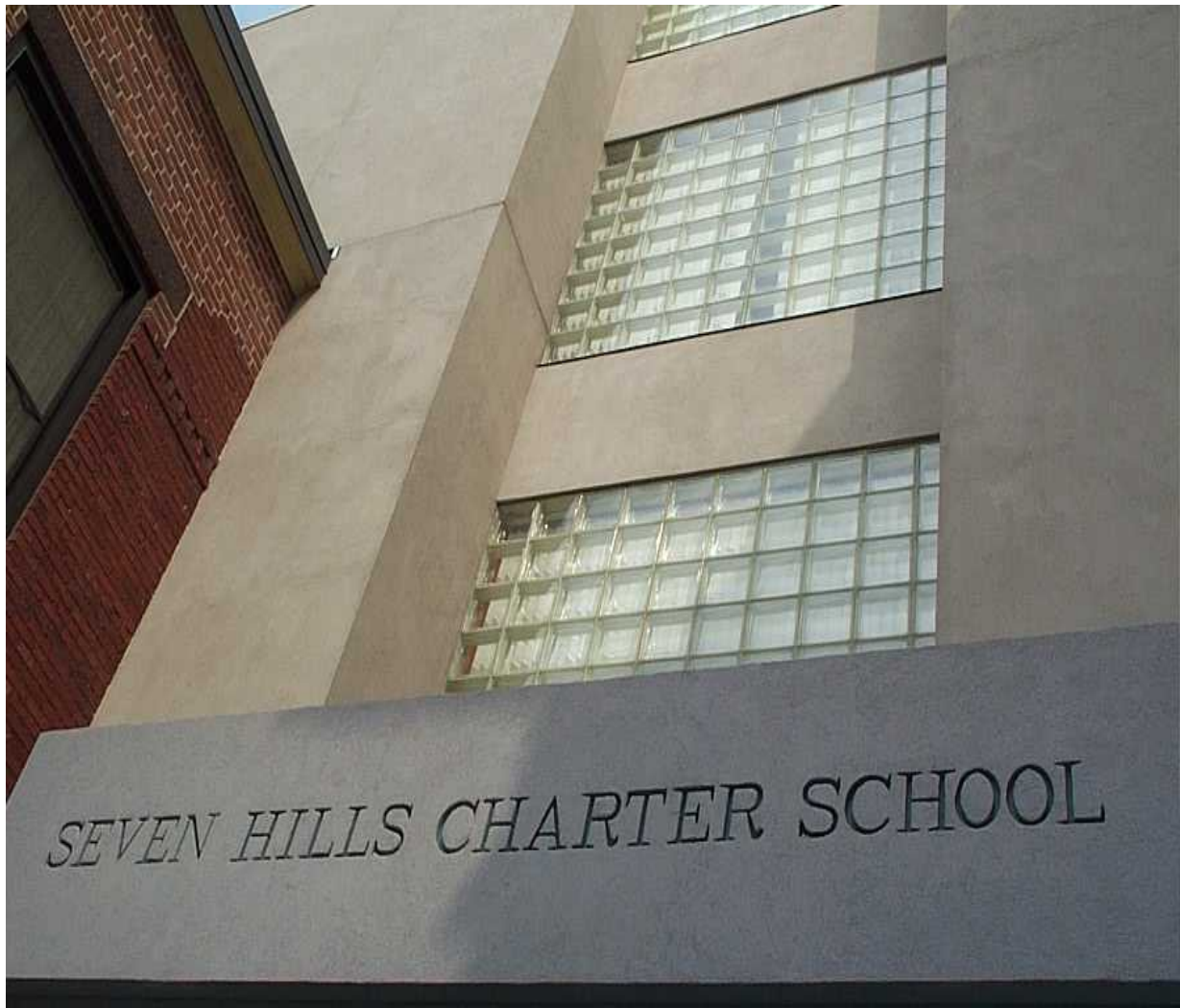


Seven Hills Charter Public School
Annual Report
2005-2006

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Mission Statement

Seven Hills Charter Public School is committed to preparing a diverse cross section of Worcester children for success as students, workers, and citizens by providing them a high quality education at prevailing public school costs.

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SHCPS 2005-2006 School Calendar-attached

August 1, 2006

Massachusetts Department of Education
Charter School Office
350 Main Street
Malden, MA 02148

Dear Ms. Street:

It is with great pride that I submit this annual report for the Seven Hills Charter Public School. SHCPS was founded in 1996 with the goal of providing a world-class education to children from every neighborhood in the city of Worcester. During the past year, the Trustees have taken pride in the accomplishments of the school's children and staff as they excel in academics, explore new expressions in the arts, enhance and differentiate instructional models, and form partnerships within the community.

This was a banner year for Seven Hills. It marked not only the second renewal of our school's charter, but also our first year of operation without the guidance of a management company. We also welcomed several new and talented staff members to our school, including two new members of the administrative team, Associate Principal, Kathy Goldstein and Student Support Manager, Sharon DiPasquale. Both came to Seven Hills with years of experience in their fields.

We look forward to demonstrating our continued commitment to serving the Worcester community throughout the upcoming school year. We remain true to our mission of preparing a diverse cross section of Worcester children for success as students, workers, and citizens by providing them with a high quality education at prevailing public school costs.

The Board of Trustees submits this annual report to you with pleasure. We are proud of the accomplishments of the students, staff and families of Seven Hills Charter Public School. Please feel free to contact us at any time with questions or concerns.

Sincerely,

Carlton Watson, Chairman
Seven Hills Charter Public School Board of Trustees

Introduction

Seven Hills Charter Public School was founded in 1996 by a group of private citizens who partnered with Edison Schools, Inc. to provide an alternative mode for public education in the city of Worcester. The doors opened to 524 K-7 students on September 11, 1996. Since then, the school has grown to hold 666 children in grades K-8 and maintains a waitlist of approximately 200 students. In May of 2005, the Board of Trustees expressed confidence in the school's maturity and development, prompting state board of education's approval of a charter amendment for Seven Hills to operate independently of Edison Schools. We are proud to announce that in February of 2006, the Massachusetts Board of Education voted to renew our charter for another five year term.

Accountability Plan Goals and Objectives

Academic Program

- Students at Seven Hills Charter Public School will become proficient readers, writers and mathematicians.
- Students at Seven Hills Charter Public School will demonstrate mastery of critical knowledge and skills in the areas of science and social studies.
- ❖ Students at Seven Hills Charter Public School will become proficient readers, writers and mathematicians.

