

NAPA FOUNDATION FOR OPTIONS IN EDUCATION



Mayacamas Countywide Middle School

A Countywide Charter School

Charter Petition for a Five-Year Term
(July 1, 2024 – June 30, 2029)

Submitted to
the Napa County Board of Education
January 16, 2024

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APPENDICES

A: CERTIFICATE OF COMPLETENESS

B. NOTICES TO SCHOOL DISTRICTS OF INTENT TO OPERATE

C: BOARD RESOLUTION AUTHORIZING PETITION SUBMISSION

D: “MEANINGFULLY INTERESTED” TEACHER SIGNATURES, RESUMES AND CREDENTIALS

E: NAPA FOUNDATION FOR OPTIONS IN EDUCATION GOVERNANCE DOCUMENTS:

- Articles of Incorporation
- Amendment to Articles of Incorporation
- Amended and Restated Bylaws

F: BOARD OF DIRECTORS RESUMES

G: MAYACAMAS FINANCIAL DOCUMENTS:

- Five-Year Budget and Three-Year Cash Flows
- Budget Narrative
- Evidence of Financing

AFFIRMATIONS and DECLARATION

As the authorized lead petitioner, I, Lauren Daley, hereby certify that the information submitted in this petition for a California public countywide charter school to be named Mayacamas Countywide Middle School (the “Charter School” or “Mayacamas”) and to be operated by The Napa Foundation for Options in Education (“Napa Foundation” or “NFOE”), submitted to the Napa County Board of Education (“NCBOE” or “County Board”), with oversight by the Napa County Office of Education (“NCOE” or “Office of Education”) (collectively, the “County”) and to be located at several sites throughout Napa County 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, Mayacamas shall follow any and all federal, state, and local laws and regulations that apply to Mayacamas, including but not limited to:

- Mayacamas shall 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 47605.6(d)(1)]
- Mayacamas declares that Napa Foundation shall be deemed the exclusive public school employer of the employees of Mayacamas for the purposes of the Educational Employment Relations Act. [Ref. Education Code Section 47605.6(b)(6)]
- Mayacamas shall be nonsectarian in its programs, admissions policies, employment practices, and all other operations. [Ref. Education Code Section 47605.6(e)(1)]
- Mayacamas shall not charge tuition. [Ref. Education Code Section 47605.6(e)(1)]
- Mayacamas shall admit all students who wish to attend Mayacamas, unless Mayacamas receives a greater number of applications than there are spaces for students, in which case it will hold a public random drawing to determine admission. Except as required by Education Code Section 47605.6(e)(2) and Education Code Section 51747.3, admission to Mayacamas 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 47605.6(e)(2)(B)(i)-(iv). In the event of a drawing, the chartering authority shall make reasonable efforts to accommodate the growth of Mayacamas in accordance with Education Code Section 47605.6(e)(2)(C). [Ref. Education Code Section 47605.6(e)(2)(A)-(C)]
- Mayacamas shall not discriminate on the basis of the characteristics listed in 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, including immigration status, or association with an individual who has any of the aforementioned characteristics). [Ref. Education Code Section 47605.6(e)(1)]

- Mayacamas shall adhere to all applicable provisions of federal law relating to students with disabilities, including, but not limited to, the Individuals with Disabilities Education Improvement Act of 2004 (“IDEA”), Section 504 of the Rehabilitation Act of 1973 (“Section 504”), and Title II of the Americans with Disabilities Act of 1990 (“ADA”).
- Mayacamas shall 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)]
- Mayacamas shall ensure that teachers in Mayacamas hold the Commission on Teacher Credentialing (“CTC”) certificate, permit, or other document required for the teacher’s certificated assignment. Mayacamas may use local assignment options authorized in statute and regulations for the purpose of legally assigning certificated teachers, in the same manner as a governing board of a school district. Teachers employed by charter schools during the 2019–20 school year shall have until July 1, 2025, to obtain the certificate required for the teacher’s certificated assignment. [Ref. Education Code Sections 47605.6(l) and 47605.4(a)]
- Mayacamas shall at all times maintain all necessary and appropriate insurance coverage.
- Mayacamas 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).
- If a pupil is expelled or leaves Mayacamas without graduating or completing the school year for any reason, Mayacamas 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 report cards or a transcript of grades, and health information. If the pupil is subsequently expelled or leaves the school district without graduating or completing the school year for any reason, the school district shall provide this information to Mayacamas within 30 days if Mayacamas demonstrates that the pupil had been enrolled in Mayacamas. [Ref. Education Code Section 47605.6(e)(3)]
- Mayacamas may encourage parental involvement, but shall notify the parents and guardians of applicant pupils and currently enrolled pupils that parental involvement is not a requirement for acceptance to, or continued enrollment at, Mayacamas. [Ref. Education Code Section 47605.6(n)]
- Mayacamas shall maintain accurate and contemporaneous written records that document all pupil attendance and make these records available for audit and inspection. [Ref. Education Code Section 47612.5(a)(2)]
- Mayacamas shall on a regular basis consult with its parents and teachers regarding Mayacamas’s education programs. [Ref. Education Code Section 47605.6(d)(2)]
- Mayacamas shall comply with any applicable jurisdictional limitations to the locations of its facilities. [Ref. Education Code Sections 47605.6(a)(1) and 47605.1]

- Mayacamas shall comply with all laws establishing the minimum and maximum age for public school enrollment. [Ref. Education Code Sections 47612(b) and 47610]
- Mayacamas shall comply with all applicable portions of the Elementary and Secondary Schools Act (“ESEA”), as reauthorized and amended by the Every Student Succeeds Act (“ESSA”).
- Mayacamas shall comply with the California Public Records Act, Government Code Section 7920.000, *et seq.* (“CPRA”).
- Mayacamas shall comply with the Family Educational Rights and Privacy Act, 20 U.S.C. Section 1232g, 34 CFR Part 99 (“FERPA”).
- Mayacamas shall comply with the Ralph M. Brown Act, Government Code Section 54950, *et seq.* (“Brown Act”).
- Mayacamas shall comply with Government Code Section 1090, *et seq.*, as set forth in Education Code Section 47604.1 (“Section 1090”).
- Mayacamas shall comply with the Political Reform Act, Government Code Section 81000, *et seq.* (“PRA”).
- Mayacamas shall meet or exceed the legally required minimum number of school days. [Ref. Title 5 California Code of Regulations Section 11960]

SIGNED,

LAUREN DALEY, AUTHORIZED LEAD PETITIONER

DATE

EXECUTIVE SUMMARY

Mayacamas Countywide Middle School (Mayacamas) seeks to establish an independent public charter middle school that will serve Napa County on a countywide basis.

MAYACAMAS AS A COUNTYWIDE CHARTER

Mayacamas Countywide Middle School will provide a unique education that can only be implemented on a countywide basis. As a school serving the entire county, we will partner with community organizations and businesses from Calistoga and Howell Mountain to American Canyon to provide our students with the opportunity to understand and address real-life issues. The increased ability to partner with businesses and industries that operate across multiple school districts, and the availability of services and support across Napa County, will be an important part of our success. We will also look inside and outside Napa County for college partners to provide multi-day, on-campus experiences that will demystify college and encourage continued post-secondary education.

To facilitate our diverse-by-design classrooms, we will ensure that students throughout the County have geographic priority for admission to Mayacamas, as opposed to the admission preferences that must be given to district students for a district-authorized charter. To that end we will provide preference in admission based on the percentage of county population in each of our initial zip-code clusters. We borrow this concept from the highly successful High Tech High family of schools in San Diego County, which operates under Education Code Section 47605.9(c), establishing that the charter's zip-code methodology meets the statewide qualification, and now a countywide charter, by definition.

Zip code Cluster A will include all zip codes south of, but not including, 94574. Cluster B will include the 94574 zip code and all Napa County zip codes to the north. For the initial 2024-2025 school year, preference in admission will be as follows: Residents of Cluster A will receive a preference for 50% of available seats, and residents of Cluster B will receive preference for 50% of available seats.

Our name, Mayacamas, reflects our countywide status, being inspired by the mountain chain that sits majestically between Napa and Sonoma Counties, extending some fifty-two (52) miles and forming the divide of the headwaters of the Russian River and Clear Lake. The Mayacamas Mountains drew people to their mineral springs before Lake County to the north even had electricity,¹ and they are home to “the Geysers,” the world’s largest and most developed geothermal field.² The Mayacamas mountains are believed to be named after their first human inhabitants, a Native American tribe on the west slope, associated with a Yukian Wappo Village. And they lend their profile to our logo and their geologic designation to our student body name, the Mountaineers.

The Mayacamas Mountains include Mt. St. Helena, which is Napa Valley’s prime reminder of its volcanic past; we associate the five peaks of this mountain with the New Tech Network’s five high-demand workforce-aligned skills, which we embrace as our definition of an “educated person in the 21st Century.”

¹ [Memories of the Mayacamas Mountains: The Story of Adams Springs, Loch Lomond, and the Prather Family – The Bloom \(lakecountybloom.com\)](#)

² [Mayacamas Mountains - Wikipedia](#)

- **Knowledge and Thinking** - The ability to reason, problem-solve, develop sound arguments or decisions, and create new ideas by using appropriate sources and applying the knowledge and skills of a discipline.
- **Written Communication** - The ability to effectively communicate content knowledge and thinking through writing by organizing and structuring ideas and using discipline appropriate language and conventions.
- **Oral Communication** - The ability to effectively communicate content knowledge and thinking through oral interactions and presentations.
- **Collaboration** - The ability to demonstrate effective communication, responsibility, initiative, and leadership in order to be a productive member of diverse teams.
- **Agency** - The ability to reflect on the development of self-management skills, learning habits, and mindsets.³

The name Mayacamas Countywide Middle School invokes many qualities that align with our goals for the school: strong geographic ties to our community, five peaks denoting the five workforce-aligned skills, enduring strength, and the Geysers, imbued with the energy that lies within us, like the warmth and energy that has emanated from Mt. St. Helena for ages.

MAYACAMAS – A UNIQUE EDUCATIONAL OPTION

Mayacamas has many unique curricular opportunities that will enhance public education options in Napa County, including the following:

- 1) A middle school focused on the New Tech Network’s high-demand, workforce-aligned skills using the New Tech Network’s project-based learning model to cultivate collaborative learning amongst a diverse student body
- 2) A middle school focused on building a culture of social-emotional development and well-being
- 3) A middle school focused on highly-individualized academic growth reflected in the mastery and application of California standards in intra- and inter-disciplinary projects and student-involved development and monitoring of an Individual Learning Plan for every child.

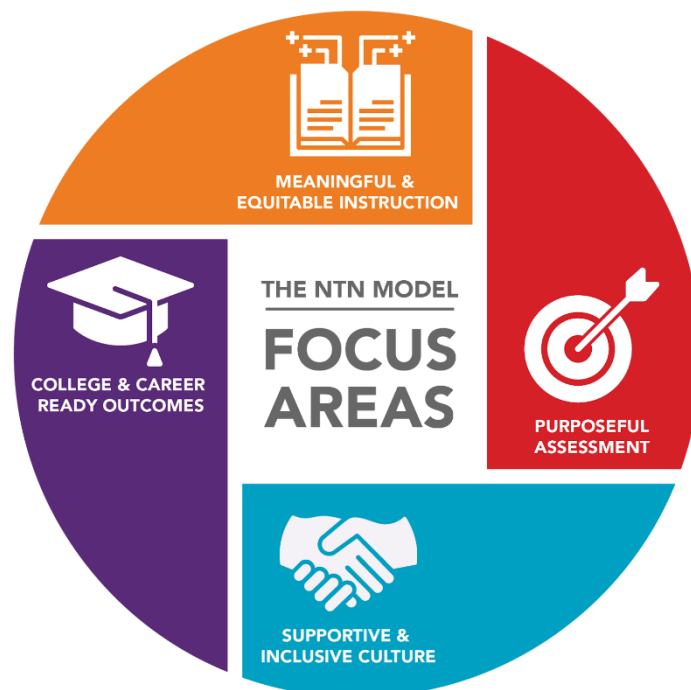
Focus on New Tech Network student outcomes. River Middle School (RMS) was established as a dependent charter school authorized by the Napa Valley Unified School District (NVUSD). RMS operated as a charter school for more than two decades until 2019, when NVUSD demanded it relinquish its charter and became a district school. In April 2021, the NVUSD Board of Education voted to close RMS at the end of the 2021-22 school year and opened a dual-language immersion middle school program in its facility the subsequent August.

Parents, teachers, community leaders, and other stakeholders responded to the closure of RMS (and Harvest Middle School, which was also shuttered in 2022) by seeking to establish an independent charter within NVUSD inspired by RMS but focused on building a diverse-by-design student body and reflecting an

expanded, unique, highly personalized education program with an emphasis on engaging, project-based learning, social-emotional learning, and each student's Individual Learning Plan.

For a number of years, RMS incorporated the New Tech Network (NTN) program, which was founded in Napa and whose flagship school is NVUSD's New Tech High School. NTN was founded in the mid-1990's by a group of Napa entrepreneurs who observed that graduates of the region's high schools were woefully underprepared for the contemporary workplace. By providing 1-to-1 technology access, creating a strong culture of empowerment, and using project-based learning instruction, NTN is focused on maximizing students' academic achievement augmented with essential life and workplace skills, by helping them learn to collaborate, innovate, and communicate ideas to solve complex problems. Today, NTN is a global network of more than 200 project-based learning schools that share four focus areas:

1. *College and Career Ready Outcomes:* A system to ensure each student will be graduate eligible for college and equipped with NTN's high-demand workforce-aligned skills: knowledge and thinking, oral communication, written communication, collaboration and agency.
2. *Supportive and Inclusive Culture:* Foster a school-wide culture of belonging, care, community, and growth for adults and students. This type of culture helps ensure that students and teachers alike have ownership over the learning experience and school environment.
3. *Meaningful and Equitable Instruction:* Structures support authentic and interdisciplinary project and/or problem-based learning with learner-centered and culturally sustaining practices.
4. *Purposeful Assessment:* Assessment strategies will reflect content mastery, schoolwide use of learning outcomes and a mechanism for multi-outcome grading, plus a shared commitment to the use of varied performance assessments to allow students to demonstrate learning and progress.



The NTN program did not become, as originally planned, the educational hallmark of NVUSD. Only New Tech High and Napa Junction Elementary School remain committed to the model. There are no NTN middle schools in NVUSD, and no Napa County schools outside of NVUSD that have adopted the NTN model.

We at Mayacamas believe there are tremendous benefits to the NTN model and approach that students throughout the Napa Valley should have this option in a middle school. Mayacamas will join the New Tech Network and partner with NTN for administrator, teacher, and staff professional development, training, and coaching; NTN's comprehensive online learning management platform (Echo); access to NTN curricular and assessment resources; and collaboration with other NTN Network schools.

