxonomies that will give

	of Curriculum & Instruction after Y2)		whole group and small group practice of skill	them greatest leverage in the classroom
<b>Routines &amp; Procedures-Classrooms</b>	Executive Director & Director of Operations	Week 2	Mock classroom will be set up in training room - a routine will be taught and teachers will then rotate through practicing how to teach it to class	Students thrive in consistent environments; everyone must be on the same page and have one way of doing things. Routines leverage efficiency and allow for all time to be dedicated to instruction.
<b>Behavior Management/ Discipline System</b>	Executive Director (in collaboration with Dean of Students)	Week 2	Explanation of the system, how to use it, its purpose, etc. Session will then switch to practice-based session on implementation (language around behavior management system- how/when to move a student to another level)	Teachers must have common understanding of the discipline system and consistent language around its implementation. Keeping calm and serious tone will be a focus area of this session.
<b>Assessment</b>	Executive Director (Dean of Curriculum & Instruction after Y1)	Week 2	Review purpose of assessment; review different assessments and our assessment schedule; introduce data analysis tool and use it to analyze proxy assessment data - how would you action plan for this class	Staff must be invested in the purpose of each assessment and understand how we will use it to inform instruction
<b>Unit &amp; Lesson Plans</b>	Executive Director (Director of Curriculum & Instruction after Y1)	Week 3	Use exemplar daily plans as springboard for discussion - components of lesson, overall structure, pacing, work exemplars, etc.	Teachers must have clear bar for rigor and strong understanding of planning and preparation expectations at Invictus Academy

<b>Supporting SPED &amp; ELL Students</b>	Executive Director and SPED Staff (Dependent on SELPA)	Week 3	Discussion of best practices for SPED students; lead group through a lesson plan and how to enhance/differentiate for these students	In order to deliver on our mission of an excellent education for all students, teachers must be equipped with tools to help all students access and master content
<b>Lesson Internalization/ Practice</b>	Executive Director (Director of Curriculum & Instruction after Y2)	Week 3	Break up into small groups and run practice sessions of teachers delivering lessons- audience provides feedback	With lesson plans being provided, it is imperative for teachers to dedicate the necessary time to internalize the plans and rehearse the delivery. Practicing perfect will ensure a strong delivery when students are in the building
<b>Strong Start</b>	Executive Director	Week 3	Executive Director summarizes the key learnings from summer orientation and discusses how it will all come together in the first few weeks of school. Staff will do a dry run of the first week of school (key procedures)	Whole staff must be on the same page and be a united force when students arrive in the building. All last minute questions and kinks must be worked out in advance of the first day of school.

### Weekly Professional Development

Each Thursday, Invictus Academy operates on an abbreviated schedule, dismissing students at 1:50pm. This allows for nearly two hours each week for whole staff, targeted professional development. The goal of these sessions will be to close instructional or content gaps that exist throughout our school. Each week, the leadership team will meet to summarize trends they notice throughout their weekly observations and decide upon a key lever of improvement for our staff. As our staff grows and instructional rounds are implemented as a practice, teachers will also provide feedback on what our next level of work as a staff should be. These practices will ensure our weekly professional development is spent in the most productive way possible, and that teachers are getting the support they need and desire.

### Content Team Collaborative Planning

Each week beginning in Year 2, content teams will meet during whole-group weekly PD. A member of the leadership team will be present at each meeting. These meetings will foster collaboration across classrooms and provide a dedicated and consistent time to analyze student

work, refine and internalize lesson plans, and ensure horizontal alignment across content areas. These meetings also provide opportunities for development of unit plans and daily lessons, as well as the development of any larger projects or assignments.

### **Data Days**

Following the administration of all major assessments, we will have a full professional development Data Day dedicated to data analysis. These Data Days will allow teachers to unpack interim assessment data, reflect on effective teaching practices, and action plan for the coming weeks. Teachers will use a common data analysis tool to understand the strengths and weaknesses of each student, and develop a targeted intervention/enrichment plan in response. Additionally, teachers will use this data to homogenously group students based on demonstrated gaps in learning and overall level. These groupings will ensure that each student is getting the individual attention s/he needs during daily instruction. These identified gaps will also help identify students who are in need of additional one-on-one support throughout the day and/or after school. As the year progresses, it is the expectation that teachers become comfortable with the analysis process modeled on Data Days and use it to analyze data and action plan in their individual classrooms on a unit/weekly/daily basis.