Measures and Objectives

1. Seven Hills Charter Public School will make AYP in ELA and math on the MCAS each year. *In 2005, the aggregate of Seven Hills met AYP in math but not in ELA.*
2. Seven Hills Charter Public School students who have been with us for three or more years will earn ELA and math MCAS scores higher than those of the sending district schools. *In 2005, 68% of our seventh graders who have been with us three or more years scored proficient or advanced on the ELA MCAS (WPS 39%), 32% were Needs Improvement (WPS 42%), 0 Warning (WPS 19%) and 47% of our eighth grade math students who have been with us since fourth grade scored in the Advanced or Proficient Category (WPS 19%), 30% scored Needs Improvement (WPS 26%), Warning 23% (WPS 56%).*
3. Seven Hills Charter Public School students will earn ELA and math MCAS scores at or above the state average and higher than those of the sending district schools that have similar demographic profiles. *Seven Hills exceeded the state averages in grade 7 ELA and grade 8 math and outperformed Worcester Public Schools on all tests except for grade 6 math.*
4. Using Curriculum Based Measures (CBM) such as DIBELS or Aims Web, 75% of Seven Hills' students will reach reading benchmarks by the end of their third year of enrollment. *Seven Hills Primary Academy students met this goal and the average exceeded the end of year benchmarks. All grade levels demonstrated increased growth rates each year these measures have been used.*
5. Using Curriculum Based Measures (CBM) such as the AIMS Web Test of Early Numeracy or CBM probes, or the Yearly Progress Pro probes, 75% of Seven Hills' students will reach benchmark by the end of their third year of enrollment. *This year, we administered new math assessments school wide. Over 80% of Seven Hills' kindergarteners exceeded their benchmarks on the Test of Early Numeracy's oral counting section. The percentage of students meeting or*

exceeding the targets on the other subtests varied, but fell shy of the end of year benchmarks. In first grade, class averages on all components of the Test of Early Numeracy far exceeded the national targets. The curriculum based measures (CBM) results for computational fluency varied greatly from class to class, thus indicating a need for additional consistency of instruction in this area school wide. This year Yearly Progress Pro (YPP) was implemented in grades three through eight for the first time. This assessment measures student performance against year-end goals relative to the MA Curriculum Frameworks. The average mastery rate for Seven Hills' students was 60%.

6. Students at Seven Hills Charter Public School will demonstrate mastery of critical knowledge and skills in the areas of science and social studies.

Measures and Objectives

1. Seven Hills students will increase their percentage of proficient or advanced scores on the MCAS science and social studies tests by a minimum of 3% each year. *Seven Hills' eighth graders met this goal, by increasing the percentage of students earning proficient ratings in science by 9% this year. In fifth grade, we saw a 4% decline in the percentage of students reaching proficiency.*
2. Seven Hills Charter Public School students will earn science and social studies MCAS scores at or above the state average and higher than those of the sending district schools that have similar demographic profiles. *Fifth graders at SHCPS scored 5% higher in the Advanced and Proficient categories of the Science and SS MCAS tests. Our eighth graders' scores mirrored those of the sending district.*

Organizational Viability

- Seven Hills Charter Public School will provide an important option for parents seeking a public education for children in Worcester.
 - Seven Hills Charter Public School will serve as a role model for public education systems in Massachusetts and nation wide.
 - Seven Hills Charter Public School will demonstrate fiscal responsibility.
 - Seven Hills Charter Public School will demonstrate sound governance and management.
- ❖ Seven Hills Charter Public School will provide an important option for parents seeking a public education for children in Worcester.

Measures and Objectives

1. Seven Hills Charter Public School will maintain an enrollment level equal to or exceeding 90% capacity as defined by our yearly enrollment target as set by the Board of Trustees. ***SHCPS continues to maintain 100% enrollment.***
2. Seven Hills Charter Public School will maintain a waitlist equal to or exceeding 15% of the school's population. ***SHCPS waitlist is 20% of the current enrollment.***
3. Seven Hills Charter Public School parents will give the school an overall satisfaction rating of 8.0 or better on a yearly independent evaluation of the school (such as the Harris Survey). *The last Harris Survey reported at parent satisfaction rating of 8 with a maximum possible level of 9.8. At this time, the Board of Trustees and a sub committee comprised of board members, staff and*

parents, is being established to update the survey tool, as a result of the separation from our management company.

- ❖ Seven Hills Charter Public School will serve as a role model for public education systems in Massachusetts and nation wide.

Measures and Objectives

1. Seven Hills Charter Public School will disseminate best practices by presenting at a minimum of two professional conferences per school year and / or submitting articles for professional publication. *Steve Colorio, Behavior Specialist presented in the Senior Seminar at Holy Cross College. He shared strategies and information regarding; character development, decision-making, conflict resolution, peer pressure, and setting and attainment of goals. Victor Reyes-Prieto presented at the charter leader meeting with Nyal Fuentes from the DOE office of Language Acquisition highlighting how Seven Hills has coped with changed in ELL requirements and how the school is establishing a successful program of Structured English Immersion. Krista Piazza presented about multicultural education at the Easton Area School District in Pennsylvania.*
2. Seven Hills Charter Public School will host at least two professional guests to our school to observe and participate in discussion groups around sound instructional practices. *This year was rich with opportunities for professional growth and development. Seven Hills hosted a wide array of learning events that were open to the public. These events ranged from workshops on reading aloud to children to positive behavior support systems to the model drawing approach to mathematical problem solving and more. We were also proud to host several student teachers and interns. Leigh Benson, from Worcester State College participated in classroom observations, staff and student interviews aimed at studying the practical demands of implementing theories of learning, methods, classroom management and problem-solving. Kaci Holton, a student from Northeastern University, studied out ELA tutorial and enrichment program while completing a course titled “Empowering Struggling Readers and Writers.” She also reviewed our character education program while completing a project about resiliency in children. Alison Sparks, of Clark University, worked with our school this year as part of a longitudinal study looking at the impact of early childhood experiences on long term language development.*
3. Seven Hills Charter Public School will provide training or professional development for members of at least two other schools or universities. *This year, Seven Hills hosted a wide array of student and community learners. One of our most successful partnerships was with Becker College. Through ongoing collaboration, we were able to offer learning opportunities for several students in their nursing and office management departments. We also hosted Erica Rehaume, student from the Salter School conducted an 80 hour externship, which provided her with an opportunity to apply practical office, software, application and communications in a business environment. In addition, three of our own staff members used Seven Hills as a training site for graduate programs. Jason Defalco completed an administrative internship under the guidance of Krista Piazza. Lauren Shattuck worked under Mr. Defalco’s tutelage to gain classroom experience for her teaching license and Kate Ariemma used Seven Hills as a site for researching the attitudes toward ability grouping in mathematics classrooms.*

- ❖ Seven Hills Charter Public School will demonstrate fiscal responsibility.