In collaboration with NTN experts, Mayacamas faculty will collaboratively plan engaging, interdisciplinary **project-based learning**. In our alternating 90-minute block schedule, Math and Science will be on the same day, and English Language Arts (ELA) and History/Social Science will be on the same day, allowing for natural flow between these classes. With block periods, students have time to explore a task more deeply, conduct experiments, build models, engage in research, discuss and debate, make mistakes, and try again. Students' real-world projects, science experiments, and other problem-based activities will require problem solving, critical thinking, and active engagement in classroom talk around the concepts and standards they are learning. With project- and problem-based instruction, Mayacamas will transform the learning environment from a system of teacher output and student input to a self-directed learning environment in which teachers are facilitators and students are learners and doers.

Focus on Social-Emotional Health and Well-being. Mayacamas is inspired by a program and philosophy called Ho'ala Education, which thrived at River Middle School. Ho'ala was developed by Sr. Joan Madden, a BVM nun, and Dr. Raymond Corsini, an Adlerian psychologist, who collaborated in 1972 to create Individual Education at Our Lady of Sorrows School in Wahiawa, Hawaii. Ho'ala in Hawaiian means "awakening of the self." Ho'ala emphasizes character education and values such as respect and responsibility.⁴

Influenced by the Ho'ala philosophy, Mayacamas will utilize research-based social emotional learning programs such as Stanford Design School's *Wayfinder* and content from the Collaborative for Academic, Social and Emotional Learning (CASEL), which notes:

Social and emotional learning (SEL) is an integral part of education and human development. SEL is the process through which all young people and adults acquire and apply the knowledge, skills, and attitudes to develop healthy identities, manage emotions and achieve personal and collective goals, feel, and show empathy for others, establish, and maintain supportive relationships, and make responsible and caring decisions.

SEL advances educational equity and excellence through authentic school-family-community partnerships to establish learning environments and experiences that feature trusting and collaborative relationships, rigorous and meaningful curriculum and instruction, and ongoing evaluation. SEL can

⁴ Ho'ala School Training Site. Home. Accessed on August 28, 2021. <https://sites.google.com/site/hoalaschooltrainingsite/home>

help address various forms of inequity and empower young people and adults to co-create thriving schools and contribute to safe, healthy, and just communities.⁵

Mayacamas will focus on SEL using the middle-grades *Wayfinder* curriculum during the Advisory period, which meets daily and provides both a specific structure and a trusted adult to help them address early adolescent issues and concerns. Students learn about themselves and interacting with their peers and adults in respectful, responsible ways. In sixth grade in particular, students will learn how to “fail,” try again, iterate, and persist with a growth mindset. Advisors continue to apply the *Wayfinder* lessons and SEL focus in their classrooms throughout the day. A counselor will collaborate with teachers in ensuring our classroom management and discipline strategies are effective and sensitive to students’ experiences and needs both within and outside the school. The Counselor will lead group meetings and individual assessment for students and refer families and students to partner agencies for additional support. We also plan to partner with a local mental and behavioral service provider or providers for an onsite therapist one to two days per week and in later years to lead workshops for our entire community.

Delivering a highly-individualized education focused on personalized learning through education tools using differentiated learning, Individual Learning Plans and Learning Lab. Many schools may claim that they offer personalized learning, but no other public school in Napa County includes Individual Learning Plans and substantial opportunities for differentiated learning for every student. The ILP provides an opportunity for students to work with their Advisor and their parents/guardians to create their Learning Plan goals and metrics. The Learning Plan goal format is modeled on the kind of goals used in business, and, as in business, the goals are regularly monitored and updated through Advisory.

Learning plans will reflect the comprehensive supports in a **Multi-Tiered System of Support (MTSS) program** that leverages differentiated instructional and behavioral/psycho-social strategies for students’ success. Mayacamas will also utilize innovative curriculum, including AI-driven tools that assist our teachers in targeting instruction and **online, “blended” learning programs** that supplement teacher instruction and provide personalized practice and skill development based on individual student needs. Teachers will access data daily and weekly to determine where students need additional support and which content standards they have mastered.

Learning Lab convenes 4 days per week, allowing each student to spend dedicated and guided time working on their chosen focus, allowing for accelerated improvement. Goal areas include both academics and personal growth, reflecting again the Mayacamas focus on the whole child. Students will engage in small group instruction, online learning, tutoring, and, for students with special needs, some IEP services and/or designated English language development instruction.

There has never been a more challenging time to be a developing adolescent. Rates of depression in children are at all-time high, children’s self-esteem and sense of self are under constant stress through social media and the spread of misinformation, suicide rates are increasing, and access to college is becoming ever more competitive, expensive, and out of reach. So many children, bright-eyed and optimistic as they advance from 5th grade, lose their way and experience tremendous setbacks as they transition from elementary school to middle school and high school. Mayacamas will offer an important public-school option for

⁵ Collaborative for Academic, Social, and Emotional Learning. About CASEL. Accessed on August 28, 2021. <https://casel.org/about-2/>

families in Napa Valley, an option that provides these many unique educational offerings in a small school setting.

This unique educational design is built on a foundation of **teaching excellence and parent partnership**. Our teachers will participate in extensive and comprehensive professional development and coaching throughout the school year, with NTN and other experts from our partners as well as our own internal experts. Weekly “early release” time will be provided, to allow two hours each Wednesday for teachers to engage in formal professional development, review student data, and collaborate with one another in planning differentiated curriculum and assessments. Parents/guardians will be an important part of their child’s success in our collaborative school environment through their involvement in school activities, membership on the School Site Council or English Learner Advisory Committee, participation in parent education events, response to school surveys, volunteering on site or at home (never required but always appreciated), and simply communicating frequently with their child’s advisor and teachers.

Capacity. Napa Foundation for Options in Education (NFOE), through Mayacamas, is decidedly focused on providing an excellent middle school program in Napa County that grows organically to serve students in 6th, 7th, and 8th grades through a single charter school. In preparing to launch its countywide school, NFOE has already demonstrated its capacity by successfully opening and operating the current SBE-authorized Mayacamas Charter Middle School, under extremely difficult circumstances. For that effort, NFOE generated substantial startup funding, secured a lease with improvements for a high quality and safe campus, hired outstanding teachers and staff, and attracted significant student enrollment with just two weeks’ notice.

THE MAYACAMAS MISSION

Mayacamas Countywide Middle School provides a unique opportunity for diverse students from across Napa County to receive a highly individualized education in a small-school environment. As a countywide school that is diverse by design, we are committed to providing a highly personalized program that differentiates instruction to meet the needs of socio-economically and racially/ethnically diverse students, students from different cultures and backgrounds within the Napa Valley, English Learners, foster youth, neurodiverse students, special education students, and students who are accelerated learners. Through innovative and individualized curricula, project-based learning through NTN, non-profit/business partnerships, online learning, block scheduling, and other engaging strategies, as well as an emphasis on students’ social-emotional development, Mayacamas will ensure students master state content standards and grow developmentally in an inclusive, welcoming, and supportive school culture.

THE MAYACAMAS VISION

Our vision is that Mayacamas Countywide Middle School will offer families across Napa County an important option for their children’s middle grades education (and the option to have a complete K-12 pathway in New Tech Network schools) and that we will develop students who are well prepared for success in rigorous high schools, post-secondary education, and meaningful careers. Mayacamas will provide the structure for student grade-level mastery of the New Tech Network workforce-aligned skills of Knowledge & Thinking, Collaboration, Oral Communication, Written Communication and Agency, along with Social-Emotional Learning goals of Self-Awareness, Adaptability, Empathy, Collaboration, Agency, and Purpose.

ENROLLMENT PROJECTIONS

Grade	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29
6	56	112	108	108	108
7	56	54	108	108	108
8	38	54	54	108	108
Total Enrollment	150	220	270	324	324

SCHOOL COMMITMENT TO DIVERSITY

The Mayacamas school model starts with the intentional recruitment and enrollment of a diverse student body: students of different socio-economic status (SES), race/ethnicity, home language, neurodiversity, special needs status, advanced learners, and students with diverse learning styles—all will learn together with and from one another in an inclusive community that celebrates diversity across the county.

FOUNDING TEAM

BOARD OF DIRECTORS: The slate of Directors and officers of NFOE took office in August 2023. Four of the six Directors (Daley, Yee, Silver, and Wheeler) have served in those roles on the current NFOE Board since May 2021, with the remaining Directors taking office in 2023.

Lauren Daley, Co-President, Board of Directors

Ms. Daley is an experienced insurance professional and leader who currently serves as Senior Vice President for Chubb Group out of San Francisco, leading an \$80M business with staff spanning from Seattle to Phoenix. Prior to entering the insurance industry, Ms. Daley served in the non-profit sector, working in San Francisco with a population of people with mental health and substance issues, along with HIV-positive status. Ms. Daley holds an MA in Psychology from Humboldt State University and a BA in Psychology from Binghamton University; she also advanced to candidacy for her PhD in Clinical Psychology from Alliant University (formerly California School of Professional Psychology). Ms. Daley also serves on the Board of Directors for the Napa Valley Youth Symphony Orchestra. She is married with two school-aged children in Napa and is an active amateur musician.

Jolene Yee, Esq., Co-President, Board of Directors

Ms. Yee is the General Counsel and Vice-President of Government Affairs for Delicato Family Wines, a “Top 10” winery in the United States. As an executive with Delicato, she leads the Legal, Regulatory Compliance, ESG & Sustainability, Health & Safety, Food Safety and external audit, and Environmental Compliance teams, which together advise the company on all aspects of winery operations. Prior to joining Delicato, she spent over a decade advising the world’s largest winery, after working with a tech firm in Silicon Valley and working as a Foreign Legal Consultant in Seoul, Korea. Ms. Yee is a member of the Professional Faculty for the Sonoma State University Global Executive MBA in Wine Business and was part of the team who developed the innovative and experiential curriculum that includes a hybrid of online learning and residential intensives. She is also a former adjunct instructor at UC Hastings College of the Law (now UC Law SF). She has served on numerous non-profit boards over the last few decades.

Ms. Yee holds a BA from UCLA and a JD from UC Law San Francisco (formerly UC Hastings). She is an avid supporter of public education, as the daughter of a public-school teacher/counselor who worked with underserved populations, and having received the benefits of public education through graduate school. Ms. Yee is married with two school-aged children, a Labrador retriever, and chickens, all living in Napa.

Richard Lang, Treasurer, Board of Directors

Mr. Lang is a senior finance manager with demonstrated hands-on and strategic expertise, offering a history of driving significant gains in profitability. He has served in a variety of accounting and finance roles for groups ranging from sophisticated technology companies to creative performing arts organizations, from Controller to Chief Financial Officer. Mr. Lang has a BS in Accounting from Upsala College and an MBA from CUNY.

Claire R. Silver, Secretary, Board of Directors

Claire Silver is a Napa homeowner, a married mother of three school-age children, two of whom attended River Middle School, the youngest in Northwood Elementary. For several years she has served as an active board officer of PFCs (PTA) in both Santa Rosa and Napa school districts. She is a past owner and president of a small wine label, and currently works in Customer Engagement for a wine importer. Prior to becoming an entrepreneur, Mrs. Silver spent 10 years in the greater wine industry, serving as U.S. Brand Manager for the French producer Champagne Lanson and for Champagne Montaudon, both based in New York City. She attended Drexel University in Philadelphia.

Claudia Solorio, Board of Directors

Ms. Solorio is a Licensed Clinical Social Worker currently in private practice in Napa County, with a primary focus on adolescents and families. She has been working in the Napa community within the non-profit sector for over 20 years. Prior to venturing into private practice, she was the Clinical Director for the Wolfe Center, which was a one-stop substance abuse center for teens. She brings a wealth of experience ranging from the foster care system and school-based services through prevention services to the interface of mental health and a restorative justice system.

Deirdre Wheeler, Board of Directors

Deirdre Wheeler attended UC Berkeley, where she studied cognitive science and psychology, along with biological and evolutionary anthropology. During her studies at U.C. Berkeley, she worked for the Department of Psychology as a research assistant in the Dr. Stephen P. Hinshaw Lab focusing on developmental psychology and longitudinal studies of resilience and mental health in young adults. Prior to moving to Napa in 2009, she worked with U.C. San Francisco Professor Emeritus Dr. Paul Ekman and the “Paul Ekman Group” and Oakland Unified School District (OUSD).

Ms. Wheeler resides in Napa with her family, including two children enrolled in both public and private schools in Napa County. Her interests include art therapy, cognitive and behavioral neuroscience, and the study and practice of mindfulness and its effects on education, mental health, culture, and humanity.

COUNCIL OF SUPPORTERS: These local experts and supporters have extensive experience and expertise in areas such as education, school administration, charter school operations, law, politics, real estate, and business. These volunteers will be available to our Board and administration for consultation, networking, contacts, and assistance as needed.

T. Beller

Originally from Montgomery, Alabama, T is a connector and community leader. She was co-founder and first Head of School for River School, Napa County’s first charter school, an innovative, award-winning middle school. She has testified before the U.S. Congress on the benefits and challenges of alternative education models, focusing on charter schools.

In 2003, she launched Napa Valley Arts and Lectures, a program which brought to the Valley nationally renowned and influential speakers who engaged audiences through debate and timely discussion of current affairs. As a lifelong advocate of the arts, she served as an appointed member of the Napa County Commission for Arts and Culture for five years. While participating in Leadership Napa Valley, she and her small-group practicum initiated the first-ever Napa County Visitor Profile Study & Napa County Economic Impact Study.

Ms. Beller completed a B.A. in Psychology and Art from Stanford University, an M.A. in Educational Administration from San Jose State University, and coursework for a Master’s in Family Counseling. She is the founder of Verve Napa Valley, Curated Wine Country Tours, in 2012 as the natural intersection of her passions for sharing art, wine education, and the Napa Valley lifestyle. She also operates Tomgirl Farms, organically farmed gardens.

Linda Inlay, M.Ed.

Ms. Inlay began her teaching career at Our Lady of Sorrows School in Wahiawa, Hawaii, where her teaching and parenting were transformed by the Ho`āla Educational Philosophy, a combination of Adlerian principles and Carl Roger’s self-actualization theory. Ho`āla in Hawaiian means, “awakening of the self,” and the philosophy emphasizes the core values of responsibility, respect, resourcefulness, and responsiveness to awaken consciousness and transform school cultures. In 1985 she co-founded Ho`āla School, an independent school, where this way of organizing a school led one parent to say: *“From this small Wahiawa private school, where cooperation means more than competition, and listening and clearing are skills actually taught and valued, I believe that the leaders of the world will spring.”*

After fifteen years teaching in Hawaii, Linda entered the California public school system, serving the last eighteen years as Head of School of River School in Napa, where she introduced Ho`āla as the implicit social emotional curriculum for school culture transformation. During her tenure, River School received two California Distinguished School Awards, The California School Board Association’s Golden Bell Award, the Character Education Partnership’s Promising Practices Award, and the National School of Character Award. Today, Ho`āla has been renamed Awakening Wisdom, to “Empower learners. Create community. Free minds.”