### **Individual Professional Development**

We recognize that our teachers will come to us with varying levels of experience and expertise. In order to best meet teachers where they are and grow them to where they need to be, we will implement a robust individual observation/feedback/coaching cycle. Each staff member will be observed by their instructional coach a minimum of one time per week (more frequent observations will occur for struggling teachers). Instructional coaches will use an observation feedback template to capture notes, as well as frequently film the lesson. After each observation, the teacher and coach will meet for a feedback session to reflect on and debrief the lesson. Depending on the needs of the individual teacher, a live coaching session may follow this feedback meeting to further assist the teacher in implementing key instructional taxonomies. Teachers will also be supported throughout the week to practice the delivery of key pieces of their lesson plans. Teachers and coaches will consistently work together to develop improvement goals for the teacher, and will reflect on progress towards those goals in each feedback session.



# INVICTUS

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ACADEMY OF RICHMOND

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A proposed grade 7-12 tuition-free charter school  
[www.invictusofrichmond.org](http://www.invictusofrichmond.org)

## Our Mission

**Invictus Academy of Richmond** educates every student in grades 7-12 to thrive in the college of their choice, solve relevant problems, and communicate with confidence.

## Educational Program

At **Invictus Academy of Richmond**, we believe that **student achievement** is our top priority. Some of the most important elements of our program are:

- **Intentional use of technology:**

In both English and math classes, we use a blended learning model in which students work on laptops, independently, and in small groups. Our teachers will be trained to use a variety of software that operate on Chromebooks, which we will have for every student.

- **Rigorous, standards-based instruction:**

We align our instruction to the Common Core State Standards, which are designed to ensure students are on track to be successful in college.

- **Double periods of math and English in 7<sup>th</sup> and 8<sup>th</sup> grade:**

We believe that math and English are foundational subjects, and so we provide students extra instruction in these areas. This is consistent with the model used by many of the strongest schools in the country.

- **A robust speech and debate program:**

Research has shown the positive effects of speech and debate programs, as well as the importance of communication skills in the workplace. At our school, every student takes speech and debate in 7<sup>th</sup> and 8<sup>th</sup> grade, and then has access to a speech and debate team in high school.



- **Development of non-academic skills:**

We believe that students' development of non-academic skills builds the habits and mindsets needed to be successful in all settings. In middle school, we make time in our schedule each day for students to build skills in activities like basketball, chess, and coding. In high school, students will have access to elective courses, clubs, and sports that encourage them to build skills outside of their classes.

- **Daily tutoring and individual advising:**

We know our students will be most successful when provided with individual attention and support. As a result, we have one period each day designated for tutoring support. In addition, students have an Advisory period in which they set academic and personal goals, meet with their Advisor, and gain college knowledge.

- **A full offering of Advanced Placement (AP) courses:**

We strongly believe that students should have access to college level work before they set foot on a college campus. As a result, we will offer AP courses in math, science, history, and English. Research shows that students who take and perform well in these classes perform better in college, and so we will ensure our classes are rigorous and support students in being competitive for their college applications.

- **ACT Prep for every junior:**

For students to have access to the colleges of their choosing, they must perform well on the ACT Exam. In addition, this exam is shown to be a strong indicator of college readiness. Accordingly, all students in their junior year of high school take an ACT preparatory course offered by our school during the school day. Though these kinds of courses are often expensive, the school offers this instruction free of charge and to every child.