Measures and Objectives

1. Seven Hills Charter Public School administrators will present balance sheets, budget to actual expenditures and current profit and loss statements to the Board of Trustees on a monthly basis. *These documents were presented regularly at BOT meetings, as documented by the minutes from each meeting.*
2. Seven Hills Charter Public School Board of Trustees will approve a balanced budget each year that maintains integrity of the academic programming of the school. *The Seven Hills administration and Board of Trustees prides itself in putting children first when making fiduciary decisions. Each year, the budget reflects a strong commitment to maintaining outstanding academic programs and services.*
3. Seven Hills Charter Public School will receive an unqualified opinion on yearly independently audited financial statements, where positive findings will give clear evidence of sound financial practices. *Due to the dissolution of our partnership with our management company, Seven Hills was forced to submit a “draft audit” to the department of education in time to meet the fiscal deadline. We were in constant communication with the DOE Charter School Office regarding the status of the negotiations with our management company. Upon receipt of the final term sheet our audit firm released an approved audit.*
4. Seven Hills Charter Public School will apply for and receive entitlement and competitive grants on a yearly basis. *Seven Hills is pleased to be able to offer specialized programming due to the funds received through grants. The Quality Full Day Kindergarten grant allows us to decrease the student to teacher ratio and provide quality programming to our newest members while our Reading First grant follows their achievement up through grade three. Title 1, Educator Quality and special education grants (94142 and 274) and the Early Education and Care (262) have been instrumental in providing quality student support as well as professional development. We were thrilled to use our Safe and Drug Free School’s grant to certify staff as parent trainers for Guiding Good Choices.*
5. Seven Hills Charter Public School Parent Guild and Student Groups will facilitate fundraisers to support student activities and specialized purchases. *This year, the Parent Guild promised to limit fundraising throughout the year if we could have one very successful kick off. And that we did! We kicked off the year by earning \$10,000 through a raffle fundraiser. Throughout the year, other student fundraisers such as spaghetti suppers, candle sales, etc., were held to sponsor fieldtrips and special events.*

- ❖ Seven Hills Charter Public School will demonstrate sound governance and management.

Measures and Objectives

1. Seven Hills Charter Public School Board of Trustees will participate in an annual reflective retreat with an independent consultant in order to evaluate the effectiveness of their governance. *This year, the Seven Hills Board of Trustees participated in two retreats. The fall retreat involved a review of the school’s accountability plan. The spring retreat enabled board members to share what they learned at the various trainings they attended throughout the year and then focused on reviewing the results of a reflective survey. The outcome of the*

- meeting was a clear plan for moving forward, with specific roles and responsibilities for board members defined.*
2. At least 80 % Seven Hills Charter Public School instructional and administrative staff will earn a “meets” or “exceeds expectations” on an annual performance evaluation based on clear rubrics and attainment of goals set forth in each employee’s professional growth plan, as evidenced in a portfolio. *This year 90% of the returning SHCPS instructional staff earned the above-mentioned ratings.*
 3. All Seven Hills Charter Public School teachers and administrators will meet the criteria for highly qualified status as defined by NCLB and / or be certified for their role in the state of Massachusetts. *We enter a new school year with 100% highly qualified teaching staff.*
 4. Seven Hills Charter Public School staff will give the school an overall satisfaction rating of 8.0 or better, out of 10, on a yearly independent evaluation of the school (such as the Harris Survey). *The last Harris Survey documented an overall satisfaction rating of 80%.*
 5. The School Advisory Council, comprised of parents, staff and community members, will report to the Board of Trustees on the school’s achievement relative to their annual improvement plan. *The SHCPS SAC met regularly to review each component of the annual improvement plan and the grants we receive to support our academic programs. After doing so, they focused this year on literacy and promoting connections between school and home. By receiving and reading the local newspaper daily, a grade three class began an “It’s News to Me” initiative to increase reading and familiarity with the newspaper and to bring that reading and familiarity home each night. The teachers report success in interest in the news and increased reading effort in the classroom.*
 6. Seven Hills Charter Public School will utilize a three-tiered problem solving process to address student, parent, staff or community concerns. *The problem-solving model is clearly outlined in the staff and family handbooks as well as the SHCPS Guide to Academic and Behavior Support. We found this protocol to be quite effective.*

Faithfulness to the Charter

- Seven Hills Charter Public School will build partnerships with families to ensure the success of their children.
 - Members of the Seven Hills Charter Public School community will be able to articulate and demonstrate the school’s Core Values.
 - Seven Hills Charter Public School students will have the opportunity to learn through the integration of the arts and technology into all content areas.
 - Seven Hills Charter Public School will offer programming to meet the varying needs of the school community.
 - Seven Hills Charter Public School will contribute to the Worcester community in a positive way.
- ❖ Seven Hills Charter Public School will build partnerships with families to ensure the success of their children.

Measures and Objectives

1. Seven Hills Charter Public School will host a minimum of ten parent and family events throughout the school year and all families will participate in at least one. *SHCPS hosted the following parent and family events during the 2005-06 school year: Curriculum Night, Back-to-School Picnic, High School*

Gear Up Night, Family Literacy Night, Family Fitness Nights, Community Technology Nights, Student and Parents Rights Under the Federal SPED Law, Singapore Math Night, Spanish Night, and Arts Night, Charter Renewal Roller Skating Party, Pizza Party Night, Spaghetti Suppers, Camp Kieve and W. Alton Jones Nights, Movie Nights and more!