Since her retirement, Linda has served as the Executive Director for the Ho`āla Foundation for Education, 501(c)3, dedicated to sharing Awakening Wisdom with schools, individual educators, and nonprofits to support school culture transformation so that students and teachers thrive to become their best selves, acting for the good of their communities.

Charles Meibeyer, Esq.

Mr. Meibeyer has 35 years' experience as a business, real estate, and land use attorney in the Napa Valley, and has worked as a real estate broker with Napa's largest brokerage firm, Coldwell Banker, Brokers of the Valley (CBBOV). As an attorney, Mr. Meibeyer advised clients on establishing, selling, and purchasing wineries and vineyards, negotiated countless grape purchase contracts and vineyard lease agreements, and obtained numerous land use approvals for wineries, subdivisions, and commercial projects. He also advised clients on tax-deferred exchanges and other real estate-related tax matters.

Mr. Meibeyer graduated from the University of California, Berkeley School of Law. He previously received a Bachelor's degree, with distinction, from the University of Michigan. During law school, Mr. Meibeyer externed with California Supreme Court Justice Mathew O. Tobriner. After graduation from law school, he was an associate at Morrison & Foerster in San Francisco and an associate, then partner, at Dickenson, Peatman & Fogarty in Napa before founding his own firm, the Meibeyer Law Group in 1989. In 2016 he was recruited to join Coblenz Patch Duffy & Bass LLP as a partner where he helped the firm open its wine industry practice. Mr. Meibeyer joined CBBOV in 2018.

Over the last 38 years, Mr. Meibeyer has been active in the Napa community, including serving as both a board member, and president, of numerous nonprofits and educational organizations such as the Napa County Mental Health Association, the Napa Valley Unified Education Foundation, the Napa Valley Unified School District Board of Trustees, the St. Helena Chamber of Commerce, the St. Helena Rotary Club, and the St. Helena Rotary Foundation. He also currently serves on the editorial board of the *St. Helena Star*.

Kim Smith

Ms. Smith has three decades of executive leadership experience focused on improving public schools through innovation so that all our young people – especially those currently under-served by our public schools – have access to the knowledge, skills, and experiences they need to thrive in life, college, and careers. Her early career included being a member of the founding team at Teach for America and creating a nationally recognized youth development program for low-income youth to become community leaders. She gained private sector experience in online learning at Silicon Graphics and leading a trade-show venture from start-up to acquisition. As a founder of the NewSchools Venture Fund, she collaborated with renowned VCs to translate lessons from venture capital into an innovative new model for cross-sector social purpose ventures, and a bipartisan network of social entrepreneurs, policy leaders & philanthropists. In co-founding Bellwether Education Partners, Ms. Smith connected the inter-related but fragmented realms of public policy, executive search, leadership development, and strategy consulting. As the founder and CEO of the Pahara Institute, she focused on transformational leadership development in PK-16 education, with an emphasis on diversity, equity, and inclusion, innovation, leading across difference, cultivating adult learning communities, and incubating innovative “third way” solutions. Ms. Smith is currently an Entrepreneur in Residence at Marshall Street. She lives in Napa with her husband and two daughters.

COUNTYWIDE JUSTIFICATION

“A county board of education may approve a countywide charter only if it finds, in addition to the other requirements of this section, that the educational services to be provided by the charter school will offer services to a pupil population that will benefit from those services and that cannot be served as well by a charter school that operates in only one school district in the county.” (Ed. Code Section 47605.6(a)(1))

“A county board of education may grant a charter for the operation of a school under this part only if it is satisfied that granting the charter is consistent with sound educational practice and that the charter school has reasonable justification for why it could not be established by petition to a school district pursuant to Section 47605.” (Ed. Code Section 47605.6(b).)

Some fundamental differences between a countywide benefit charter school and a district-authorized charter involve location and target students: the countywide charter must give preference to students living in Napa County in the admission process and can operate facilities anywhere in the county. A district-authorized charter must provide enrollment preference to students located within district boundaries and can only operate within those boundaries. Thus, the County Board should look to whether this single school serving students across district lines is in the interests of students of Napa County, and whether Napa County students could not be served as well through Mayacamas’ intended program if Mayacamas were required to operate through multiple charters authorized by multiple school districts throughout the county. The County Board therefore has much discretion in determining whether to approve this charter petition.

As explained in detail below, Mayacamas will offer educational services to pupil populations throughout Napa County that will benefit from its services and that could not be served as well, if at all, by a charter school that operates in only one or even several discrete school districts.

True to its name, which celebrates our region, Mayacamas Countywide Middle School intends to serve Napa County as a whole and does not aspire to operate a “charter management organization” that exists to develop, replicate, and manage individual charter schools, one by one, authorized by various school districts. Mayacamas’ vision is to be local to Napa County: to operate under local leadership, to be driven in decision-making by the best interests of our region, and to decidedly focus on serving families in Napa County with middle school-age children.

There are at least five distinct reasons supporting the rationale for granting this petition as a countywide benefit charter school.

1 - Increased Access to Socioeconomically Disadvantaged Students

As a middle school program grounded in the NTN model, Mayacamas would particularly benefit socioeconomically disadvantaged students across Napa County who would not otherwise have access to this engaging programming. These families typically have little choice but to enroll their children in the middle school to which they are assigned, frequently lacking the resources to choose private school options, homeschool/independent study options, or travel to a neighboring school district with a preferred program. These families also often lack resources to obtain academic enrichment for their children through private classes and activities. Such families deserve the opportunity to choose the public school that is best for their

child, and Mayacamas will exist to expand middle school choice to parents and students throughout Napa County. As addressed in Element VIII, Mayacamas will support access to socioeconomically disadvantaged students throughout Napa County through admission preferences.

2 – Operational and Fiscal Efficiencies

Operating as a countywide benefit charter would ensure that public funds are spent to the maximum extent on students in the classroom and avoid needless duplication of administrative, compliance, and operational expense and effort which would occur if Mayacamas were to operate multiple separate charter schools with oversight by multiple chartering authorities.

If Mayacamas operated multiple local district-authorized charter schools, each charter school would be required to follow each chartering authority’s different local policies and requirements and would likely be subject to individual memoranda of understanding and oversight obligations, which would adversely impact Mayacamas’ ability to operate uniformly and efficiently. Further, this would force Mayacamas to duplicate numerous administrative tasks (e.g., payroll, budgets, policies, etc.) for each charter school, creating needless inefficiency and wasting resources that would be better directed to students. Each charter school would be required to go through a separate renewal process, and over time, each charter petition would naturally drift in content as each chartering authority imposes different expectations. This kind of inefficient and needless duplication of effort and expense is not in the interests of taxpayers, families, or students. Educational dollars should be spent to the greatest extent possible on students, and not on unnecessary administrative functions and processes which would be required if Mayacamas were to operate under multiple charters authorized by multiple school districts.

Operating as a single charter school serving the entire County means having one budget, one funding apportionment calculation, one LCAP, one School Accountability Report Card (“SARC”), one report on the California School Dashboard, one student roster, one California Longitudinal Pupil Achievement Data System (“CALPADS”) account, one California Statewide Assignment Accountability System (“CalSAAS”) account, and one chartering authority. Mayacamas believes that the time and money saved by operating as a single charter school is best used by reinvesting in Mayacamas to serve students. Indeed, this pooling of resources will ensure a more equitable distribution of funding, staff, and educational materials. By leveraging the combined resources, the school will have greater capacity to provide innovative educational programs, invest in technology, and support specialized learning opportunities. Additionally, Mayacamas can tap into shared services such as transportation and facilities, optimizing efficiency and maximizing the impact of available resources.

3 – Maintaining a Cohesive School Community Across the Entire County

Mayacamas' model is based on the concept of operating as a single unified school community encompassing students, parents, teachers, staff, and community partners. This unity is crucial in advancing Mayacamas' mission and fostering collaboration and resource sharing among all stakeholders across Napa County. Fragmenting into separate schools would hinder the establishment of the intended community.

When stakeholders perceive Mayacamas as their school, we believe they will make contributions that benefit all students within Mayacamas. For instance, students will engage in service initiatives benefiting

the broader Mayacamas community, and develop a sense of belonging beyond their immediate district of residence. Similarly, parents will collaborate with other parents from different micro-communities, undertaking projects that serve not only their own student but all students enrolled in Mayacamas. They will leverage their connections with local businesses and community organizations to benefit Mayacamas as a whole, transcending their individual cities of residence.

4 – Facilitating Community Engagement Throughout Napa County

A countywide benefit charter school encourages and facilitates a diverse student body from various cities, towns, neighborhoods, and backgrounds. The inclusion of students with different perspectives, experiences, and cultures enhances the learning environment by fostering tolerance, empathy, and a global mindset. Exposure to diverse viewpoints and cultural exchange prepares students for the increasingly interconnected world they will face in higher education and future careers. Moreover, the countywide nature of Mayacamas will promote integration and break down barriers, ensuring equal educational opportunities for all students, regardless of their geographic location.

To this end, and in the event a lottery is needed to determine admission, Mayacamas will have a zip code cluster-based admissions preference to ensure equitable access to the school, no matter where the student resides. We borrow this concept from the highly successful High Tech High (HTH) family of schools in San Diego, which is currently a statewide benefit charter that will convert into a countywide benefit charter upon renewal (Ed. Code §47605.9(c).) Mayacamas identifies attendance regions consisting of two contiguous zip code areas called “clusters.” Zip code Cluster A will include all zip codes south of, but not including, 94574. Cluster B will include the 94574 zip code and all Napa County zip codes to the north. Mayacamas encourages a corresponding level of enrollment from each cluster by assuring a certain number of seats such that 50% of slots for admission will be allocated to students residing within each of the two clusters.

The application of this approach is detailed in Element XIII in the petition text. As we grow and develop, we may seek one or more material revisions from the Napa County Board of Education to increase the number of zip code clusters to offer even more equitable preference percentages of students from each zip code to achieve a diverse student body. We value diversity, inclusion and representation in our school and our lottery is designed to support that. The resulting student demographics should reflect the school aged population of our greater Napa County community.

The county-wide nature of Mayacamas will also facilitate increased parent and volunteer involvement. Drawing from a larger geographical area, the school can attract a diverse and engaged parent community. The involvement of parents is crucial for student success, and a countywide approach will enable a broader spectrum of families to actively participate in their children's education. While volunteerism is never required, parent support can range from volunteering in classrooms and extracurricular activities to contributing expertise and resources in various subject areas across sites. This collective engagement will foster a stronger sense of community and create a supportive network for students to thrive academically and socially.

The establishment of Mayacamas as a countywide benefit charter school additionally opens new avenues for collaboration with local businesses and community groups, as evidenced by the unique partnerships we

are developing with a variety of entities. By spanning the entire county, Mayacamas can forge partnerships and tap into resources that would not be accessible to individual schools located within single school district boundaries. Local businesses and community groups can offer internships/shadowing opportunities, mentorship programs, and career exploration opportunities, exposing students to real-world applications of their learning. Community organizations and nonprofits can provide enrichment programs, cultural exchanges, and service-learning experiences. This collaborative ecosystem will enrich the educational experience, broaden students' horizons, and cultivate their sense of civic responsibility.

As a countywide benefit charter, Mayacamas also anticipates greater engagement and participation from donors across Napa County.

5 – Necessity as a Countywide Benefit Charter in Order to Serve Napa Valley Students

The school district in which Mayacamas will be located, NVUSD, has demonstrated that it is unwilling to authorize new charter schools, notwithstanding the clear and present demand and need among the community for a charter middle school option. The State Board of Education specifically found that NVUSD's decision to deny Mayacamas as a single-district charter school was the product of an unfair and biased process and that NVUSD's attempted fiscal justifications for denial were unsubstantiated.

While a district-authorized charter can be denied based on fiscal conditions or impact of a new charter school under Section 47605(c)(7), county boards do not evaluate proposed countywide benefit charters under that provision. Putting aside Mayacamas' zip-code lottery methodology, Mayacamas has "reasonable justification for why it could not be established by petition to a school district pursuant to Section 47605" because NVUSD has made abundantly clear that it will not allow Mayacamas to open as a district-authorized charter within NVUSD's boundaries.

For the reasons articulated above, Mayacamas has provided a reasonable justification for why it could not be established by petition to a school district pursuant to Education Code Section 47605.

ELEMENT I. EDUCATIONAL PROGRAM

“The educational program of the charter school, designed, among other things, to identify those pupils 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 § 47605.6(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, 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 § 47605.6(b)(5)(A)(ii).)

General Information

The contact person for Mayacamas is:	Jolene Yee, Esq., Co-President, Board of Directors
The contact address for Mayacamas is:	1370 Trancas St. #180, Napa, CA 94558
The contact phone number for Charter School is:	(707) 804-8113
The proposed address or ZIP Code of the target community to be served by Mayacamas is:	All Zip Codes in Napa County
The grade configuration of Mayacamas is:	6-8
The number of students in the first year will be:	137
The grade level(s) of the students in the first year will be:	6-8
The scheduled first day of instruction for Mayacamas in 2024-2025 is:	August 14, 2024
The projected enrollment capacity is:	324
The bell schedule for Mayacamas will be:	8:50AM – 3:34PM, early release Weds. at 1:27 PM
The term of this Charter will be from:	July 1, 2024 to June 30, 2029

I. THE PROPOSED MAYACAMAS COUNTYWIDE MIDDLE SCHOOL FILLS UNMET NEEDS OF THE NAPA COMMUNITY

A. Learning at Mayacamas: An Overview.

Mayacamas Countywide Middle School (Mayacamas) is a new, independent, countywide benefit charter middle school that will prepare grades 6-8 students for success in rigorous high schools, post-secondary education, and meaningful careers. Mayacamas is being founded by an engaged group of parents, community leaders, and educators who seek to offer an alternative public education option for families in Napa Valley.

Mayacamas' unique school model starts with the intentional recruitment and enrollment of a small, diverse student body. Students of different socio-economic status, race/ethnicity, home language, and life experiences will learn together with and from one another in an inclusive community celebrating the diversity of Napa County.