## Family Engagement

At **Invictus Academy of Richmond**, we believe that **partnership with parents** greatly supports student achievement. As a result, **we will:**

- Make **home visits** to every incoming 7<sup>th</sup> grader. During these visits, we work to learn about students' prior school experiences and families' hopes for their children, as well as provide information about what they can expect from our school.
- Host **Parent University** before the first day of classes. On two Saturday's prior to the first day of school, we invite families to meet the school faculty, get information about volunteer opportunities with the school, and learn more about the school's educational program.
- **Communicate every week** with families. Through phone calls, texts, emails, or written reports, we ensure families are updated about their child's progress, both academically and behaviorally.
- Have **parent-teacher conferences** every semester. These meetings enable students, parents, and teachers to collaborate to ensure that students meet their goals.
- **Invite parents onto campus** every month to meet with the school leader. The school leader provides updates on the school and makes space for families to answer any and all questions they may have, in person.
- Hold monthly **college information sessions** with students and families. Most of our students will be the first in their family to go to college, and these sessions equip families with important information about college options, requirements, and financial aid.
- Work with a **Parent Advisory Council** to ensure families have a voice in our school. The Parent Advisory Council will work with the school's leadership team, including the Board, to engage parents as partners.

## Frequently Asked Questions

- **What is Invictus Academy of Richmond?**

Invictus Academy of Richmond is a proposed grade 7-12, tuition-free charter public school.

- **When will the school open?**

Our team is currently working towards authorization to open in the fall of 2018. We plan to start with an inaugural class of 7<sup>th</sup> graders, and grow the school one grade at a time each year thereafter.

- **Who can attend Invictus Academy of Richmond?**

As a public school, we are open to **all students**. There is no tuition, entrance exam, or other admissions requirements. Parents with children currently in 5<sup>th</sup> grade would be able to enroll their students in our first year of operation.

- **Where will the school be located?**

Invictus Academy of Richmond is in the founding stage and our team is working to secure a facility. Our goal is to secure a facility in South/Central Richmond.

- **Who is on the founding team?**

Our leadership team is diverse, has strong ties to Richmond, and has extensive experience in education. Our lead founder and proposed school leader is a former Richmond teacher, and six of our nine founding team members either live or work in Richmond. Team members have expertise in education, finance, legal issues, technology, marketing, facilities, and parent engagement.

- **If I am an interested parent, how do I learn more?**

Please contact our lead founder, Gautam Thapar (gthapar@buildingexcellentschools.org). We will keep you informed about upcoming information sessions and opportunities to be involved. We thank you for your partnership!

## Our Team

**Jessica Covarrubias** leads strategy and marketing for YouTube Kids, a Google platform designed for kids to discover and learn from video content. Prior to Google, she worked in marketing and strategy roles for PepsiCo on its Gatorade and Quaker brands. A native of the south side of Chicago and an alumna of Chicago Public Schools, Ms. Covarrubias is passionate about providing an equitable education and resources for all students to ensure that they live up to their full potential. She has served on the board for Chicago Run, a nonprofit organization that promotes the health and wellness of Chicago children through innovative, engaging, and sustainable youth running programs. Ms. Covarrubias also served as a fellow for the Revive the Dream Institute, a nonprofit organization that grows emerging community leaders by developing them into enthusiasts for education reform to improve the life prospects of underserved children. Additionally, she has dedicated time to do pro-bono work for public schools in Chicago and Detroit. Jessica graduated from Stanford University with both a Bachelor of Arts in Sociology and Communication and holds a Master of Business Administration and a Master of Arts in Education Leadership & Policy from the University of Michigan.

**Jesse Madway** is in his 25th year working in urban public schools. He is currently the Head of Operations and Facilities, as well as the Testing Coordinator at Leadership Public Schools-Richmond, in Richmond California. From 2007-2016, Mr. Madway was the Dean of Students at LPS-Richmond, and prior to that he was an English teacher at the school. LPS-Richmond is one of the highest performing schools in the nation, having been ranked in the top 1% of all public schools for the past three years in a row. Mr. Madway has worked extensively in several middle schools and high schools as both a teacher and an administrator. Mr. Madway grew up in the Bay Area and attended the University of California, Santa Cruz where he earned his Bachelor of Arts in American Studies.