2. Seven Hills Charter Public School will provide parents with a family handbook and weekly newsletters informing them of school programs, procedures and upcoming events. *The SHCPS handbook was inserted in the student agendas and given to each family with a sign off sheet at the beginning of the year. The weekly SHCPS newsletter is sent home with each student every Friday and is also emailed to BOT members, posted on –line and outside of the main office.*
3. Seven Hills Charter Public School teachers will maintain parent contact logs documenting personal contact with all parents at least once per trimester, not including formalized conference times. *All teachers maintained parent contact logs documenting their interactions. Many demonstrated a tremendous amount of effort put into family outreach, with over 200 entries being noted!*
4. Seven Hills Charter Public School teachers will maintain online grade books so parents can log on to access a progress report at any time. *All grade books are accessible on line for parents to review at any time. We hosted several parent training sessions to enable them to utilize this resource, but participation was limited. We will continue to promote this option throughout the next school year.*
5. 100% of Seven Hills Charter Public School parents will participate in at least one SLC conference or school meeting per year to discuss their child’s progress. *We are proud to report that every Seven Hills family participated in at least one parent / teacher conference this year either in person or via phone.*
6. 100% of Seven Hills Charter Public School students will work with staff and family members to develop and monitor and an SLC goal each trimester. *Almost every Seven Hills child had a documented SLC goal each term. Teachers posted the goals in the classrooms and encouraged the children throughout each term so they could attain their goals. Parent participation in the process was sporadic.*
7. Seven Hills Charter Public School will utilize the FASST process to partner with families to develop support plans for students. *FASST meetings were held upon request throughout the year to brainstorm ways to help students succeed in school. Issues surrounding attendance, academic and emotional / behavioral development were explored using this process.*
8. The Seven Hills Charter Public School Advisory Council will meet regularly throughout the year to develop and monitor the annual school improvement plan. *The SHCPS SAC met throughout the year on the following dates: October 18, November 8, December 13, January 10, February 14, April 25 and May 23. They reviewed and extended the improvement plan (Student Achievement and School Improvement Plan), discussed grant funded programs and worked on projects surrounding a literacy initiative.*
9. The Parent Guild will meet regularly throughout the year to develop and implement plans for fundraising and volunteerism in the school. *The Parent Guild meets the second Tuesday of each month during the school year. In addition, they sponsor a plethora of student and family events and volunteer in the school to make it all possible.*

- ❖ Members of the Seven Hills Charter Public School community will be able to articulate and demonstrate the school's Core Values.

Measures and Objectives

1. At least 60% of all Seven Hills Charter Public School students will earn the Model Citizenship Award for at least one trimester per year. *75% of our student body received a Model Citizenship Award for at least one trimester this year.*
2. The Seven Hills Charter Public School will receive at least ten Core Value Compliment cards from school visitors each year. *We proudly displayed more than 45 visitor's Core Value Compliment Cards on a bulletin board in the school's vestibule.*
4. At least twenty Seven Hills Charter Public School students will earn the role of Core Value Ambassador each year. *This year, 266 SHCPS students earned the role of Core Value Ambassador, they were given core value bracelets and their pictures were posted on a bulletin board within the school.*
5. All Seven Hills Charter Public School students and staff members will be able to define and give examples of the Core Values upon being asked. *As noted by our Charter Renewal Inspection Team, the Core Values are alive and well throughout the entire school.*

- ❖ Seven Hills Charter Public School students will have the opportunity to learn through the integration of the arts and technology into all content areas.

Measures and Objectives

1. On any instructional day, at least 75% of Seven Hills Charter Public School lesson plans randomly reviewed will show evidence of core concepts being introduced or reinforced through the integration of the arts and technology. *All weekly plans in reading and math referred to the implementation of technology based programming for assessment, review or enrichment purposes. In all content areas, students regularly conducted online research, used technology to prepare writing or presentations and participated in technology led instruction. Students learned about social studies, science, math and literacy themes through the incorporation of songs, plays, art projects and more. Although there was constant living evidence of this throughout the building, lesson plan reviews demonstrated some inconsistent documentation.*
2. On any instructional day, a visitor touring Seven Hills Charter Public School will be able to see at least one example of core concepts being introduced or reinforced through the integration of the arts and technology. *As evidenced by our Charter Renewal Inspection team, Seven Hills' teachers use technology and the arts as seamless components of classroom instruction.*
3. All Seven Hills Charter Public School students will participate in technology based assessment and / or acceleration or remediation programming in reading and math. *Our three-tiered curriculum incorporates technology into each level. Examples of tools utilized include Yearly Progress Pro, Read Naturally, Lexia and AIMS Web.*
4. All Seven Hills Charter Public School students will participate in at least one school wide Intensive per year. *This year's Invention Intensive gave students across the school to explore the development of inventions throughout the ages. In the Primary Academy, students learned about simple machines and the history of transportation. Elementary Academy students created their own inventions and*

biodomes to withstand an imaginary journey to the center of the Earth. Junior Academy students played a community game where they invented everything from communication and computation systems to tools and simple machines for living in a variety to environments.

- ❖ Seven Hills Charter Public School will offer programming to meet the varying needs of our students.

Measures and Objectives

1. All Seven Hills Charter Public School students will participate in benchmark testing in reading and math in order to monitor growth over time and make individualized programming decisions. *All students participated in benchmark testing throughout the year. We utilized a variety of standardized tools from AIMS Web to measure oral reading and computational fluency as well as sub skills necessary as prerequisites for literacy and numeracy development. In addition, students in grades three through eight utilized Yearly Progress Pro, an online assessment that is aligned with MA state frameworks, to measure progress throughout the year.*
2. All Seven Hills Charter Public School students participate in a three-tiered curriculum model to meet his/her unique needs. *The three-tiered design is clearly outlined in the school handbook and SHCPS Guide to Academic and Behavior Support, a document that serves as our Curriculum Accommodation Plan. We feel confident that we have a variety of programs in place to address the varying needs of children throughout Seven Hills.*
3. On any instructional day, at least 75% of Seven Hills Charter Public School lesson plans randomly reviewed will show evidence of differentiated instruction. *Differentiation was evident in lesson plans through documentation of flexible grouping and variations in content, process and products.*
4. All Seven Hills Charter Public School students will receive second language instruction in Spanish or English. *All SHCPS students participate in Spanish classes or ELL classes, unless it is specified otherwise by an individual student's Individualized Education Plan.*
5. Seven Hills Charter Public School students who earn honor roll status will have the opportunity to participate in the Seven Hills Enrichment Learning Laboratory. *Twenty students applied and were accepted to the SHELL program this year. These students participated in a variety of activities ranging from lego robotics to literary magazine publication, violence prevention, peer coaching, video production and more!*
6. Seven Hills Charter Public School students who qualify will have full access to supports available through special education or English language learning programming. *This year, 81 students received special education services this year and 60 students participated in the English Language Learning program.*

- ❖ Seven Hills Charter Public School will contribute to the Worcester community in a positive way.

Measures and Objectives

1. Seven Hills Charter Public School will host at least five community education opportunities per year. *SHCPS hosted A Community Technology Night once a month and a Family Fitness Night once a month during the 05-06 school year. In addition, we invited community members to participate in our CPR and*

First Aid trainings as well as the Family Literacy Event we held at the Worcester Public Library.