The uniqueness of Mayacamas' countywide opportunity is enhanced by the combination of innovative elements found together nowhere else in Napa County at the middle school level. These elements include:

- Academic mastery and application of California standards through New Tech Network's interdisciplinary project- and problem-based learning model
- A highly personalized learning environment, including an Individual Learning Plan for every student
- A culture of social-emotional well-being and learning, with Advisory, Wayfarer, and monthly one-on-one meetings to review the Individual Learning Plan
- College and career awareness: the Mayacamas College & Career Explorers Program.

Each unique element is briefly described below and detailed later in Element 1.

1. Academic mastery and application of California standards through NTN's interdisciplinary project- and problem-based learning model.

While all schools in the state are required to teach to the California grade-level standards, Mayacamas makes that learning come alive through application in engaging, interdisciplinary project-based learning. With support from New Tech Network (NTN) experts, Mayacamas faculty will collaboratively plan real world projects, with the potential to work with community partners, conduct science experiments, and confront local and global issues that require problem solving, critical thinking, and active engagement in classroom discussion about the concepts and standards they are applying. In our alternating block schedule, Math and Science will be on the same days, and ELA and History/ Social Science will be on the same days, allowing for natural flow between these classes. With 90-minute periods, students have more time in which to explore a task deeply, conduct surveys, build models, engage in research, discuss and debate, make mistakes, and try again. With project- and problem-based instruction, Mayacamas will transform the learning environment from a system

of teacher output and student input to a self-directed learning environment in which teachers are facilitators and students are learners and doers.

2. *A highly-individualized learning environment.*

Mayacamas will be a highly personalized learning environment, where every student will have an Individual Learning Plan (ILP), with personal goals and information about how they best learn, areas of strength and interest, and areas of challenge, based on a variety of assessment data, and discussions among the Advisor, student, and parents/guardians. Advisors will review students' ILPs one-on-one at least once monthly, and students will discuss their progress with their parents/guardians in twice-yearly student-led conferences. While our program will hold high expectations for every student's success, we will also provide comprehensive supports through a Multi-Tiered System of Support (MTSS) program that leverages differentiated instructional and behavioral/psycho-social strategies for students' success. Online, adaptive "blended" learning programs will supplement teacher instruction and provide personalized practice and skill development based on individual student needs. Teachers will access data daily and weekly to determine where students need additional support and which content standards they have mastered. During the 45-minute Learning Lab four times a week, students will engage in small group instruction, online learning, tutoring (using tutor.com, schoolhouse.world, khanmigo, etc.), advanced learning opportunities, and, for students with special needs, intervention services including IEP services and/or English Language Development targeted, designated instruction. Potential dual-enrollment in appropriate college courses will provide individualized and group options for learning outside the Mayacamas traditional curriculum.

3. *A culture built on social-emotional well-being and learning.*

Students' healthy development is another core tenet of our program. Through daily Advisory sessions and their classes, students will learn about themselves and interacting with their peers and adults in respectful, responsible ways. Grade-level appropriate lessons in developing critical "life skills" and character traits—focused on our social-emotional learning goals of trust, responsibility, respect for self, and respect for others—will be infused throughout the curriculum. In sixth grade in particular, students will learn how to "fail," try again, iterate, and persist with a growth mindset. The *Wayfinder* curriculum will be used during Advisory and throughout the day, with the concepts discussed and applied throughout classroom instruction, as appropriate. Starting in Year 1, a part-time counselor will collaborate with teachers in ensuring our classroom management and discipline strategies are effective and sensitive to students' experiences and needs, both within and outside the school. The counselor will lead small groups on topics appropriate to early adolescents, provide counseling assessments for individual students, and refer families and students to partner agencies for additional support. We are also planning to provide mental and behavioral health services for individual students on-site 1-2 days per week. Starting in Year 2, the counselor will be full-time, and the mental and behavioral health services for individual students will be expanded.

4. *College and Career Awareness and Readiness: the Mayacamas College & Career Explorers Program.*

Mayacamas will work with community colleges, four-year universities, and trade schools to create the unique “Mayacamas College & Career Explorers Program” for students. Using the project-based learning model, each year Mayacamas staff and teachers will collaborate with members of the Board, the community, and partner college’s/trade schools’ administration, faculty, and students to introduce students to post-secondary education, and to create cross-functional projects around the specific opportunities provided by the different experiences. Mayacamas will partner with a variety of post-secondary institutions to give students the chance to see what college and trade school life is really like. Such experiences may provide the opportunity for students to tour campuses, learn about specific programs like Education and STEM, visit classes, talk to current students, and dine in campus eateries; for professors, instructors, and college or trade school students to give lectures on different topics and to coach students in their projects; for students to gain a sense of careers available through post-secondary study; and for students to experience daily campus life and hear about college from current students and counselors. The “Mayacamas College & Career Explorers Program” is designed to make post-secondary education real, especially for students from low-income families who may be first-generation college completers.

These four unique elements are built on a foundation of effective teaching and family partnership. Effective teaching in the project-based environment is a critical part of our model. Our teachers will participate in extensive and comprehensive professional development (PD) and coaching in project-based learning instructional strategies and other topics to become experts in delivery of every part of the Mayacamas program. Extensive summer sessions and “early release” time for two hours each Wednesday will allow teachers to hone their instructional skills, review student data, and collaborate with one another in planning differentiated curriculum and assessments.

Finally, parents, guardians and families will be our partners in new ways in our collaborative school environment. Through volunteer participation in school life (never required but always appreciated), supporting the “Mayacamas College & Career Explorers Program”, volunteering on the School Site Council or English Learner Advisory Committee, participating in parent education events, partnering with and simply communicating frequently with their child’s advisor and teachers, parents will be an important part of their students’ success at Mayacamas.

This unique collaboration of teachers, parents and guardians, students and community partners will create a small, diverse, and inclusive learning community where a growth mindset, distinctive experiences, creativity, and personal accountability are the standard. Mayacamas will be a safe and welcoming environment driven by accountability, responsibility, self-respect, and respect for others, where all students can realize their full potential.

B. *How the Mayacamas learning model addresses unmet needs of Napa County middle school students.*
The Mayacamas model meets documented needs of middle school students in Napa County.

1. ***Unmet need for improved academic achievement.*** This need is addressed by the first two unique elements of the Mayacamas learning model:
 - Academic mastery and application of California standards through New Tech Network’s interdisciplinary project- and problem-based learning model

- A highly-individualized learning environment, including dedicated time outside the standard classroom environment for Learning Lab 4 times per week, the use of AI-driven tools like *Teach to One*, and an Individual Learning Plan for every student.

Napa County middle schools’ academic performance data demonstrates a clear and urgent need for improvement.

In this section, the results from three methods of measuring academic achievement are analyzed:

- CAASPP: California Assessment of Student Performance and Progress—English language arts and mathematics, assessing achievement in those disciplines on the basis of the percentage of students who met or exceeded the standards.
- California Dashboard: Distance from Standard, assessing English language arts and mathematics performance on the basis of how close to the standard—above or below—students are on average.
- CAST: California Science Test, a part of the CAASPP, measuring achievement in mastery of science standards in specific grades, including grade 8.

All data was retrieved from the California Department of Education website DataQuest, <https://dq.cde.ca.gov/dataquest/dataquest.asp>.

a. CAASPP

CAASPP: Performance of grades 6-8 students in English Language Arts (ELA) and Math

On the 2022 CAASPP assessment, performance data in English language arts (ELA) and mathematics for each Napa County school district is shown in the charts below for all 6th-8th grade students and for the primary subgroups. The scores reflected are the percentage of students who met or exceeded the standards in the discipline—English language arts (ELA) or mathematics (math.) Scores for local districts are compared to the statewide average for that group to provide a benchmark. A summary of that data is presented first, followed by the charts.

CAASPP: Performance of all Napa County students grades 6-8 English Language Arts (ELA) and Mathematics: In ELA, both Stone Bridge charter school and SHUSD middle school age students again scored higher than the state average (no highlights.) CJUSD lagged the state by less than 1 percentage point, followed by HMESD at -7%, NVUSD at -7.7%, and PVUSD at -30.9% (gray highlights).

For all Napa County grades 6-8 students and for students statewide, math presented the greatest challenge. As shown in the chart, both Stone Bridge charter school and SHUSD middle school age students scored higher than the state average in math (no highlights.) HMESD lagged the state by -7.3 percentage points, followed by CJUSD at -9%, PVUSD at -10.9% and NVUSD at -13% (gray highlights).

Napa County School Districts 2023: Grades 6-8 CAASPP Percent of Standards Met/Exceeded—
All students

2023 % of students gr. 3-8 Met/ Exceeded standards—all students	Traditional Districts					Charter	California
	CJUSD	HMESD	NVUSD	PVUSD	SHUSD	Stone Bridge	Statewide
2023 ELA % Met/Exceeded standards	46%	39.7%*	39.0%	15.8%*	54.4%	56.2%	46.7%
2023 Math % Met/Exceeded standards	25.6%	27.3%*	21.6%	23.7%*	36.0%	45.1%	34.6%

Scores below the state average are highlighted in gray.

*Scores include grades 3-8, or, for Calistoga, grades 3-8 + 11

CAASPP: Performance of Napa County student subgroups grades 6-8 in ELA and Math.

Some subgroups in Napa County performed better against the state average than did “all students,” with every school district having at least one subgroup surpass the state average in ELA.

For ELA, several of the smaller LEAs did not have data reported for the group, shown in the chart as N/A and others had data for aggregate grades but not for grades 6-8 alone, shown in the chart with an asterisk. Subgroup data for ELA is as follows:

- Low income: Stone Bridge, CJUSD, SHUSD, and NVUSD scored higher than the state ELA average for low income students. HMESD scored -2 percentage points compared to the state average, with PVUSD scoring -13.1%.
- English learners: All districts except NVUSD surpassed the state ELA average for English learners in grades 6-8.
- Students with disabilities: Students with disabilities in SHUSD and Stone Bridge scored higher than the state in ELA; NVUSD scored -.4% and CJUSD scored -3.5%.
- Hispanic/Latino: CJUSD and SHUSD scored above the statewide ELA average for Hispanic/Latino students grades 6-8, with NVUSD trailing by -5.8%, HMESD by -11.1%, and PVUSD by -20.7%.
- White: CJUSD, SHUSD, and HMESD all scored better than the state ELA average for White students grades 6-8, with Stone Bridge scoring -1.7% and NVUSD -2.8%

Napa County School Districts: Grades 6-8 CAASPP ELA Percent of Standards Met/Exceeded—Subgroups

2023 ELA % of standards Met/Exceeded—subgroups	Traditional Districts					Charter	California
	CJUSD	HMESD	NVUSD	PVUSD	SHUSD	Stone Bridge	Statewide
Low income (SED)	43.1%	33.3%*	36.1%	22.2%*	41.3%	45.0%*	35.3%
English learners	12.3%	18.2%*	9.3%	12.5%*	12.0%	N/A	10.9%

Students with disabilities	12.3% *	N/A	15.4%	N/A	22.7%	16.7%*	15.8%
Hispanic/Latino	43.0%	25%*	30.3%	15.4%	41.0%	29.2%*	36.1%
White	77.3% *	62.5% *	57.9%	N/A	69.1%	59.0%	60.7%

Scores below the state average are highlighted in gray.

*Scores include grades 3-8 or, for Calistoga, 3-8 + 11

(Note: Race/ethnicity subgroups are shown only for groups >10% of the LEA population; otherwise N/A.)

For math as for ELA, several of the smaller LEAs did not have data reported for the group, shown in the chart as N/A and others had data for aggregate grades but not for grades 6-8 alone, shown in the chart with an asterisk. Subgroup data for math is as follows:

- Low income: Only Stone Bridge and PVUSD low-income students scored higher than the state math average. SHUSD scored -1.5% lower, CJUSD scored -2.1% lower, HMESD -5.4%, and NVUSD scored -5.5 percentage points compared to the state average.
- English learners: CJUSD surpassed the state math average for English learners in grades 6-8, with SHUSD -1.9% from the average, PVUSD -1.6%, HMESD -4.9%, and NVUSD -5.0%.
- Students with disabilities: Students with disabilities at Stone Bridge scored higher than the state in math; NVUSD scored just -.2%, with SHUSD scoring -3.2% and CJUSD scoring -4.0%.
- Hispanic/Latino: No districts scored above the statewide average for Hispanic/Latino students grades 6-8 in math; SHUSD was closest with -1.4%, followed by CJUSD -2.2%, PVUSD -3.5%, NVUSD -5.9%, and HMESD -7%.
- White: CJUSD, SHUSD, and HMESD all scored better than the math state average for White students grades 6-8, with NVUSD -7% and Stone Bridge -15.4%.

Napa County School Districts: Grades 6-8 CAASPP Math Percent Standards Met/Exceeded—Subgroups

2022 Math % of standards Met/Exceeded—subgroups	Traditional Districts					Charter	California
	CJUSD	HMESD	NVUSD	PVUSD	SHUSD	Stone Bridge	Statewide
Low income (SED)	20.8%	17.5% *	17.4%	29.6% *	21.4%	35.0%*	22.9%
English learner	10.6%	5.0%*	4.9%	6.3%*	8.0%	N/A	9.9%
Students with disabilities	8.3%*	N/A	12.1%	N/A	9.1%	26.3%*	12.3%
Hispanic/Latino	20.5%	14.7% *	16.8%	19.2% *	21.3%	8.0%*	22.7%
White	68.2% *	52.2% *	42.0%	N/A	54.8%	33.6%*	49.0%

Scores below the state average are highlighted in gray.

*Scores include grades 3-8 or, for Calistoga, 3-8 + 11

(Note: Race/ethnicity subgroups are shown only for groups >10% of the LEA population; otherwise N/A.)

The same data is shown below for the individual middle schools in NVUSD, the largest district in Napa County.

CAASPP: Performance of all students in NVUSD middle schools.

Most NVUSD middle school students scored below the state average in ELA, the exceptions being American Canyon students. Only the independent charter Stone Bridge scored above the state average for all students in math and ELA.

NVUSD Middle Schools: 2023 CAASPP Percent of Standards Met/Exceeded—All students

2023 % of standards Met/Exceeded—all students	NVUSD Middle Schools				Charter	California
	American Canyon	Redwood	Silverado	Unidos	Stone Bridge	Statewide
2023 ELA % Met/Exceeded	48.6%	28.7%	40.0%	44.8%	56.2%	46.7%
2023 Math % Met/Exceeded	25.2%	9.1%	19.1%	25.9%	45.1%	34.6%

Scores below the state average are highlighted in gray.

CAASPP: Performance of subgroups in NVUSD middle schools.

NVUSD subgroups fared poorly in ELA, with the exception of American Canyon for low income and students with disabilities and Unidos for white students and those with disabilities—and the independent charter, Stone Bridge, for low income and students with disabilities. In math, subgroups scored significantly below the state average for every school, with the exceptions of American Canyon for students with disabilities and Unidos for white students—and the independent charter, Stone Bridge, for low income and students with disabilities.