**Tana Monteiro**, a Richmond resident, is currently the Parent Engagement Coordinator at Richmond College Preparatory School, where she builds and maintains connections with parents and families, involving them in the broader school community. Ms. Monteiro loves working with families and strives to make their voices heard as they work together to make a safer, healthier, and happier community. Ms. Monteiro has lived in Richmond and nearby San Pablo for the past 19 years and is raising four sons, all of whom have attended public schools. Previously, Ms. Monteiro served as the Community Wellness Coordinator at YES Families from 2013 to 2016 after serving as a parent organizer and community liaison at Richmond College Preparatory School for seven years. Ms. Monteiro led YES's Wellness Program and coordinated 15-20 adult Wellness Navigators annually to advocate for health and wellness in their communities. Ms. Monteiro received professional certifications in healthcare Healthcare Administration and Culinary Arts from Chabot College and Contra Costa Community College, respectively. As evidenced by her extensive professional experience, Ms. Monteiro is committed to working with families and strives to make their voices heard as they work together to make a safer, healthier, and happier community.

**Karen Norwood** currently serves as the Facilities Services Manager for Kaiser Permanente School of Allied Health Sciences in Richmond, CA. She is responsible for providing daily leadership in facility operations for the school. Ms. Norwood has always had a passion for working in health care to eliminate health disparities in California, and has been active in the community to create positive change. She serves on the Board of Directors for Rubicon Programs, Inc. and the Hercules Academic Athletic Board. Ms. Norwood is also a member of the Kaiser Permanente African American Professional Association, and is a Kaiser Permanente Care Volunteer. She graduated from the University of Central Arkansas with a Bachelor of Science degree in Health Education and earned a Master's in Business Administration from Aspen University.

**Charles Oshinuga**, a Richmond resident, was born in Louisiana to Nigerian immigrant parents and raised primarily in the Mojave Desert. After graduating from UC Berkeley with a double major in Molecular Cell Biology and Legal Studies, he worked with youth, including teaching for a year at a charter school in Southern California. Charles then went on to the UC Davis King Hall Law School where he focused on public interest law. After graduation, Mr. Oshinuga applied his skills at the Mendocino Public Defender's Office where he realized that many clients were in the system due to unstable housing situations. As a result, Mr. Oshinuga decided to work on housing issues, joining the Eviction Defense Collaborative and later Bay Area Legal Aid. Both jobs have allowed him to keep finger on the pulse of pertinent housing issues and to advocate for low-income, disabled tenants, as well as tenants in Public Housing, and to educate the general public about landlord/tenant issues.

**Mitzi Perez**, a Richmond resident and alumnus of West Contra Costa Unified public schools, is currently the communications specialist for Students For Education Reform (SFER). In 2015, Ms. Perez co-founded the SFER chapter at the University of California--Berkeley campus. As part of SFER, Ms. Perez has engaged in community organizing in advocacy of reforms that would benefit students in the District. In addition to her role with SFER, Ms. Perez is a reporter and photographer for the Richmond Pulse. She is deeply invested in ensuring that students in Richmond and the community at large thrive. Ms. Perez graduated from UC Berkeley with a Bachelor of Arts in Media Studies.

**Gautam Thapar** is the founder and proposed Executive Director of Invictus Academy of Richmond. He is currently a Fellow with Building Excellent Schools, through which he is studying nearly 50 high-performing charter schools across the country to learn best practices. Mr. Thapar joined Teach For America in 2010 and taught for four years, most recently as a U.S. History and Advanced Placement U.S. History teacher at Leadership Public Schools-Richmond. At LPS-Richmond, Mr. Thapar's 11<sup>th</sup> grade U.S. History students had the highest proficiency rates of any open-enrollment school in the district. He graduated with honors from Stanford University with a Bachelor of Arts Degree in Political Science and earned a Master's in Business Administration from the University of Michigan.

**Ashwin Ravi** is an experienced technology leader and financial analyst, with a commitment to improving educational opportunity and outcomes at a community level. A Detroit native, Mr. Ravi managed growth at Lumosity, the leading online program to train core cognitive abilities, helping reach over 75 million users. He previously worked as an investor at Norwest Venture Partners with a focus on supporting high-potential education services companies. Mr. Ravi has held several roles on the leadership team of Minds Matter of San Francisco, a volunteer run mentorship organization helping low-income, high-achieving students in the Bay Area reach college success. Mr. Ravi graduated from the Honors College at the University of Michigan with a B.A. in Economics.