2. Seven Hills Charter Public School students will perform for at least five community-based functions per year. *The SHCPS Show Choirs performed at the following places during the 05-06 school year: Red Cross, DCU Center, World Smile Day, Worcester Firefighters, State House and the Worcester Tornadoes Game. The SHCPS STOMP team performed in the Columbus Day Parade, Assumption College and the Worcester Tornadoes Game.*
3. Seven Hills Charter Public School student artwork will be displayed in at least five local businesses or public locations per year. *Student's completed a mural project for the Molly Bish Foundation, a flyer for the New England Antique Association, posted their artwork in Union Station and the Worcester Public Library.*
4. Seven Hills Charter Public School will participate in at least three community service projects per year. *SHCPS students participated in St. Jude's Math-athon, Red Cross Fundraiser, Habitat for Humanity, Katrina Relief Projects and Make-A-Wish Foundation.*

School Profile

Summary of Educational Philosophy

Seven Hills Charter Public School is a family oriented environment that strongly believes that the school-home partnership is an integral component for the academic success of each child. Family involvement is strongly encouraged and expected. We offer students and families:

- a safe and nurturing learning environment.
- a staff that puts children and families first by maintaining strong communication and access to support services.
- a highly qualified staff that is committed to ongoing professional development and collaboration.
- a longer school day and year that provides more dedicated learning time.
- a curriculum that is guided by clear and ambitious academic standards.
- well-rounded instructional programs that integrate art, music, technology and character education into everyday learning.
- foreign language, health and fitness instruction starting in kindergarten.
- ongoing authentic assessment that allows teachers to tailor instruction to meet individual needs.
- opportunities to extend learning through assemblies, fieldtrips, after school activities, and the Seven Hills Enrichment Learning Laboratory.
- “Intensives” that unite the school around the study of engaging themes.
- a daily emphasis on the core values of wisdom, justice, courage, compassion, hope, respect, responsibility and integrity.

At Seven Hills Charter Public School, each child's intellectual capacity is respected and nurtured through Reading, Language Arts, Math, Social Studies, and Science. Students are challenged to excel in rigorous but absorbing programs of study featuring: direct instruction in phonics, composition and comprehension skills; immersion in various genres of classic and contemporary literature, math experiences that cultivate an intuitive sense of numbers and mathematical processes; and intentional inquiry into the Earth and its inhabitants.

Through Physical Education, Visual Arts, Music, World Language, and Character Education, student's creative capabilities are enhanced in an environment that prizes each one's unique strengths and talents through a quest for personal excellence. An emphasis is placed on cooperation, perseverance, self-discipline and confidence; Spanish language and cultural awareness and especially the joy of creation and the elation of performance.

Summary of External Standardized Test Results

2005 MCAS: See School Report Card (Attached)

Summary of Internal Assessment Results

DIBELS (Dynamic Indicators of Basic Early Literacy Skills)

Through the acquisition of a Reading First Grant, DIBELS was introduced during the 2003-2004 school year at the primary level and extended to all grade levels during this school year. Children are tested in Reading Fluency in the fall, winter, and spring, as well as various age developmentally appropriate sub skills as needed. Their overall performance and growth is then tracked using norming data provided by DIBELS. This allows us to better monitor progress among individual students as they remain with us, the so-called "value added" analysis. The categorical data is used to develop intervention programs to remediate specific skill deficits for each individual. Targeted interventions have been designed to reinforce phonological awareness, phonics, fluency, vocabulary and comprehension skills.

This year, all kindergarten and first grade class averages demonstrated growth over last year and exceeded the national norms in each category of testing. Although other grade level class averages fell slightly shy of their year-end goals, several classes showed gain rates well above the expected curve for progress. For example, the nationally recognized gain rate for an average fourth grade student is 25 correct words per minute. The Seven Hills average gain rate for a fourth grader this year was 40 correct words per minute.

GRADE

As part of our Reading First program, students in grades one through three also participate in GRADE testing to measure growth in comprehension and vocabulary. The goal is for Seven Hills' students to be at or above the 50th national percentile ranking (NPR) our first graders finished the year with a NPR of 45, grade two at 36 and grade 3 at 40. These rankings did not meet our expectations, but did demonstrate growth of 14% (grade 1), 24% (grade 2) and 13% (grade 3) from fall to spring.

CBM Math

Curriculum Based Measures were used to monitor early numeracy skills in kindergarten and grade one, computation fluency in grades one and two and skill acquisition and application in grades three through eight. Over 80% of Seven Hills' kindergarteners exceeded their benchmarks on the Test of Early Numeracy's oral counting section. The percentage of students meeting or exceeding the targets on the other subtests varied, but fell shy of the end of year benchmarks. In first grade, class averages on all components of the Test of Early Numeracy far exceeded the national targets. The curriculum based measures (CBM) results for computational fluency varied greatly from class to class, thus indicating a need for additional consistency of instruction in this area school wide. This year Yearly Progress Pro (YPP) was implemented in grades three through eight for the

first time. This assessment measures student performance against year-end goals relative to the MA Curriculum Frameworks. The mastery rate for Seven Hills' students was 60%.

“Mock” MCAS

Each year we utilize an internal assessment device we call the “Mock MCAS.” We administer the actual MCAS test from the previous year to all children who will be tested on MCAS in the spring. This is done the first week of December. This is a great internal diagnostic, because we can identify whole scale areas in which the children are under-performing or over-performing their previous year peers and/or the state. Also, we examine individual student results in terms of areas in need of remediation. This may become apparent through error-analysis of missed questions on the multiple-choice formats or areas of weakness in the writing of open response answers or the long composition.

This year’s results demonstrated a three-point gain over last year’s results in grade three reading from 85% passing to 88%. All others signified either stagnation or slight decline. The data gained from this mid year experience gave us valuable insights into our instructional program so adjustments could be made throughout the year to target areas of strength and weakness. In examining “mock” MCAS results over the years, we have identified significant improvement trends between the results of the “mock” MCAS in December and the taking of the actual MCAS test in April/May.