NVUSD Middle Schools: 2023 CAASPP ELA Percent of Standards Met/Exceeded—Subgroups

2023 % of ELA standards Met/Exceeded—all students	NVUSD Middle Schools				Charter	California
	American Canyon	Redwood	Silverado	Unidos	Stone Bridge	Statewide
Low income (SED)	39.9%	29.3%	18.3%	32.3%	45.0%*	35.3%
English learners	5.0%	6.4%	2.8%	1.7%	N/A	10.9%
Students with disabilities	21.5%	11.5%	8.5%	15.9%	16.7%*	15.8%
Hispanic/Latino	32.6%	31.2%	17.3%	36.0%	29.2%*	36.1%
White	51.7%	55.1%	43.8%	68.6%	59.0%	60.7%

NVUSD Middle Schools: Grades 6-8 CAASPP Math Percent of Standards Met/Exceeded—Subgroups

2023 % of Math standards Met/ Exceeded—all students	NVUSD Middle Schools				Charter	California
	American Canyon	Redwood	Silverado	Unidos	Stone Bridge	Statewide
Low income (SED)	15.4%	12.7%	9.5%	14.2%	35.0%*	22.9%
English learners	8.5%	1.8%	1.1%	1.9%	N/A	9.9%
Students with disabilities	13.1%	6.6%	4.6%	11.3%	26.3%*	12.3%
Hispanic/Latino	13.9%	14.6%	9.4%	16.6%	8.0%*	22.7%
White	27.1%	30.4%	33.6%	52.2%	33.6%*	49.0%

Scores below the state average are highlighted in gray.

(Note: Race/ethnicity subgroups are shown only for groups >10% of the LEA population; otherwise N/A.)

Though there are some glimmers of hope in this data, overall, it shows a clear and urgent need for improvement, both for middle grades all students and for the majority of subgroup students.

b. Dashboard/Difference from Standard (DFS) and Status

While CAASPP focuses on Met/Exceeded rates based on the state standards, the California School Dashboard reports use a “Difference from Standard” (DFS) measure:

DFS is a measure of how far the average student is from meeting the grade-level standard, or the “Distance from Standard” (DFS). To calculate the DFS, each student’s score is first compared to the “Standard Met” threshold for that grade level on the Smarter Balanced Summative Assessments. Then, all distance results are averaged to produce a school- and student-group-level average scale score (the DFS). The results will show the needed improvement to bring the average student score to “Standard Met” or the extent to which the average student score meets or exceeds “Standard Met”.

Using scale scores, rather than reporting on the percent of students who performed at or above the “Standard Met,” provides a more comprehensive picture of how all students at the school are performing on the Smarter Balanced assessments.⁶

In other words, CAASPP identifies how many students Met or Exceeded standards and how many were close or far below standards, but the DFS scores show how far students are actually behind and how much improvement is needed to bring students overall up to the “standard met” level. In DFS, the scores vary widely between districts in Napa County, even those in the same status. Especially in negative scores, observers can see the extent to which students who do not meet standards are behind their peers who do.

In the charts below for ELA and math, the DFS is shown for all districts and charters in Napa County. Negative numbers indicate the average number of points BELOW “standard met” for all students and sub-

⁶ California Department of Education. Academic Performance Calculation. Accessed on August 28, 2021. <https://www.cde.ca.gov/ta/ac/cm/acadindcal.asp>.

groups; positive numbers indicate the average number of points ABOVE “standard met” for all students and sub-groups. The districts/charter are shown in the chart from highest scoring on the left to lowest scoring on the right. Also shown is the “status” assigned by the California Department of Education to the district/charter achievement level. The status range is as follows: very high, high, medium, low, very low.

Districts/charters are identified as follows:

- CJUSD: Calistoga Unified School District
- HMEDS: Howell Mountain Elementary School District
- NVUSD: Napa Valley Unified School District
- PVUSD: Pope Valley Union School District
- SHUSD: Saint Helena Unified School District
- Stone Bridge: Stone Bridge K-8 charter school

Distance from Standard & Status: Napa County School Districts **ELA**, All students (districts listed from highest performing to lowest performing)

	SHUSD	HMEDS	Stone Bridge	CJUSD	NVUSD	PVUSD
2023 ELA DFS All students	28.9	-13.3	-14.6	-21.6	-25.5	-77.7
Status	HIGH	LOW	LOW	LOW	LOW	VERY LOW

Distance from Standard & Status: Napa County School Districts **Math**, All students (districts listed from highest performing to lowest performing)

	SHUSD	HMEDS	Stone Bridge	CJUSD	PVUSD	NVUSD
2022 Math DFS All students	-24.7	-41.5	-41.9	-51.0	-62.5	-73.0
Status	MEDIUM	LOW	LOW	LOW	LOW	LOW

Accessed 12/22/23 from California Department of Education DataQuest:
<https://dq.cde.ca.gov/dataquest/dataquest.asp>

ELA—all students: The data indicates that only St. Helena scored above standard on average. All other districts had a status of “LOW or “VERY LOW.” Napa Valley USD, which serves over 88% of Napa County students, scored lower than St. Helena USD, Howell Mountain ESD, Stone Bridge charter, and Calistoga USD but higher than Pope Valley ESD.

Math—all students: No Napa County districts scored above standard. Saint Helena was assigned MEDIUM status, but all other districts were designated as LOW achieving. Napa Valley USD scored lower than all other districts.

ELA—subgroups: In Napa County, as in the state generally, most subgroups score below the “all students” average. The list below indicates how far behind the County’s three largest subgroups are in each district. Districts are listed from highest achieving to lowest (Note: Districts/charter schools with sub-groups too small to be recorded are not listed):

English Learners—ELA

- St. Helena: -35.4, Low
- Calistoga: -47.1, Low
- Howell Mountain: -64.4, Low
- NVUSD: -79.6, Very Low

Students with Disabilities—ELA

- St. Helena: -32.9, Low
- Calistoga: -88.9, Very Low
- NVUSD: -98.1, Very Low

Hispanic/Latino—ELA

- St. Helena: -6.2, Low
- Calistoga: -32.9, Low
- Howell Mountain: -44.6, Low
- NVUSD: -79.6, Very Low

Math—subgroups: Math subgroup status is indicated below by district, listed from highest achieving to lowest (Note: Districts/charter schools with sub-groups too small to be recorded are not listed):

English Learners—Math

- Calistoga: -68.3, Low
- St. Helena: -79.1, Low
- Howell Mountain: -95.8, Very Low
- NVUSD: -119.7, Very Low

Students with Disabilities—Math

- St. Helena: -97.5, Very Low
- Calistoga: -99.0, Very Low
- NVUSD: -129.9, Very Low

Hispanic/Latino—Math

- St. Helena: -58.6, Low
- Calistoga: -61.0, Low
- Howell Mountain: -73.5, Low
- NVUSD: -101.5, Very Low

c. CAST, the California Science Test

The CAST tests student knowledge of the California science standards for grades 6-8 through a test in the spring of grade 8. Scores in the charts below show the percentages of students who met or exceeded the science standards in 2022. The first chart shows that data for all school districts in the County, the second for middle schools in NVUSD. Note that smaller districts/schools may have one or more subgroups show “N/A” because only 8th graders were tested, and some subgroups did not have sufficient numbers to ensure privacy protection.

Though not as widely acknowledged, California’s statewide performance in meeting the science standards is even worse than the level of achievement in math. So, it is particularly distressing to see the extent to which Napa County schools serving 8th graders are scoring below the state average, as noted with gray highlights.

Napa County School Districts: 2023 Grade 8 CAST Percent of Students Met/Exceeded Standards

2023 Science % of students Met/Exceeded standards	Traditional Districts					Charter	California
	CJUS D	HMES D	NVUS D	PVUS D	SHUS D	Stone Bridge	Statewide
All students	25.0%	50.0% *	21.4%	N/A	35.4%	30.0%	28.8%
Low income (SED)	13.1%	46.7% *	14.2%	N/A	18.2%	N/A	18.0%
English learners	0%	N/A	0.8%	N/A	N/A	N/A	1.3%
Students with disabilities	0%	N/A	7.7%	N/A	N/A	N/A	7.2%
Hispanic/Latino	17.0%	N/A	14.0%	N/A	18.6%	N/A	17.6%
White	52.4% *	N/A	29.7%	N/A	63.0%	35.7%	44.0%

NVUSD Middle Schools: 2023 Grade 8 CAST Percent of Students Met/Exceeded Standards

2023 % of Science standards Met/Exceeded—all students	NVUSD Middle Schools				Charter	California
	American Canyon	Redwood	Silverado	Unidos	Stone Bridge	Statewide
All students	25.8%	18.2%	13.6%	33.2%	30.0%	28.8%
Low income (SED)	16.6%	12.5%	9.8%	22.1%	N/A	18.0%
English learners	2.8%	0%	.9%	0%	N/A	1.3%
Students with disabilities	8.8%	9.8%	2.4%	N/A	N/A	7.2%
Hispanic/Latino	13.6%	11.9%	8.2%	26.5%	N/A	17.6%
White	26.0%	26.5%	27.3%	50.0%	35.7%	44.0%

Scores below the state average are highlighted in gray.

(Note: Race/ethnicity subgroups are shown only for groups >10% of the LEA population; otherwise N/A.)

Accessed 10/23/23 from California Department of Education DataQuest: <https://dq.cde.ca.gov/dataquest/dataquest.asp>

In sum, there is clearly significant room for improvement in student achievement in ELA, math and science, especially in math and science, throughout most of Napa County and significantly in the district serving 88% of the County's children, Napa Valley Unified School District. For subgroups, the picture is even darker, with the vast majority of students in Napa County being served by the district with the lowest achievement status in each subgroup area in all 3 disciplines, with the exception of students with disabilities in science. Mayacamas, with its project-based and highly individualized approach to teaching and learning, will work to close Napa County's test score and distance-to-standard gap for all students and for each subgroup.

We are confident our highly personalized program with structured MTSS supports will ensure that every student at Mayacamas, regardless of subgroup membership, is able to meet and exceed state averages on the CAASPP and CAST.

2. Unmet need for engaging instruction and student-centered curriculum for all students. This need is addressed by the first and second unique elements of the Mayacamas learning model:

- Academic mastery and application of California standards through the New Tech Network's interdisciplinary project- and problem-based learning model
- A highly personalized learning environment, including an Individual Learning Plan.

Napa County schools' chronic absenteeism and engagement data demonstrate a clear and urgent need for engaging instruction and student-centered curriculum. Chronic absenteeism is defined by the California Department of Education (CDE) as being absent for 10% or more of the instructional days per year. In most cases, this means >18 days of absence during the year. This is important because research shows that chronic absenteeism is highly correlated with school failure and high school drop-out.

Students may become "chronically absent" for perfectly valid reasons, such as reoccurring illness, but survey data indicates that most chronic absentees are discouraged learners who are not doing well or are bored at school and/or are not interested or engaged in their studies.

The chart below shows the percentage of students who were chronically absent in each of the Napa County middle schools in 2022 and the CDE designated status (very high, high, medium, low, very low.) The two largest middle schools, Redwood and Silverado, averaged 1 student chronically absent out of every 3 students enrolled.

Napa County Middle Schools: 2023 Percent of Students Chronically Absent and Status

2022 Percent of Students Chronically Absent	Napa County Middle Schools					
	Amer Canyon	Redwood	Silverado	Unidos	RL Stevens	Calistoga Jr-Sr
2022 % of students chronically absent	21.3%	28.9%	36.5%	19.7%	7.8%	15.0%
CDE-designated status 24.9	VERY HIGH	VERY HIGH	VERY HIGH	HIGH	MED	HIGH

Napa County School Districts: 2023 Percent of Students Chronically Absent

2023 Science % of students Met/Exceeded standards	Traditional Districts					Charter	California
	CJUSD	HMESD	NVUSD	PVUSD	SHUSD	Stone Bridge	Statewide
All students	19.8%	24.5%	28.0%	49.2%	11.4%	27.6%	24.9%
CDE-designated status	HIGH	VERY HIGH	VERY HIGH	VERY HIGH	HIGH	VERY HIGH	VERY HIGH

Data accessed 10/23/23 from CDE DataQuest: <https://dq.cde.ca.gov/dataquest/dataquest.asp>

This data documents serious (“very high”) chronic absenteeism in NVUSD, PVUSD, and Stone Bridge and problematic chronic absenteeism in Calistoga and St. Helena. Some indication of the causes of this disturbing trend are found in data from the California Healthy Kids (CHKS) annual survey. The data in the chart below was taken from the “Secondary” report for each cited district and is from 2022, the most recent information publicly available. There is no state level data for comparison.

Napa County Secondary Schools: 2022 CHKS Sample Indicators for Engagement

	NVUSD	Saint Helena	Calistoga
% of students who find school “boring”	51%	42%	34%
% of students who feel they meaningfully participate in school	24%	30%	29%

Data accessed 8/30/23 from CDE DataQuest: <https://dq.cde.ca.gov/dataquest/dataquest.asp>

Analyzing this data raises the inevitable question: why aren’t the chronic absenteeism rates even higher? Less than a third of all secondary students in the County feel that they are meaningfully participating in their education, and 45% find their studies boring. This is a serious indictment of the existing secondary school curriculum and instruction.

Mayacamas will directly address chronic absenteeism, boring classwork, lack of engagement, and the students’ need for direct and meaningful participation in their education through NTN’s project- and

problem-based instructional approach and through the student and Advisor’s collaborative Independent Learning Plan. This is not guesswork. The research is clear: students come to school (and are even enthusiastic about learning) when they feel valued and validated as individual learners and are highly engaged in the learning process.

- 3. Unmet need for a pervasive sense of safety and belonging in a school community.** This need is addressed by the third unique element of the Mayacamas learning model: Building a culture of social-emotional well-being and learning

Napa County schools’ student perception of safety data demonstrate a clear and urgent need to create an inclusive campus culture that provides physical and emotional safety for all students.

For early adolescents to feel safe at school requires much more than a safety officer to keep the “bad guys” out. Students must feel physically, emotionally, and socially safe among their peers, and that is a condition that only comes with a persistent, comprehensive focus on building and exercising social skills in positive interactions. Especially in middle school, students need to establish a strong, positive sense of self and empathy for others. These skills and understanding can be taught and honed into habits of heart and mind through consistent application throughout the school day.

Without this intense focus on social and emotional well-being, early adolescents can seem to have a thin veneer of civilization and a fine line separating their behaviors from William Golding’s *Lord of the Flies*. Unfortunately, over 45% of students taking the California Healthy Kids Survey in 2022 stated that they did not feel safe at school, and 40% said they experienced bullying or harassment—in person or online—by their peers.