**Julia Wasserman**, a Berkeley native, works with the Google for Education Solutions Team, driven by a commitment to improving educational outcomes for students everywhere. In the two years before Ms. Wasserman joined Google for Education, she worked to shift her focus from a career in finance where she was a Senior Portfolio Management Analyst at a fund of hedge funds towards a career in education due to her deeply held belief that a great education is a most fundamental human right. During that time, she worked as a Summer Associate and Education Pioneers Summer Fellow for AltSchool in San Francisco, helping them develop their micro-schools model. She has held volunteer positions with Junior Achievement and spent a semester helping loveLife, a South African youth organization develop online, skills-based, certificate-granting programs for young people across South Africa. She holds a Master's in Business Administration from Berkeley-Haas Business School and a Bachelor of Arts degree in Economics from the University of Virginia.



# INVICTUS

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ACADEMY OF RICHMOND

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Una escuela gratuita chárter propuesta para grados 7-12  
[www.invictusofrichmond.org](http://www.invictusofrichmond.org)

## Nuestra Mision

**Invictus Academy of Richmond** educa a cada estudiante de grados 7-12 para prosperar en la universidad de su gusto, resolver problemas relevantes, y dirigir vidas con propósito y oportunidad.

## Programa Educacional

En **Invictus Academy of Richmond**, creemos que el éxito estudiantil es nuestra prioridad. Algunos elementos importante de nuestro programa son:

- **Uso intencional de tecnología:**

En clases de Ingles y matemáticas, usaremos un modelo de aprendizaje mezclado en el cual los estudiantes trabajan en computadora, independientemente y en grupos pequeños. Nuestros maestros estarán entrenados en una variedad de programas que operan en Chromebooks, que tendremos para cada estudiante.

- **Instrucción rigurosa y basada en estándares:**

Alineamos nuestra instrucción a los estándares estatales Common Core, que diseñamos para asegurarnos que cada estudiante este en nivel para ser exitoso en la universidad.

- **Periodos dobles de matemáticas e Ingles en grados 7 y 8:**

Creemos que matemáticas e ingles son materias fundacionales, y proveemos instrucción extra en estas áreas. Esto es consistente con muchas de las escuela mas fuertes en el país.

- **Un programa de discurso y debate robusto:**

Estudios comprueban los efectos positivos de programas de discurso y debate, también la importancia de habilidades de comunicación en el lugar de trabajo. En nuestra escuela, cada estudiante tomara discurso y debate en los grados 7 y 8, y después tendrán acceso a un equipo de discurso y debate en la preparatoria.

- **Tutoría diaria y consejería individual:**

Creemos que nuestros estudiantes prosperaran con atención y apoyo individual. Como resultado, tendremos un periodo al día diseñado para apoyo en tutoría. Adicionalmente, los estudiantes tendrán un periodo de consejería en el cual crearan metas académicas y personales, se reunirán con su consejero, y obtendrán información universitaria.

- **Un ofrecimiento completo de cursos Advanced Placement (AP):**

Creemos que nuestros estudiantes deben tener acceso a trabajo de nivel colegial antes de que pisen un campus universitario. Como resultado, ofreceremos cursos AP en matemáticas, ciencia, historia, e Ingles. Estudios comprueban que estudiantes que toman y tiene éxito en estas clases obtienen mejores resultados en la universidad, nos aseguraremos que nuestras clases son rigurosas y que apoyen a nuestros estudiantes a ser competitivos en aplicaciones universitarias.

- **Preparación de ACT para cada estudiante de grado 11:**

Para tener acceso a universidades de su gusto, cada estudiante necesita ser exitoso en el examen ACT. Adicionalmente, este examen es un gran indicativo de preparación universitaria. Como corresponde, todos los estudiantes en el grado 11 toman un curso preparativo para el ACT ofrecido por nuestra escuela durante el día escolar. Aunque este tipo de cursos suelen ser caros, nuestra escuela ofrecerá esta instrucción gratuita para cada estudiante.