Number of Instructional Days for the 2005-2006 School Year

For the 2005-2006 school year, the Seven Hills Charter Public School scheduled 190 instructional days. The student’s school year began on August 16, 2005 and the school year ended on June 16, 2006. The school day begins for students at 7:30 a.m. and ends at 2:46 p.m. Students had the opportunity to participate in a supervised after school activity on Tuesdays and/or Thursdays with a late dismissal of 3:45 p.m. (*see attached calendar*)

Governance Profile

List of Members of the Board of Trustees

Carlton Watson, was nominated and voted to the Board of Trustees of Seven Hills Charter Public School. He was named Chairman in 2001. Mr. Watson is the Executive Director of the Henry Lee Willis Community Center in Worcester. Mr. Watson has served on numerous Boards and Committees such as the Massachusetts Council Human Services Providers, Worcester Rotary Club, and the MLK Worcester Minority Business Council to name a few. He currently serves on the Board of Directors of the National Conference for Community and Justice (NCCJ). He also is on the Volunteer Center Committee, Campaign Cabinet, and Search Committee of the United Way. Mr. Watson is a parent of one child who attends SHCPS and has been a volunteer for many activities at the school.

Rebecca Wagley Blodgett was nominated and voted to the Board of Trustees of Seven Hills Charter Public School in June 2002. Mrs. Wagley Blodgett is an attorney in Worcester specializing in child advocacy. She is also parent to four children who attend SHCPS and has been a volunteer for many activities at the school. Mrs. Wagley Blodgett is a Corporator at Higgins Armory Museum, a former Board Member at Joy of Music Program and is active at the Trinity Lutheran Church.

Dorothy Escribano was nominated and voted to the Board of Trustees of Seven Hills Charter Public School in June 2002. Ms. Escribano is an Associate VP of Academic Affairs and a Professor of Spanish at Worcester State College. She has served on numerous Academic Service Committees at WSC; Integrity and Steering Committees for NEASC accreditation, Search Committee for Director of the Latino Education Institute and a Program Committee to design the M.Ed. in Spanish program. Ms. Escribano has been an ESL co-coordinator and workshop trainer and is trained and experienced in the use of technology for distance learning. She has presented at conferences on numerous academic and educational topics as well as specialty areas of Hispanic History and Culture.

Donna Lemoyne was nominated and voted to the Board of Trustees of Seven Hills Charter Public School in September 2003. She is the Finance Assistance/Benefits Coordinator for the Town of Wayland. Mrs. Lemoyne is a parent to one child who attends SHCPS and has been a volunteer for many activities at the school. She is also the president of the Parent Guild here at Seven Hills.

James Diggins was nominated and voted to the Board of Trustees of Seven Hills Charter Public School in February 2005. He is the vice president/owner of Marshall Diggins Insurance Agency and co-coordinator of sales for Personnel and Commercial Lines in Worcester, MA. Mr. Diggins son was a member of the graduating class of 2004. Mr. Diggins has been a volunteer for many activities when he was a parent, including serving as a member of the Seven Hills Parent Advisory Committee.

Lee Cordaro was nominated and voted in April 2005. Ms. Cordaro is a Speech/Language Pathologist for Tantasqua Regional School District and an Adjunct Instructor and Clinical Supervisor for Worcester State College. She is a former employee of Seven Hills Charter Public School.

Andrew B. Feland is the newest member of the Board, nominated and voted on December 6, 2005. Mr. Feland received his BA, *cum laude*, from Harvard University. He is an Information Systems Professional with ten years of experience in personnel and technology management across a wide variety of industries. Mr. Feland volunteers with Worcester Arts and Humanities Educational Collaborative and West Boylston Local Cultural Commission. He is currently employed at Abbott bioResearch Center in Worcester, MA.

Summary of major policy decisions made by the Board of Trustees

During the school year the Board of Trustees has worked dutifully to monitor the growth and achievement of Seven Hills, as well as set policies to ensure a quality education for our students. At this time, the school has developed outstanding internal capacity to manage academic and operational functions.

Votes throughout the year were taken to update our accountability plan to reflect the new guidelines and to approve budget related items, Fiscal Policies and Procedures Manuals, Student Achievement Plan, SHCPS bylaws, Procurement Policy, Food Program (in house), add new board members, the school calendar, amendment to the after school activities program, and all staff decisions presented by the principal through the school year.

This year the following subcommittees were established among board members: Academic Achievement, Organizational Viability and Faithfulness to Charter. Each committee includes faculty, parent, board and community representation.

Summary of official complaint received by the Board of Trustees

There were no official complaints received by the Board of Trustees

Student Profile

Student Demographics-*See attached NCLB School Report Card*

Total number of student applications received

Kindergarten	117
1st	27
2nd	24
3rd	23
4th	24
5th	23
6th	21
7th	23
8th	8

During the application process, a total of 290 applications from Worcester residents were received during the 2005-2006 school year. Seven Hills had 78 openings for Kindergarten and 12 opening in grades 1-8 for the 2006-2007 school year.

Student Attrition Data

A total of 703 students were in membership at Seven Hills as of October 1, 2006. A total of 55 students left during the 2005-2006 school year, with some slots being refilled so that the year-end membership total was 654 students. A total of 26 students finished the school year but have chosen not to return for the 2006-2007 school year. Out of these students, 2 moved out of the city of Worcester, 2 moved out of state and 22 went to other private and public schools within the city of Worcester.

Number of students who have been expelled and who have served in-school and out-of-school suspension

No students were expelled during the 2005-2006 school year.

A total of 35 students served out-of-school suspension and a total of 70 students served in-school suspensions during the 2005-2006 school year.

Staff Profile

School Leader

Ms. Krista Osborn Piazza was named Principal/Superintendent of Seven Hills Charter Public School in July 2002. Ms. Piazza was recruited from the Shirley School District where she served as the principal of three elementary schools. Ms. Piazza brought with her eight years of exceptional experience in a wide range of educational settings. In addition to elementary teaching and leadership experiences in the United States, Ms. Piazza has taught middle and high school students in China and studied international

educational systems through the Fulbright Memorial Foundation. Ms. Piazza earned a Masters degree in education from Harvard University, where she was later employed as support staff for the Urban Superintendent's program. She is certified in Massachusetts as a school superintendent, special education director, elementary and middle school principal, early childhood, elementary and special education teacher.

Administrative Team

Cynthia Krackovic, Business Service Manager

Kathy Goldstein, Associate Principal

Sharon Dipasquale, Student Support Manager

Summary of classroom teacher qualifications

In the 2005-2006 school year Seven Hills employed 77 teachers and instructional aides, with 98% being highly qualified. The average years of teaching at Seven Hills was 3.74 and the average years of teaching overall was 7.68. The average classroom size is 26 students.

Teacher attrition

Since the beginning of the school year, 9% of the teaching staff left during the year and 4% of the teaching faculty will not be returning in the fall.