Napa County Secondary Schools: 2022 CHKS Sample Indicators for Safety

	NVUSD	Saint Helena	Calistoga
Percent of students who do not feel safe at school	44%	28%	46%
Percent of students who have been bullied or harassed at school	40%	41%	40%

Data accessed 8/30/23 from CDE DataQuest: <https://dq.cde.ca.gov/dataquest/dataquest.asp>

Mayacamas will address the need for safety and a sense of belonging through regular social/emotional skill building in Advisory through use of the Wayfinder curriculum and infusion of those skills and behavioral expectations throughout the school day, and through professional development for teachers and staff, and workshops for students on creating a positive school culture, and building accountability, responsibility, and agency.

- 4. Unmet need for age-appropriate college and career awareness and planning.** This need is addressed by the fourth unique element of the Mayacamas learning model: College and career awareness: the Mayacamas College & Career Explorers Program.

Napa County’s high school graduate data on preparation for college and careers demonstrate a clear and urgent need to provide age-appropriate college and career awareness and planning at the middle school level.

According to the California Department of Education, a high school senior can be considered as “prepared for college and career” if s/he graduates and meets the requirements for any of the following 11 measures, in various combinations or alone, approved by the State Board of Education:

- Advanced Placement exams
- UC/CSU a–g course completion
- Career Technical Education (CTE) pathway completion
- College credit course completion (formerly called dual enrollment)
- International Baccalaureate exams
- Leadership/Military Science course completion
- Pre-Apprenticeship program completion
- Smarter Balanced Summative CAASPP scores in grade 11
- State and Federal job programs completion
- State Seal of Biliteracy award
- Transition classroom and work-based learning experiences.

Clearly, with the range of options—from college-level academics to hands-on job training—virtually every senior should be meeting the criteria for “college and career prepared” upon graduation. But, unfortunately, in Napa County, that is simply not the case. The chart below shows the percentage of seniors at each high school in the County who did NOT meet any of the state criteria and were deemed NOT prepared for college and careers.

Napa County High Schools: 2019 Percent of HS Seniors NOT Prepared for College/Careers

	American Canyon HS	Napa HS	New Tech HS	Vintage HS	St. Helena HS	Calistoga Jr-Sr HS
% of Seniors NOT prepared for college/careers	55.1%	45.0%	46.4%	50.4%	35.5%	52.2%

Data accessed 8/30/23 from CDE DataQuest: <https://dq.cde.ca.gov/dataquest/dataquest.asp>

Mayacamas recognizes that students can’t be prepared overnight to make the post-graduate choices that may well affect the rest of their lives. This is especially true for students from low-income families, English learners, and those who would be first-generation-in-their-family college completers. The Mayacamas College & Career Explorers Program is designed to provide students with age-appropriate introductions to two- and four-year colleges and trade schools and the careers for which these institutions prepare their students. In the process of building this understanding, students will also be introduced to the reality of college/trade school life and study while working on related projects at the campus and interacting with faculty and students. This hands-on experience will de-mystify post-secondary education options and ensure that students are well on their way to being prepared for college and careers as seniors in high school.

5. Summary: Napa County middle school student needs and how Mayacamas will address those needs

The chart below shows the significant, documented needs of middle school students in Napa County and Mayacamas’ response to those needs.

Napa County MS Unmet Student Needs	Mayacamas Unique Practice Response
1) Clear and urgent need for improvement in academic achievement in middle schools in Napa County (CAASPP data; Dashboard data on Distance from Standard; CAST data)	Academic mastery and application of California standards through NTN’s interdisciplinary project- and problem-based learning model A highly-individualized learning environment, including Individual Learning Plan
2) Clear and urgent need for engaging instruction and a student-centered curriculum (Chronic absenteeism data; CHKS engagement data)	Academic mastery and application of California standards through NTN’s interdisciplinary project- and problem-based learning model A highly-individualized learning environment, including Individual Learning Plan
3) Clear and urgent need to create a campus culture that provides physical and emotional safety for all students (CHKS feelings of safety data)	A focus on social-emotional well-being and learning, including Wayfarer, Advisory, & Individual Learning Plan
4) Clear and urgent need to provide age-appropriate college and career awareness and planning at the middle school level (Dashboard data on college/career preparation)	4) College and career awareness: the Mayacamas College & Career Explorers Program

II. STUDENT POPULATION TO BE SERVED

A. Target Demographics: Diverse by Design. Mayacamas is founded by parents, teachers, and community leaders with a core mission of creating a diverse public school that reflects our community. We see diversity – racial/ethnic, home language, socio-economic status, life experience – as a community asset that is embraced and celebrated in our school. We believe passionately that every child, regardless of his/her family’s financial means, is entitled to a high-quality, free public education.

Mayacamas embodies Horace Mann's concept of “the common school” where children of all backgrounds gather under one roof to learn together and from each other. While school districts across the country are “re-segregating” by race and socio-economic status, there is ample support for the benefits of diversity for all students.

There is increasing evidence that “diversity makes us smarter,” a finding that selective colleges long ago embraced and increasing numbers of young parents are coming to appreciate at the K–12 level. . . . “[R]esearchers have documented that students’ exposure to other students who are different from

themselves and the novel ideas and challenges that such exposure brings leads to improved cognitive skills, including critical thinking and problem solving.”⁷

Research has long shown that students in a mixed-SES school in particular reap benefits, both for the upper and lower income students: “Almost fifty years ago, the federally authorized Coleman Report, which is ‘widely regarded as the most important educational study of the twentieth century,’ found that the most powerful predictor of academic achievement is the socioeconomic status of a child’s family, and the second most important predictor is the socioeconomic status of the classmates in her school.”⁸ Similarly, “A 2010 meta-analysis found that students of all socioeconomic statuses, races, ethnicities, and grade levels were likely to have higher mathematics performance if they attended socioeconomically and racially integrated schools.⁹ And results of the 2011 National Assessment of Educational Progress in mathematics show steady increases in low-income 4th graders' average scores as the percentage of poor students in their school decreases.”¹⁰

One recent publication, *The Benefits of Socioeconomically and Racially Integrated Schools and Classrooms*,¹¹ summarizes research documenting the myriad benefits of mixed-SES, mixed-race/ethnicity schools, as follows:

1. ***Academic and Cognitive Benefits:*** On average, students in socioeconomically and racially diverse schools—regardless of a student’s own economic status—have stronger academic outcomes than students in schools with concentrated poverty.
 - *Students in integrated schools have higher average test scores.* On the 2011 National Assessment of Educational Progress (NAEP) given to fourth graders in math, for example, low-income students attending more affluent schools scored roughly two years of learning ahead of low-income students in high-poverty schools.¹² Controlling carefully for students’ family background, another study found that students in mixed-income schools showed 30 percent more growth in test scores over their four years in high school than peers with similar socioeconomic backgrounds in schools with concentrated poverty.¹³
 - *Students in integrated schools are more likely to enroll in college.* When comparing students with similar socioeconomic backgrounds, those students at more affluent schools are 68 percent more likely to enroll at a four-year college than their peers at high-poverty schools.¹⁴

⁷ Wells, A.S., Fox, L. and Cordovo-Cobo. (2016). *How Racially Diverse Classrooms Can Benefit All Students*. The Century Foundation. Accessed on August 28, 2021. <https://tcf.org/content/report/how-racially-diverse-schools-and-classrooms-can-benefit-all-students/>

⁸ Kahlenberg R., Book Introduction <https://production-tcf.imgix.net/app/uploads/2012/02/28003110/tcf-tocfs-8.pdf> (citation omitted).

⁹ Mickelson, R. A., Bottia, M. C., & Lambert, R. (2013). [Effects of school racial composition on K–12 mathematics outcomes: A metaregression analysis.] *Review of educational research*, 83(1), 121-158.

¹⁰ Potter, H. *Boosting Achievement by Pursuing Diversity*. *Faces of Poverty*. 2013 May; 70(8): 38-43.

¹¹ The Century Foundation. (2019). [The Benefits of Socioeconomically and Racially Integrated Schools and Classrooms.] Accessed on August 28, 2021.

¹² National Assessment for Educational Progress. (2017). NAEP Data Explorer. Access on August 28, 2021 <http://nces.ed.gov/nationsreportcard/naepdata/>; and Lubienski, C. and Lubienski, S. T. (2006). [Charter, Private, Public Schools and Academic Achievement: New Evidence from NAEP Mathematics Data.] National Center for the Study of Privatization in Education, Teachers College, Columbia University.

¹³ Palardy, G. J. (2008). Differential school effects among low, middle, and high social class composition schools: A multiple group, multilevel latent growth curve analysis. *School Effectiveness and School Improvement*, 19(1), 21-49.

¹⁴ Palardy, G. J. (2013). [High School Socioeconomic Segregation and Student Attainment.] *American Educational Research Journal*, 50(4), 714-754.

- *Students in integrated schools are less likely to drop out.*^{15, 16} Integrated schools help to reduce racial achievement gaps.^{17, 18, 19} A recent study from Stanford’s Center for Education Policy Analysis confirmed that school segregation is one of the most significant drivers of the racial achievement gap.²⁰
- Integrated classrooms encourage critical thinking, problem solving, and creativity. We know that diverse classrooms, in which students learn cooperatively alongside those whose perspectives and backgrounds are different from their own, are beneficial to all students—including middle-class white students—because these environments promote creativity, motivation, deeper learning, critical thinking, and problem-solving skills.²¹

2. **Civic and Social-Emotional Benefits.** Racially and socioeconomically diverse schools offer students important social-emotional benefits by exposing them to peers of different backgrounds. The increased tolerance and cross-cultural dialogue that result from these interactions are beneficial for civil society.

- Attending a diverse school can help reduce racial bias and counter stereotypes.²²
- Integrated classrooms can improve students’ satisfaction and intellectual self-confidence.²³
- Learning in integrated settings can enhance students’ leadership skills.²⁴
- Meaningful relationships between individuals with different racial or ethnic backgrounds impacts how people treat racial and ethnic groups.²⁵
- Exposure to diversity reduces anxiety.²⁶

¹⁵ Balfanz, R., & Legters, N. (2004). [Locating the Dropout Crisis. Which High Schools Produce the Nation's Dropouts? Where Are They Located? Who Attends Them?] Report 70. Center for Research on the Education of Students Placed at Risk CRESPAR.

¹⁶ Mickelson, R. A. (2008). [Twenty-First Century Social Science on School Racial Diversity and Educational Outcomes.] *Ohio St. LJ*, 69, 1173; and Borman, G., & Dowling, M. (2010). [Schools and Inequality: A Multilevel Analysis of Coleman’s Equality of Educational Opportunity Data.] *Teachers College Record*, 112(5), 1201-1246.

¹⁷ Orfield, G. (2001). [Schools More Separate: Consequences of a Decade of Resegregation.]

¹⁸ Mantil, A., Perkins, A. G., & Aberger, S. (2012). [The Challenge of High-Poverty Schools: How Feasible is Socioeconomic School Integration.] *The Future of School Integration*, 155-222.

¹⁹ Card, D., & Rothstein, J. (2007). [Racial Segregation and the Black–White Test Score Gap.] *Journal of Public Economics*, 91(11-12), 2158-2184.

²⁰ Reardon, S. F., Kalogrides, D., & Shores, K. (2019). [The Geography of Racial/Ethnic Test Score Gaps.] *American Journal of Sociology*, 124(4), 1164-1221.

²¹ Ostrom, E. (2008). [The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools, and Societies.] Page, S.E.. Princeton: Princeton University Press, 2007. 448p. 19.95 paper. [Perspectives on Politics.] 6(4), 828-829. Orfield, G. (2001). [Diversity Challenged: Evidence on the Impact of Affirmative Action.] Harvard Education Publishing Group, Harvard Graduate School of Education, 8 Story St., 5th floor, Cambridge, MA 02138. Chang, M. J., Witt, D., Jones, J., & Hakuta, K. (Eds.). (2003). [Compelling Interest: Examining the Evidence on Racial Dynamics in Colleges and Universities.] Stanford University Press. Phillips, K. W., Medin, D., Lee, C. D., Bang, M., Bishop, S., & Lee, D. N. (2014). [How diversity works.] *Scientific American*, 311(4), 42-47.

²² Bigler, R. S., & Liben, L. S. (2006). [A Developmental Intergroup Theory of Social Stereotypes and Prejudice. *Advances in Child Development and Behavior.*] 34, 39-89. Davies, K., Tropp, L. R., Aron, A., Pettigrew, T. F., & Wright, S. C. (2011). [Cross-Group Friendships and Intergroup Attitudes: A Meta-Analytic Review.] *Personality and Social Psychology Review*, 15(4), 332-351.

²³ Gilfoyle, N. F., Blatt, L. S., Anderson, R. R., & Wood, B. (2003). [Brief of Amicus Curiae the American Psychological Association in Support of Respondents.] Ancheta, A. (2013). [Brief of the American Educational Research Association et al. as Amici Curiae in Support of Respondents.] *Educational Researcher*, 42, 183-197.

²⁴ Gilfoyle, N. F. P. (2015). [Brief of Amici Curiae: The American Psychological Association in Support of Respondents in Fisher v. University of Texas at Austin.] Supreme Court of the United States.

²⁵ Tropp, L. R., & Saxena, S. (2018). [Re-Weaving the Social Fabric Through Integrated Schools: How Intergroup Contact Prepares Youth to Thrive in a Multiracial Society.] Research Brief No. 13. National Coalition on School Diversity.

²⁶ Levin, S., Van Laar, C., & Sidanius, J. (2003). [The Effects of Ingroup and Outgroup Friendships on Ethnic Attitudes in College: A Longitudinal Study.] *Group Processes & Intergroup Relations*, 6(1), 76-92. Swart, H., Hewstone, M., Christ, O., & Voci, A. (2011). [Affective Mediators of Intergroup Contact: A Three-Wave Longitudinal Study in South Africa.] *Journal of Personality and Social Psychology*, 101(6), 1221.

3. Economic Benefits. Providing more students with integrated school environments is a cost-effective strategy for boosting student achievement and preparing students for work in a diverse global economy.

- *Diverse classrooms prepare students to succeed in a global economy.* In higher education, university officials and business leaders argue that diverse college campuses and classrooms prepare students for life, work, and leadership in a more global economy by fostering leaders who are creative, collaborative, and able to navigate deftly in dynamic, multicultural environments.²⁷

Diversity produces more productive, more effective, and more creative teams. Integrated schools and workplaces support the conditions necessary to foster the core tenets of deeper learning such as communication, inquiry, and collaboration. Simply interacting with people from different backgrounds encourages group members to prepare better, to anticipate alternative viewpoints, and to be ready to work towards consensus.²⁸

Children who attended integrated schools had higher earnings as adults, had improved health outcomes, and were less likely to be incarcerated. Researcher Rucker Johnson tracked black children exposed to desegregation plans in the 1960s through the 1980s, and found a variety of positive outcomes for the quality and longevity of life associated with school integration.²⁹

(Adapted from *How Racially Diverse Schools and Classrooms Can Benefit All Students* (2016) and *A Smarter Charter: Finding What Works for Charter Schools and Public Education* (2014).)