## Compromiso Familiar

En **Invictus Academy of Richmond**, creemos que nuestra **asociación con los padres** apoya el éxito estudiantil enormemente. Como resultado, **nosotros**:

- Haremos **visitas a casa** para cada estudiante de grado 7. Durante estas visitas, trabajaremos para aprender sobre las experiencias escolares previas, y las esperanzas de familias para sus hijos, y también ofreceremos información sobre las expectativas de nuestra escuela.
- Tendremos **Universidad de Padres** antes del primer día de clases. En los dos Sábados antes del primer día de clases, invitamos a las familias a conocer el personal escolar, obtener información sobre oportunidades para servir de voluntarios, y aprender mas sobre el programa académico de nuestra escuela.
- **Nos comunicaremos cada semana** con nuestras familias. Mediante llamadas telefónicas, textos, emails o reporteros escritos, nos aseguramos que las familia estén informadas sobre el avance des sus hijos, académico y de comportamiento.
- Tendremos **conferencias de maestros y padres** cada semestre. Estas reuniones permiten que estudiantes, padres y maestros colaboren para asegurar que el estudiante logre sus metas.
- **Invitamos a padres a nuestro campus** cada mes para una reunión con el líder de nuestra escuela. El líder de la escuela proveerá avisos en la escuela y habrá espacio para las preguntas y respuestas de familias, en persona.
- Tenderemos **sesiones de información universitarias** cada mes con estudiantes y sus familias. La mayoría de nuestros estudiantes serán los primeros en asistir a la universidad, y estas sesiones equipan a nuestras familias con información importante sobre opciones universitarias, requisitos, y apoyo financiero.

## Preguntas Frecuentes

- **¿Que es Invictus Academy of Richmond?**

Invictus Academy of Richmond es una escuela pública charter con matriculación gratis de grados 7 a 12.

- **Cuando se abre la escuela?**

Estamos trabajando para obtener la autorización para abrir en el otoño de 2018. Tenemos la intención de comenzar con una clase inaugural del 7° grado, y hacer crecer la escuela un grado a la vez en cada año sucesivo.

- **¿Quién puede matricularse en Invictus Academy of Richmond?**

Como escuela pública, estamos abiertos a **todos los estudiantes**. No hay prueba de acceso, u otros requisitos de admisión. Los padres con niños que actualmente están en 5o grado serían capaces de inscribir a sus estudiantes en nuestro primer año de funcionamiento.

- **¿Dónde se encuentra la escuela?**

Invictus Academy of Richmond se encuentra en la etapa de fundación y nuestros líderes están trabajando para asegurar un edificio. Nuestro objetivo es asegurar un edificio en el sur / Richmond Central.

- **¿Quién es el liderazgo?**

Nuestro liderazgo es diverso, tiene fuertes lazos con Richmond, y tiene amplia experiencia en educación. Nuestro fundador y líder de la escuela propuesta es un ex profesor de Richmond, y seis de los nueve miembros del liderazgo de fundación viven o trabajan en Richmond. Los miembros del equipo tienen experiencia en educación, finanzas, asuntos legales, tecnología, la comercialización, operaciones, y la participación de los padres.

- **Si soy un padre interesado, ¿cómo puedo obtener más información?**

Por favor, póngase en contacto con nuestro fundador plomo, Gautam Thapar (gthapar@buildingexcellentschools.org). Los mantendremos informados acerca de las sesiones de información y próximas oportunidades para participar. Le damos las gracias por su colaboración!



## Nuestro Equipo

**Jessica Covarrubias** lleva la estrategia y el marketing para YouTube Niños, una plataforma de Google diseñada para que los niños descubran y aprendan de los contenidos de video. Antes de Google, trabajo en marketing y roles estratégicos para PepsiCo en sus marcas Gatorade y Quaker. Nativa del lado sur de Chicago y alumna de las Escuelas Públicas de Chicago, la Sra. Covarrubias es apasionada de proveer na educación equitativa y recursos para todos los estudiantes para asegurar que ellos alcancen todo su potencial. Ella ha servido en el tablero para Chicago Run, una organización sin fines de lucro que promueve la salud y el bienestar de los niños de Chicago a través de programas innovadores, atractivos y sostenibles para jóvenes. La Sra. Covarrubias también sirvió como miembro del Revive the Dream Institute, una organización sin fines de lucro que crece líderes emergentes de la comunidad desarrollándolos como entusiastas de la reforma de la educación para mejorar las perspectivas de vida de los niños marginados. Además, ella ha dedicado tiempo para hacer trabajo pro-bono para las escuelas públicas en Chicago y Detroit. Jessica se graduó de la Universidad de Stanford con una Licenciatura en Sociología y Comunicación y tiene una Maestría en Administración de Empresas y una Maestría en Artes en Educación Liderazgo y Política de la Universidad de Michigan.