Name	Teaching Assignment	Years at SHCPS	Yrs Teaching	HQ?	FTE
Alison Martins	SPED Teacher	3.00	5.00	Y	1
Allene Rizzolli	Reading Tutor	2.00	3.00	Y	1
Amy Brassard	4 th Grade	2.00	4.00	Y	1
Angela Borda	2nd Grade	.50	13.00	Y	1
Annette Colon	W/Language	2.00	5.00	Y	1
April Neely	Kindergarten Aide	1.00	8.00	Y	1
Brandon Underwood	Reading Specialist	3.00	5.00	Y	1
Brianne Padden	Kindergarten Aide	5.00	6.50	Y	1
Casey Presby	4 th Grade	1.00	3.00	Y	1
Catrina Walsh	Aide	1.00	1.00	Y	1
Celeste Price	Building Sub	2.00	4.00	Y	1
Christopher Hoskins	8 th Grade L/Arts	3.00	5.00	Y	1
Colleen Fickera	P/T Art Teacher	2.00	3.00	Y	0.6
Daniel Zimmer	SPED Teacher	2.00	9.00	Y	1
Danielle Lynch	2nd Grade	4.00	4.00	Y	1
Darrell Gibbs	7 th Grade/Lang Arts	10.00	14.00	Y	1
David Stanick	PE	1.00	3.00	Y	1
David Stanley	Aide	1.00	1.00	Y	1
Deborah Langlois	7/8 Gr, SS Teacher	7.00	10.00	Y	1
Denise Fogarty	1st Grade	9.50	22.00	Y	1
Donna Clark-Cranham	3 rd Grade	6.50	11.50	Y	1
Dorcus Sweeney	W/Lang	3.70	21.00	Y	0.6
Efrain Martinez	6 th Grade	1.60	6.00	Y	1
Elizabeth Daoust	Aide	3.00	3.00	Y	1
Eva Marie Young	SPED Teacher	.50	5.00	Y	1
Evelyn Bambo	Aide	2.00	2.00	Y	1
Henry Chamberlain	1 st Grade	7.00	9.00	Y	1
Hessey Thomas	Aide	6.00	13.00	Y	1
Janice Olmstead	4 th Gade	1.00	8.00	Y	1

Janice Vickers	Kindergarten	6.00	28.00	Y	1
Jason DeFalco	5 th Grade	5.00	5.00	Y	1
Jennifer Arnold	6 th Grade Teacher	8.50	10.50	Y	1
Jennifer Cusack	3 rd Grade	3.80	4.50	Y	1
Jonathan Leary	Aide	3.00	4.00	Y	1
Joshua Coyne	7 th Grade ELA	1.00	1.00	Y	0.4
Kara Lagace	Kindergarten	6.00	6.00	Y	1
Karen Reil	Aide	7.00	7.00	Y	1
Katherine Ariemma	6 th Grade Generalist	2.00	5.00	Y	
Kathleen Clark	Aide	1.00	1.00	Y	1
Kathleen Gadbois	Aide	3.00	10.00	Y	1
Kathy Holton	Music	10.00	20.00	Y	1
Kerri Enman	Aide	1.00	1.00	Y	1
Kim Riordan	LT Asst/Achievment Advisor	9.00	9.00	Y	1
Latisha Ambroise	3 rd Grade	5.00	9.00	Y	1
Laura Arsenaault	Art Teacher	2.00	8.00	Y	1
Leslie Rodriguez	Aide	5.00	5.00	Y	1
Linda Prackup-Desautels	Aide	1.00	1.00	Y	1
Liz Walsh	Aide	7.00	20.00	Y	1
Lynn Johnson	Kindergarten Aide	5.00	12.00	Y	1
Maritza Bryan	Aide	4.00	4.00	Y	1
Mary Belhumeur	Aide	2.00	3.00	Y	1
Matthew Jewett	Occup Therapy	5.00	5.00	Y	1
Maureen McSweeney-Quill	SPED Teacher	8.00	12.00	Y	1
Michelle Heath-Tong	1 st Grade	3.50	3.50	Y	1
Nadine Ortiz	Building Sub	6.00	10.00	Y	1
Norma Senior	W/Lang ELL	2.00	2.00	N	1
Pat Bogosian	Wilson Reading	9.50	13.50	Y	1
Paula McLean	Aide	6.00	6.00	Y	1
Phoebe Gonzalez	Aide	1.00	1.00	Y	1
Phokwayne Anthony	JA Math	2.00	12.00	Y	1
Renee Underwood	Aide	3.00	3.00	Y	1
Samual Fan Fan	PE	1.00	2.00	Y	1
Sandra Crompton	Aide	2.50	2.50	Y	1
Scott Humes	5 th Grade	2.00	4.00	Y	1
Shaphali Fox	2nd Grade	.5	4.50	Y	1
Sharon Slarsky	Kindergarten	1.00	19.00	Y	1
Sharon Thyden	5 th Grade	10.00	20.50	Y	1
Shawn McGann	Music	5.00	5.00	Y	1
Sheila Daw	Jr. Academy Math	4.00	11.00	Y	1
Sherry Trainque	Sped Teacher	2.00	6.00	Y	1
Susan Bourget	ESL/Tutor	3.00	24.00	Y	0.5
Tom Decoteau	7th/8th Science	3.00	3.00	N	1
Tracy Zannotti	Speech & Lang	4.00	4.00	Y	1
Tyrone Forbes	Music	3.00	7.00	Y	1
Vanessa Ursoleo	Aide	3.00	4.00	Y	1
Victor Reyes-Prieto	ESL	2.00	8.00	N	1
Virginia Delorge	Kindergarten Aide	5.00	18.00	Y	1

Financial Profile

Financial Statement for FY06 (unaudited)

Ordinary Income/Expense

Income

41000 · Grants-State	44,925.00
41010 · Per Pupil Revenue	6,050,892.00
41500 · Grants-Federal	695,608.00
42300 · Nutrition Funding-Federal	325,169.66
42600 · Nutrition Funding-Private	45,301.35
43000 · Program Fees	
42020 · After School Income	86,690.52
46010 · Activities Income	<u>75,951.36</u>
Total 43000 · Program Fees	162,641.88
44010 · Other School Revenue	110,256.00
45500 · Medicaid Reimbursement	<u>77,584.54</u>
Total Income	<u>7,512,378.43</u>