Our goal is to attract a student body that is approximately 60% socio-economically disadvantaged (SED), and 50-60% non-white. The demographics of districts in Napa County align with this goal.

B. Target Population: Relevant Characteristics

Mayacamas will be located in the City of Napa in the Napa Valley Unified School District geographic boundaries (zip codes 94503, 94558, 94559, 94575, 94581, and 94599). According to Census data, in these areas, 15% of adult residents over age 25 have less than a high school diploma, and only 34.8% of residents hold a bachelor's degree or more.³⁰ A third of the population (33.9%) speak a language other than English at home, with 15.5% of the population speaking English "less than very well;" one-fifth of the population is foreign-born.³¹

²⁷ Genster, J. E. (2003). Brief of Amici Curiae Columbia University et al. in Support of Respondents, *Grutter v. Bollinger*, Nos. 02-241 & 02-516 (US Feb. 13, 2003).

²⁸ Phillips, K. W., Medin, D., Lee, C. D., Bang, M., Bishop, S., & Lee, D. N. (2014). [How Diversity Works.] *Scientific American*, 311(4), 42-47.

²⁹ Johnson, R. C. (2011). [Long-Run Impacts of School Desegregation & School Quality on Adult Attainments] (No. w16664). National Bureau of Economic Research.

³⁰ US Census Bureau. Accessed on August 28, 2021. <https://data.census.gov/cedsciF>

³¹ *Ibid.*

Median income is \$88,422 with 7.1% of families with children under 18 living below the federal poverty line in the past 12 months;³² in 2023 the federal poverty line for a family of four is \$30,000.³³ Notably, according to Living Wage Calculator, a project of Dr. Amy K. Glasmeier, Professor of Economic Geography at MIT, a family of four in California with two full-time working adults needs each adult to earn \$30.06/hour to be self-sustaining (not needing public assistance).³⁴ The federal poverty line rate equates to just \$6.67/hour. In other words, significantly more than 7.1% of families in our community are living in poverty based on the economic realities of the area.

For the initial primary campus in Napa County, Mayacamas has signed lease to occupy a former school facility at St. John the Baptist Catholic School, 983 Napa Street, Napa, CA 94559. This site is located within the attendance boundaries of Shearer Elementary School and Redwood Middle School.

1. Surrounding Schools Demographic and Performance Data

County Schools' Demographic Data. Currently within the NVUSD geographic area, which serves 88% of Napa County's public school students, there are several configurations of schools serving grades 6-8:

four large traditional public middle schools, American Canyon Middle School (1,011 students), Redwood Middle School (808 students), Unidos Middle School (599 students), and Silverado Middle School (733 students); two traditional K-8 programs: Browns Valley Elementary, with a new 6th and 7th grades program called Browns Valley Middle School (serving 52 6th graders in 2022-23), and Shearer Elementary (which served 87 6th and 7th graders in 2022-23); and one small K-8 independent charter school, Stone Bridge School (267 students, 79 of whom are in grades 6-8).

When Harvest MS and River School were closed, the remaining middle schools increased in enrollment, and Unidos Middle School (which occupies the former River facility) opened with several hundred more students than were enrolled at River. This left no options for families seeking a small middle school experience within the geographic boundaries of NVUSD.

Up-valley, students in grades 6-8 are served at Robert Louis Stevenson Middle School in St. Helena (246 students, 55% Hispanic/Latino), Calistoga Elementary and Jr./Sr. High (168 students [in grades 6-8], 85% Hispanic/Latino), Howell Mountain Elementary (36 students in grades 6-8, 56% Hispanic/Latino), and Pope Valley Elementary (20 students in grades 6-8, 70% Hispanic/Latino). Howell Mountain, Pope Valley, and Calistoga do not have stand-alone middle schools.

In terms of sub-groups,

³² Ibid.

³³ Office of the Assistant Secretary for Planning and Evaluation. Poverty Guidelines. Accessed 9/18/23 at. <https://aspe.hhs.gov/topics/poverty-economic-mobility/poverty-guidelines>.

³⁴ Living Wage. Living Wage Calculation for California. Accessed on August 28, 2021. <https://livingwage.mit.edu/states/06>; the calculator uses "a market-based approach that draws upon geographically specific expenditure data related to a family's likely minimum food, childcare, health insurance, housing, transportation, and other basic necessities (e.g. clothing, personal care items, etc.) costs."

- Students eligible for free/reduced meals (SED) are most prevalent by percentage in CJUSD (83%), followed by PVUSD (79%), NVUSD (61%), HMESD (55%), SHUSD (42%), and Stone Bridge (11%).
- English learners (EL) are most prevalent in CJUSD (38%), followed by PVUSD (36%), HMESD (35%), NVUSD (24%), SHUSD (17%), and Stone Bridge (1%).
- English learners who were reclassified and “graduated” from English learner status (RFEP) are greatest in CJUSD (40%), followed by SHUSD (20%), NVUSD (18%), PVUSD (13%), HMESD (10%), and Stone Bridge (0).
- Students with disabilities (SWD) are greatest in percentage of population in CJUSD (15%), followed by PVUSD (13%), NVUSD (13%), Stone Bridge (12%), SHUSD (11), and HMESD (10%).

The chart below summarizes this data.

Napa County School Districts: Grades 6-8 Demographic Characteristics

Traditional	Enroll	SED*	EL*	RFEP*	SWD*	Hisp/ Latino	Asian/ Filipino	Black	White	2+%	NR/ Other
CJUSD	186	83%	38%	40%	15%	85%		1%	11%		3%
HMESD	36	54%	35%	10%	10%	56%			33%		8%
NVUSD	3636	61%	24%	18%	13%	60%	9%	2%	24%	4%	1%
PVUSD	20	79%	36%	13%	13%	70%			20%	5%	5%
SHUSD	246	42%	17%	20%	11%	55%	3%	1%	39%	2%	0%
Charter											
Stonebridge	79	15%	1%	0%	12%	11%	4%	1%	79%	4%	1%

*Enrollment percentage for sub-groups reflects total LEA population

It is the clear intent of Mayacamas to conduct outreach and enrollment activities to generate a diverse student population that mirrors the county demographics as closely as possible. However, Mayacamas is subject to state law regarding the use of a lottery in the event that the school has more applicants than available capacity in any given grade level.

III. MAYACAMAS WILL MEET THE INTENT OF THE CALIFORNIA CHARTER SCHOOLS ACT OF 1992

Mayacamas is dedicated to fulfilling the intent of the California legislature as cited in Education Code Section 47601, as well as NCOE’s strategic goals, all well beyond the space allotted here but concisely summed up in the following description.

Mayacamas will operate in accordance with the California Charter Schools Act of 1992, consistent with the intent of the California Legislature “to provide opportunities for teachers, parents, pupils, and community

members to establish and maintain schools that operate independently from the existing school district structure, as a method to accomplish all of the following”:³⁵

A. Improve pupil learning: through extensive research and intense focus on personalizing instruction to the individual needs of each student:

Mayacamas’ instructional model integrates rigorous, standards-aligned project- and problem-based learning (PBL), in partnership with experts at NTN; comprehensive social-emotional learning and development embedded across the curricula; personalized learning through detailed Individual Learning Plans (ILPs) for every student, reviewed monthly; Learning Lab four days weekly for online adaptive learning and small group instruction; and a data-driven MTSS approach embedded throughout the school design.

B. Increase learning opportunities for all pupils, with special emphasis on expanded learning experiences for pupils who are identified as academically low achieving:

Our MTSS program will encompass all learners, including those who are academically low achieving, with targeted intervention and support including flexible class grouping, adaptive online learning programs, tutoring, and intervention/enrichment groups to increase learning opportunities for all students.

C. Encourage the use of different and innovative teaching methods:

By providing more than 190 hours annually of comprehensive and ongoing professional development, as well as coaching to all our instructional staff, teachers will be supported to differentiate instruction for all students using a variety of instructional strategies rooted in the work and research of experts. Mayacamas also will provide comprehensive and ongoing professional development and coaching to all our instructional staff from expert facilitators at NTN and other partners, as well as our school leadership team, to facilitate research-based implementation of appropriate teaching methods.

D. Create new professional opportunities for teachers, including the opportunity to be responsible for the learning program at the school site:

By providing teachers with the time and support to collaborate and select specific curriculum for lessons and plan differentiated learning based on student data to ensure each individual students’ needs are met. Through grade level and subject area Professional Learning Communities, teachers will collaborate with their peers weekly to plan lessons and assessments, discuss individual students’ needs, problem-solve, and exchange best practices.

E. Provide parents and pupils with expanded choices in the types of educational opportunities that are available within the public school system:

Mayacamas will offer families in Napa County a choice to enroll their grades 6-8 children in a smaller school alternative to neighborhood resident schools, with a focus on student’s social-emotional wellness, engagement in active learning, and learning to persist and demonstrate growth, even in the face of failure or setbacks. Our small school setting will ensure that each student is individually known by several caring adults—a crucial component of students’ social-emotional development in early adolescence.

³⁵ CA Ed. Code § 47601.

F. Hold the schools established under this part accountable for meeting measurable pupil outcomes, and provide the schools with a method to change from rule-based to performance-based accountability systems:

Mayacamas will strive to meet ambitious goals each year for student achievement and success detailed in the charter petition and annual Local Control Accountability Plan (LCAP), with transparent accountability to the Napa Foundation for Options in Education Board of Directors, NCOE as the charter authorizer, and all stakeholders.

G. Provide vigorous competition within the public school system to stimulate continual improvements in all public schools:

While we do not subscribe to “competition” between public schools, Mayacamas is committed to collaboration with other schools in Napa County to disseminate our best practices in meeting the needs of all students, and specifically underserved students. We also are committed to offering a small-school innovative alternative to the existing large middle schools or elementary school options that are the only public school option for many families. We note that while some districts in Napa County have been closing their smallest schools, at the same time many districts across California and the nation are prioritizing small school, as research demonstrates these small schools provide many benefits, particularly for “at-risk” students.³⁶ By making this choice available to families in Napa Valley, parents will be able to communicate their preference clearly with their chosen school option. (Ed. Code § 47601.)

IV. MAYACAMAS WILL MEET NCOE PRIORITIES.

Mayacamas will also meet NCOE’s priorities as detailed in the 2022-23 Local Control and Accountability Plan. Recognizing that the students we will serve have significantly different life experiences than those served by NCOE, the narrative in this Petition clearly demonstrates the charter’s intent to address NCOE’s second goal in ways appropriate to the population.

NCOE 23-24 LCAP, Goal 2 states that the school will “assist our students to develop a plan and the skills to successfully enter the workforce or pursue further education or training.” Mayacamas begins early to address this Goal through the Individual Learning Plan, through partnerships with area institutions of higher education that makes the potential for post-secondary education become real, and through the following activities:

A. Students promote to high school being age-appropriate college- and career-ready:

Mayacamas will implement a research-driven model of education that has proven successful with similar populations of students, highlighted by the success of NTN at NVUSD’s elementary and high school level and in hundreds of schools across the globe. By offering NTN’s proven PBL strategies and SEL programs combined with Individualized Learning Plans, Mayacamas students will matriculate from middle grades and enter high school with the foundational academic knowledge, skill set and psycho-social strengths (including crucial self-awareness) for success in rigorous secondary schools, colleges and beyond. The “Mayacamas College & Career Explorers Program” will demonstrate the

³⁶ Blank, M. J., Melaville, A., & Shah, B. P. (2003). [Making the Difference: Research and Practice in Community Schools.] Coalition for Community Schools, Institute for Educational Leadership, 1001 Connecticut Avenue, NW, Suite 310, Washington, DC 20036.

reality of post-secondary education in real time, and career awareness activities in Advisory will help make post-secondary plans more relevant.

B. *Students experience responsive, engaging pedagogy:*

Our program will leverage proven PBL practices, tech integration, personalized tutoring, and other engaging teaching strategies for middle grade adolescents. Culturally responsive teaching will help support our intentionally diverse student body and ensure the assets and experiences students bring from their homes are continuously celebrated. English Learners, including LTELs, will be carefully supported with both integrated and designated daily ELD lessons to ensure they master English fluency as they master core content standards.

C. *Students thrive socially, emotionally and academically:*

Mayacamas will emphasize social-emotional learning and development at this crucial early adolescent stage in their lives to help establish a foundation for life-long wellness, skills and wellness that will help them weather setbacks and challenges as they grow and mature. PBIS and restorative practices in our MTSS program will be consistently utilized across the school.

D. *Students benefit from real-world experiences:*

Our NTN-guided PBL strategies will align student learning both to state content standards and “real world” problems and projects that not only help students engage in their learning and find “meaning” in what they are doing, while also preparing them for college and careers. The unique and exciting Mayacamas College & Career Explorers Program is a real-world opportunity that will set the sights of our students on the possibilities of college and professional careers.

V. MAYACAMAS WILL MEET THE SPECIFIC EDUCATION INTERESTS, BACKGROUNDS AND CHALLENGES OF STUDENTS IN NAPA COUNTY

Beyond the demographic characteristics of the target communities in Napa Valley that are detailed above, and the demographics and performance of the existing traditional public schools in the target districts, the specific educational interests, backgrounds, or challenges of students in the community are well-known to Mayacamas’ founders. Based on our years of experience living, working, and teaching in this community, we are confident that Mayacamas will offer families in Napa Valley an option for their students to attend a high-performing public middle school that is carefully designed to meet their needs.

We know many of our students experience stressors outside of school due to their experiences with poverty, including strains on the family such as housing, immigration status, and food instability. Lack of appropriate access to health care and other supports, drug and alcohol abuse, teen pregnancy, gang involvement, and other factors contribute further to childhood trauma, as children witness and experience violence and these other challenges in their neighborhood and even their own homes. In addition, Napa County students have also faced years of evacuations due to wildfires, displacement due to earthquakes, and other natural disasters that have created high anxiety levels for children in our community.