**Jesse Madway**, está en su 25º año trabajando en escuelas públicas urbanas. Actualmente es Jefe de Operaciones e Instalaciones, así como el Coordinador de Pruebas de Leadership Public Schools-Richmond, en Richmond, California. De 2007-2016, el Sr. Madway fue el Decano de Estudiantes en LPS-Richmond, y antes de que él era un profesor de Inglés en la escuela. LPS-Richmond es una de las escuelas de más alto desempeño en la nación, habiéndose clasificado en el primer 1% de todas las escuelas públicas durante los últimos tres años consecutivos. El Sr. Madway ha trabajado extensamente en varias escuelas secundarias y preparatorias como profesor y administrador. Madway creció en el Área de la Bahía y asistió a la Universidad de California, Santa Cruz, donde obtuvo su Licenciatura en Estudios Americanos.

**Tana Monteiro**, una residente de Richmond, actualmente es la Coordinadora de Participación de Padres en la Escuela Preparatoria de Richmond College, donde construye y mantiene conexiones con padres y familias, involucrándolos en la comunidad escolar más amplia. A la Sra. Monteiro le encanta trabajar con las familias y se esfuerza por hacer oír sus voces mientras trabajan juntos para crear una comunidad más segura, saludable y feliz. La Sra. Monteiro ha vivido en Richmond y cerca de San Pablo durante los últimos 19 años y está criando a cuatro hijos, todos los cuales han asistido a escuelas públicas. Anteriormente, la Sra. Monteiro sirvió como Coordinadora de Bienestar Comunitario en YES Families desde 2013 hasta 2016 después de servir como organizadora de padres y enlace comunitario en la Escuela Preparatoria de Richmond College durante siete años. La Sra. Monteiro dirigió el Programa de Bienestar de YES y coordinó anualmente 15-20 adultos con Wellness Navigators para abogar por la salud y el bienestar en sus comunidades. La Sra. Monteiro recibió certificaciones profesionales en Administración de Salud y Artes Culinarias de Chabot College y Contra Costa Community College, respectivamente. Como demuestra su amplia experiencia profesional, la Sra. Monteiro está comprometida a trabajar con las familias y se esfuerza por hacer oír sus voces mientras trabajan juntas para crear una comunidad más segura, saludable y feliz.

**Karen Norwood**, actualmente funge como Gerente de Servicios de Instalaciones para la Escuela Kaiser Permanente de Ciencias de la Salud Aliadas en Richmond, CA. Ella es responsable de proveer liderazgo diario en las operaciones de la escuela para la escuela. La Sra. Norwood siempre ha tenido una pasión por trabajar en el cuidado de la salud para eliminar las disparidades de salud en California, y ha sido activa en la comunidad para crear un cambio positivo. Ella sirve en la Junta de Directores de Rubicon Programs, Inc. y el Hercules Academic Athletic Board. La Sra. Norwood es también miembro de la Asociación Profesional Afroamericana Kaiser Permanente y es Voluntaria de Kaiser Permanente Care. Se graduó de la Universidad de Arkansas Central con un título de licenciatura en ciencias

**Charles Oshinuga**, residente de Richmond, nació en Louisiana a los padres inmigrantes nigerianos y se crió principalmente en el desierto de Mojave. Después de graduarse de UC Berkeley con una doble especialidad en Biología Celular Molecular y Estudios Jurídicos, trabajó con jóvenes, incluyendo la enseñanza durante un año en una escuela autónoma en el sur de California. Charles luego fue a la Escuela de Derecho UC Davis King Hall, donde se centró en la ley de interés público. Después de graduarse, el Sr. Oshinuga aplicó sus habilidades en la Oficina del Defensor Público de Mendocino donde se dio cuenta de que muchos clientes estaban en el sistema debido a situaciones de vivienda inestables. Como resultado, el Sr. Oshinuga decidió trabajar en asuntos de vivienda, uniéndose a la Cooperativa de Defensa del Desalojo y posteriormente a la Asistencia Legal del Área de la Bahía. Ambos puestos de trabajo le han permitido mantener el pulso de los temas de vivienda pertinentes y abogar por los inquilinos de bajos ingresos, discapacitados, así como los inquilinos en Vivienda Pública, y para educar al público en general acerca de las cuestiones de arrendador / inquilino.