Gross Profit

7,512,378.43

Expense

50000 · Total Payroll	
50720 · Workers Compensation Insurance	30,448.04
50700 · Benefits	
50710 · Payroll Benefits Exp 5225 DOE	
50713 · STD/LTD & Life Employee Benefit	34,870.89
50712 · Medical Employee Benefit	381,221.70
50711 · Dental Employee Benefit	40,397.49
50710 · Payroll Benefits Exp 5225 DOE - Other	<u>-444.01</u>
Total 50710 · Payroll Benefits Exp 5225 DOE	456,046.07
50705 · 403(b) Employer Cost 5205 DOE	<u>7,243.00</u>
Total 50700 · Benefits	463,289.07
50500 · Employer Taxes(5205 DOE)	
50530 · Fica and Unemployment	<u>190,691.87</u>
Total 50500 · Employer Taxes(5205 DOE)	190,691.87
50100 · Wages	
50110 · Wages-Admin Professional	54,762.84
50210 · Salaries Admin Support/Clerical	169,583.42
50320 · Salaries-Teachers	2,167,060.50
50420 · Salaries Other Prof Instruction	
50425 · Salaries Technology	112,653.37
50420 · Salaries Other Prof Instruction - Other	<u>267,073.25</u>
Total 50420 · Salaries Other Prof Instruction	379,726.62
50520 · Salaries Paraprofessionals	553,274.32
50620 · Salaries Subs/Support/Clerical	
50625 · Wages Village	49,768.90
50620 · Salaries Subs/Support/Clerical - Other	<u>82,437.24</u>
Total 50620 · Salaries Subs/Support/Clerical	132,206.14
50730 · Salaries Other Student Services	214,728.68
50840 · Salaries Operation & Facilities	
50845 · Salaries Overtime	2,781.33
50840 · Salaries Operation & Facilities - Other	<u>120,710.51</u>
Total 50840 · Salaries Operation & Facilities	123,491.84
59620 · Staff Stipends	53,510.00
50220 · Bonus Wages	75,000.00

ASSETS

Draft Balance Sheet

Current Assets

Checking/Savings

10000 · Cash	
10201 · School Funds Account	
10210 · School Finance PD Reimbursement	15,000.00
10201 · School Funds Account - Other	<u>2,516,977.03</u>
Total 10201 · School Funds Account	2,531,977.03
10301 · Operating Account Edison Funds	6,165.96
10501 · Activities Account School	28,929.52
10611 · School Food Account	27,743.01
10711 · School Village Account	55,857.71
10800 · Petty Cash	350.00

Balance Sheet setting forth the charter school's assets, liabilities, and fund balances or equities

Approved School Budget for FY07

FY07 Budget	10000 · Cash		2,651,023.23		
	Enrollment and Revenue				
	10200 · Restricted Cash Account		204,739.24		
	10205 · Collateral Cash Account	# Students	37	PP Am	Facilities
	10200 · Restricted Cash Account		<u>669</u>	<u>848.35</u>	\$8,967
	Count Methodology: ADM		660		\$811
	TOTAL:				\$535,260
	Total Checking/Savings		3,993,610.82		\$6,453,480
	Feb 15th final ADM count date				
	Other Current Assets				
	12000 · Due from related parties				
	12200 · Entitlement Funds Receivable		18,400.00		
	12300 · Cooperative Funds Receivable		20,326.65		
	12400 · Funds Due From SHCS Inc.		<u>9,528.00</u>		
	Title II Part A (Prof. Development)	E	48,254.65	140	\$62,611
	Title II Part D (Enhanced Ed Tech)	E		160	\$5,510
	SPED (Federal)	E		240	\$163,415
	SPED (Early Childhood)	E		262	\$3,250
	13000 · Pre-Paid Insurance		<u>8,486.96</u>		\$2,500
	SPED (Program Improvement)	E	<u>8,486.96</u>		274
	Total 13000 · Pre-Paid Expenses				<u>\$3,792</u>
	Title V (Innovative Programs)	E		302	\$3,792
	Title I	E	<u>56,741.61</u>	305	\$326,979
	Total Other Current Assets				<u>\$6,944</u>
	Title IV (Safe and Drug Free)	E		331	\$6,944
	Kindergarten Grant	C	4,050,352.43	701	\$30,000
	Reading First Grant	C		728	\$90,000
	Total Current Assets				\$0
	Fixed Assets				
	15600 · Computers				\$695,001
	15601 · Technology Capital Hardware		81,078.56		
	Miscellaneous Revenue (Cash/Non-Grant)		<u>44,616.95</u>		
	15602 · Technology Capital Software				
	Total 15600 · Computers		125,695.51		
	Food Service Federal Reimbursement				\$316,000
	Food Service Private-Pd Lunch				\$40,000
	16000 · Accumulated Depreciation				\$60,000
	16421 · Accum Dep Tech Hardware		-15,544.00		\$35,000
	Medicaid Revenue				\$35,000
	16411 · Accum Dep Tech Software		<u>-42,652.00</u>		
	TOTAL:				<u>\$451,000</u>
	Total 16000 · Accumulated Depreciation		<u>-58,196.00</u>		
	Total Fixed Assets		<u>67,499.51</u>		
	TOTAL ALL REVENUE:				<u>\$7,599,481</u>
TOTAL ASSETS			<u>4,117,851.94</u>		

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable	
20020 · Accounts Payable	<u>119,263.79</u>
Total Accounts Payable	119,263.79

Dissemination Of Best Practices

As outlined in the above Accountability Plan report, Seven Hills is committed to sharing best practices with colleagues from around the country. Mr. Chamberlain, Ms. Ambroise, and Ms. Brassard all hosted practicum students from Worcester State College this year. In addition, Mr. Defalco supervised a full time student teacher and Ms. Piazza oversaw principal internships for Ms. Arnold and Mr. Defalco. Ms. Dipasquale, our Student Support Manager, collaborated with Becker College to provide learning experiences for students in the nursing and office management departments. Mr. Reyes – Prieto, our ELL coordinator, participated in a DOE Charter school accountability site visit and assisted in the DOE audit process under the direction of Mitch Bogen, accountability specialist for the Massachusetts Department of Education. Seven Hills hosted community wide literacy events on Jim Trelease's *Read Aloud Handbook* and *Early Reading Intervention* as well as a grand event titled the *Invention Unveiling* showcasing our interdisciplinary teaching techniques. Seven Hills also participated in the *Massachusetts Letter about Literature* project and the Oak Hill Community Development Corporation's *On the Move* program. This year, we were also pleased to invite community participation in our *Guiding Good Choices* train the trainer seminars as well as our model drawing mathematics workshops, technology nights and family fitness events. Ms. Sharon Dipasquale, the Seven Hills Student Support Manager, became certified as a Crisis Prevention Intervention (CPI) trainer this year and will offer community wide trainings in the fall.