**Mitzi Pérez**, residente de Richmond y alumna de Distrito Escolar Unificado en West Contra Costa, especialista en comunicaciones para Estudiantes para la Reforma Educativa (SFER). En 2015, la Sra. Pérez co-fundó la organización SFER en la universidad de California, campus de Berkeley. Como parte de SFER, la Sra. Pérez ha participado en reformas que beneficiarían a estudiantes en el Distrito. Además de su posición en SFER, la Sra. Pérez es una reportera y fotógrafa del Richmond Pulse. Está profundamente invertida en asegurar que los niños en Richmond prosperan. La Sra. Pérez se graduó de UC Berkeley con un Bachillerato en Comunicaciones.

**Gautam Thapar** es el fundador y propuso Director Ejecutivo de la Academia Invictus de Richmond. Actualmente es becario con Building Excellent Schools, a través del cual está estudiando cerca de 50 escuelas chárter de alto desempeño en todo el país para aprender las mejores prácticas. El Sr. Thapar se unió a Teach For America en 2010 y enseñó durante cuatro años, más recientemente como Profesor de Historia estadounidense y Profesor de Historia de Colocación Avanzada en Leadership Public Schools-Richmond. En el LPS-Richmond, los estudiantes de historia del 11º grado de los Estados Unidos de Thapar tenían los índices de competencia más altos de cualquier escuela de inscripción abierta en el distrito. Se graduó con honores de la Universidad de Stanford con una Licenciatura en Ciencias Políticas y obtuvo una Maestría en Administración de Empresas de la Universidad de Michigan.

**Ashwin Ravi** es un experimentado líder tecnológico y analista financiero, con el compromiso de mejorar las oportunidades educativas y los resultados a nivel comunitario. Nativo de Detroit, el Sr. Ravi manejó el crecimiento en Lumosity, el programa líder en línea para entrenar las capacidades cognitivas básicas, ayudando a llegar a más de 75 millones de usuarios. Anteriormente trabajó como inversionista en Norwest Venture Partners con un enfoque en el apoyo a empresas de servicios educativos de alto potencial. El Sr. Ravi ha desempeñado varios cargos en el equipo de liderazgo de Minds Matter of San Francisco, una organización voluntaria de mentores que ayuda a estudiantes de bajos ingresos y de alto rendimiento en el área de la Bahía a alcanzar el éxito universitario. El Sr. Ravi se graduó en el Honors College de la Universidad de Michigan con un B.A. En Economía.

**Julia Wasserman**, un nativo de Berkeley, trabaja con el equipo de soluciones de Google for Education, impulsado por un compromiso de mejorar los resultados educativos para los estudiantes de todo el mundo. En los dos años antes de que la Sra. Wasserman se uniera a Google for Education, trabajó para cambiar su enfoque de una carrera en finanzas donde fue analista senior de gestión de carteras en un fondo de hedge funds hacia una carrera en educación debido a su profunda convicción de que Una gran educación es un derecho humano fundamental. Durante ese tiempo, trabajó como Asociada de Verano y Becaria de Verano de Pioneros de Educación para AltSchool en San Francisco, ayudándoles a desarrollar su modelo de micro-escuelas. Ella ha ocupado puestos de voluntariado en Junior Achievement y ha pasado un semestre ayudando a loveLife, una organización juvenil sudafricana a desarrollar programas en línea, basados en habilidades y certificados para jóvenes de toda Sudáfrica. Tiene una Maestría en Administración de Empresas de Berkeley-Haas Business School y una Licenciatura en Economía de la Universidad de Virginia.