The impact of these traumatic events on a child's ability to learn and develop is a common challenge and impediment to accessing opportunity for students. National data indicates that one in four children

experience a traumatic event in their lifetime that can affect learning and development.³⁷ Research indicates that even one traumatic event influences the brain enough to alter development, such as increasing symptoms of depression, irritability, aggressive behaviors, and anxiety while decreasing attention/focus, short- and long-term memory, communication, and language skills.³⁸

VI. THIS PETITION ADDRESSES COMMUNITY CONCERNS BASED ON OUTREACH TO, AND INPUT FROM, PARENTS/GUARDIANS AND COMMUNITY MEMBERS

When NVUSD closed River School and Harvest MS at the end of 2021-22, community reaction was strong. Many parents expressed the desire for more options in their children’s public education. Families with the means to send their children to private and parochial schools have pulled their children out of NVUSD in increasing numbers, some even before completing elementary school, dissatisfied with the choices that are available. After a brief targeted outreach campaign (detailed fully in Element VIII), we secured the initial enrollment paperwork of more than 160 enrollees for the school. That school opened in August 2023 under the edict of the State Board of Education, with NCOE as authorizer, and currently has more than seventy students who were willing to bear the uncertainty associated with a school challenged by the lawsuit filed by NVUSD against the State Board of Education. That school will be closed prior to the opening of the Mayacamas Countywide Middle School proposed in this petition.

VII. MAYACAMAS MEETS AND EXCEEDS THE REQUIREMENTS OF THE CHARTER SCHOOLS ACT, AND THIS CHARTER SHOULD BE APPROVED

In accordance with the provisions of the California Education Code, we respectfully submit that the NCOE Board should find that this charter countywide petition to establish Mayacamas for a five-year charter term must be approved. As detailed in the Education Code:

“[A] county board of education may ... approve a petition for the operation of a charter school that operates at one or more sites within the geographic boundaries of the county that provides instructional services that are not generally provided by a county office of education. A county board of education may approve a countywide charter only if it finds, in addition to the other requirements of this section, that the educational services to be provided by the charter school will offer services to a pupil population that will benefit from those services and that cannot be served as well by a charter school that operates in only one school district in the county.”

We address each of the statutory findings that are subject to consideration by NCOE in deciding whether to approve or deny this petition ³⁹ in turn:

Criteria	Met/ Not Met	Notes
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³⁷ The National Child Traumatic Stress Network. Complex Trauma: [Facts for Educators.] Accessed on August 28, 2021. <https://www.nctsn.org/resources/complex-trauma-facts-educators>.

³⁸ Treatment and Services Adaptation Center. [How Does Trauma Affect Children?] Accessed on August 28, 2021. <http://traumaawareschools.org/impact>.

³⁹ Education Code §47605.6(a)-(b)(i)-(vii).

Mayacamas presents a sound justification for a countywide benefit charter.	Met	See Executive Summary, Countywide Justification, Element IV
Mayacamas presents [a sound] educational program for the pupils to be enrolled in Mayacamas.	Met	See Elements I-III, VI, VII, X. Our research-based program will offer a rigorous, standards-aligned educational program for grades 6-8.
Mayacamas demonstrably [is likely to successfully implement] the program set forth in the petition.	Met	See Executive Summary, Elements I-IV, Appendices E, F, G; the Founding Team has extensive, diverse experience and expertise that will support the design, development and implementation of a successful new charter school.
The petition contains the number of signatures required by subdivision (a).	Met	See Appendix D for teacher signatures, credentials, and resumes from more than 50% of teachers based on a Year 1 enrollment of 150 students
The petition contains an affirmation of each of the conditions described in subdivision (e).	Met	See Assurances, Affirmations and Declarations (before Element I).
The petition contains reasonably comprehensive descriptions of Elements 1 through 16, as detailed in the Education Code.	Met	See Elements I-XVI.
The petition contains a declaration that Napa Foundation shall be deemed the exclusive public employer of the employees of Mayacamas for purposes of Chapter 10.7 (commencing with Section 3540) of Division 4 of Title 1 of the Government Code.	Met	See Assurances, Affirmations and Declarations.

VIII. MAYACAMAS HAS A STRONG, CONSERVATIVE ENROLLMENT PLAN BASED ON CURRENT INTEREST IN THE SCHOOL

While we cannot with 100% accuracy predict enrollment for each year, for purposes of planning our budgets and operations conservatively, the following are our enrollment projections for the term of this charter. The lower enrollment in year 1 reflects the uncertainty felt by many of our families, given the events related to a previous petition submitted to NVUSD. We anticipate no problem in fully enrolling subsequent sixth and seventh grade classes and retaining students.

Enrollment Projections

ENROLLMENT PROJECTIONS

Grade	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29
6	56	112	108	108	108
7	56	54	108	108	108
8	38	54	54	108	108
Total Enrollment	150	220	270	324	324

IX. THE MAYACAMAS MISSION AND VISION REFLECT HOW LEARNING BEST OCCURS.

- A. **The Mayacamas Mission:** Mayacamas Countywide Middle School provides a unique opportunity for diverse students from across Napa County to receive a highly individualized education in a small-school environment. As a countywide benefit charter school that is diverse by design, we are committed to providing a highly-personalized program that differentiates curriculum and instruction to meet individual students’ needs to students with diverse learning needs: socio-economically and racially/ethnically diverse students, students from different cultures and backgrounds within the Napa Valley, English Learners, foster youth, neurodiverse students, special education students and students who are accelerated learners. Through innovative and individualized curricula, project-based learning through NTN, through our partnership with area institutions of higher learning community organization and business partnerships, online learning, block scheduling and other engaging strategies, as well as an emphasis on students’ social-emotional development, Mayacamas will ensure students master state content standards and grow developmentally in an inclusive, welcoming, and supportive school culture.

- B. **The Mayacamas Vision:** Our vision is that Mayacamas Countywide Middle School will offer families across Napa County an important option for their children’s middle grades education (and the option to have a complete K-12 pathway in New Tech Network schools). We will prepare students for success in rigorous high schools, post-secondary education, and meaningful careers. We will provide the structure for student grade-level mastery of the New Tech Network workforce-aligned skills of Knowledge & Thinking, Collaboration, Oral Communication, Written Communication and Agency, along with Social-Emotional Learning goals of age-appropriate Self-Awareness, Adaptability, Empathy, Collaboration, Agency, and Purpose.

THE NEW TECH LEARNING OUTCOMES

Through collaboration with teachers, university academics, and business people, and informed by current research, New Tech Network (NTN) schools have clearly defined outcomes for their students that are aimed at fully preparing them for college and career success.



Knowledge and Thinking: Developed using the college readiness assessment research of Stanford University's S.C.A.L.E. division, this outcome expresses the key knowledge and thinking skills needed to move all students toward college readiness in each core discipline.



Collaboration: Students need to know how to work well with others, whether it's in partnership, as a small team, or in a large group setting.



Written Communication: Substantial evidence suggests that writing is not only a key skill that students need in nearly any career or college pathway, but that the act of writing can also help students develop important and transferable thinking skills such as analysis, inference, logic, and rhetoric.



Oral Communication: Students not only need to be able to communicate and defend their ideas orally, but also develop confidence as public speakers.



Agency: To have agency is to have ownership over one's own learning, using a growth mindset to improve in any area through effort, feedback, and practice. Based heavily on the research of Carol Dweck and Camille Farrington, the agency outcome reflects the skills needed to effectively navigate the world as a lifelong learner.

Source: <https://newtechnetwork.org/>

Every student possesses a wide range of learning skills. Mayacamas believes that learning best occurs when students are taught a comprehensive curriculum through innovative instructional design that promotes learning in a challenging and exciting way, developing a learning culture that values intellectual competency and moral character.

C. How Learning Best Occurs.

- 1. Learning best occurs when schools are small.*** Research has shown that second only to socioeconomic status, school size is the most significant predictor of student success.⁴⁰ Also, research strongly emphasizes the superiority of small schools as places where the learning environment is enhanced.⁴¹ The enhanced social relationships of small school environments affect student achievement by increasing trust and positive attitudes toward school among students and staff, while decreasing violence

⁴⁰ Klonsky, M. (1995). [Small Schools: The Numbers Tell a Story. A Review of the Research and Current Experience.] Chicago: Illinois University College of Education.(ED 386 517) Retrieved July, 30, 2007.

⁴¹ Raywid, M. A. (1998). [Small Schools: A Reform That Works.] Educational leadership, 55(4), 34-39.

and conflict.⁴² Small schools also tend to increase student participation across the board, resulting in lower dropout rates and higher attendance rates.⁴³

2. ***Learning occurs best when teachers are highly qualified, prepared and collaborate with one another regularly.*** Research supports the importance of effective teachers with a recent RAND study concluding “teachers matter more to student achievement than any other aspect of schooling.”⁴⁴ In a report published in the Stanford Social Innovation Review, Professor Carrie Leana digs further to identify what makes a teacher effective and identifies their “social capital” as the key ingredient, defining social capital as “relationships among teachers” or their level of collaboration with one another.⁴⁵ In a study of New York City elementary school students, higher math gains were achieved when students had teachers who “reported frequent conversations that centered on math, and when there was a feeling of trust or closeness among teachers.”⁴⁶ Linda Darling Hammond and Gary Sykes of Stanford University also concluded from their research that “teacher conversations and collaborations” are “key to increasing student achievement.”⁴⁷
3. ***Learning occurs best when lessons are structured so that students are active and engaged participants in their own learning and understand the relevance of what they are learning.*** We believe “learning is an active, contextualized process of constructing knowledge rather than acquiring it” and that “learners continuously test [their] hypotheses through social negotiation...bring[ing] past experiences and cultural factors to a situation.”⁴⁸ Extensive research supports the effectiveness of active learning, “particularly in improving the achievement level of the lowest-performing students and minorities.”⁴⁹ Active learning can take many forms, but the common thread is that students are not simply sitting listening to a teacher lecture. Instead, true mastery of content best occurs when students are given the means to explore, question, solve problems, reflect, make mistakes, try again, and demonstrate their knowledge.⁵⁰
4. ***Learning occurs best when students learn from their own failures and have a growth mindset.*** As Sir Ken Robinson famously said, “If you're not prepared to be wrong, you'll never come up with anything original.”⁵¹ Through the tenet of “agency,” we help students see effort and practice in a new light and associate both as growth paths to ultimate success. We will provide students with the skills to rebound from setbacks and build confidence as they welcome new challenges.

Dweck and her colleagues have shown that everyone has a mindset, a core belief about how they learn (Dweck, 2006). People with a growth mindset are those who believe that smartness increases with hard work, whereas those with a fixed mindset believe that you can learn things, but you can’t change your

⁴² Gladden, R. (1998). [The Small School Movement: A Review of the Literature.] 113-137.

⁴³ Fine, M., & Somerville, J. I. (1998). [Small Schools, Big Imaginations: A Creative Look at Urban Public Schools.]

⁴⁴ RAND Corporation. [Teachers Matter: Understanding Teachers’ Impact on Student Achievement.] Accessed on August 28, 2021. https://www.rand.org/pubs/research_reports/RR4312.html

⁴⁵ Leana, C. R. (2011). [The Missing Link in School Reform.] Stanford Social Innovation Review. 2011.

⁴⁶ Ibid.

⁴⁷ Darling-Hammond, L. (2010). [Evaluating teacher effectiveness: How teacher performance assessments can measure and improve teaching.] Center for American Progress.

⁴⁸ Learning Theories. [Constructivism.] Accessed on August 28, 2021. www.learning-theories.com/constructivism.html.

⁴⁹ National Drop Out Prevention Center. [Active Learning.] www.learning-theories.com/constructivism.html Accessed on August 4, 2018. [http://dropoutprevention.org/effective-strategies/active-learning/.](http://dropoutprevention.org/effective-strategies/active-learning/)

⁵⁰ Freire, P. (1972). [Pedagogy of the Oppressed.] (Trans. Myra Bergman Ramos.) New York: Herder.

⁵¹ Robinson, K. (2009). [The Element: How Finding Your Passion Changes Everything.] Penguin.

basic level of intelligence. Mindsets are critically important because they lead to different learning behaviors, which in turn create different learning outcomes. When people change their mindsets and start to believe that they can learn to high levels, they change their learning pathways (Blackwell, Trzesniewski, & Dweck, 2007) and achieve at higher levels.

Students with a fixed mindset are more likely to give up easily, whereas students with a growth mindset are persistent and keep going even when work is hard.... An important study showing the relationship between our beliefs and our brain activity found that when people with a growth mindset made a mistake, they experienced more brain activity than those with a fixed mindset.... The study also found that individuals with a growth mindset had a greater awareness of errors than individuals with a fixed mindset, so they were more likely to go back and correct their mistakes.⁵²

Instilling the principles of “agency” through coursework, Advisory, and the Independent Learning Plan helps students find personal relevance in their work, motivates them to participate actively even in the face of setbacks, and helps them understand how their actions impact themselves and their communities.⁵³

5. ***Learning occurs best when the curriculum is rigorous and instruction is mastery-based, indicative of the high expectations teachers hold for all students and a growth mindset for both students and teachers.*** “People are not born with a given amount of intelligence, which serves as some kind of limit. We each have potentials across the intellectual spectrum.”⁵⁴ We believe that learning best occurs when students are expected to meet high standards for achievement and are supported in their learning with an individualized approach that rejects the notion that “one size fits all.” “During the last decade, research on successful programs for youth at risk of academic failure has clearly demonstrated that high expectations, with concomitant support, is a critical factor in decreasing the number of students who drop out of school and in increasing the number of youth who go on to college.”⁵⁵ To help all students meet our high expectations, we clearly communicate those expectations, and then provide appropriate, individualized support to achieve the stated goals, and meaningful opportunities for students to demonstrate their accomplishments and successes. Our teachers will continuously analyze student achievement data, then scaffold learning and differentiate instruction to lead all students to academic growth and achievement.
6. ***Learning best occurs when the content is meaningful to the daily experiences and realities of the students and integrated in the way disciplines mesh in the “real world.”***⁵⁶ Through project-based learning and interdisciplinary instruction, students are better able to learn to apply creativity and critical higher-order thinking as well as an inquisitive attitude, sensitivity to alternative points of view and to ethical issues, an enlarged perspective, and more original and unconventional thinking.⁵⁷ We believe that learning best occurs when students are self-motivated and inspired to investigate, test, research,

⁵² youcubed. [When You Believe in Yourself Your Brain Operates Differently.] Accessed on August 28, 2021. <https://www.youcubed.org/evidence/believe-brain-operates-differently/>.

⁵³ New Tech Network. New Tech Network Agency Rubrics. Accessed on August 28, 2021. <https://newtechnetwork.org/resources/new-tech-network-agency-rubrics/>

⁵⁴ Chen, J. Q., Moran, S., & Gardner, H. (2009). [Multiple intelligences around the world.] John Wiley & Sons.

⁵⁵ Mehan, H., Hubbard, L., Lintz, A., & Villanueva, I. (1994). [Tracking untracking. The consequences of placing low track students in high track classes.] Santa Cruz, Calif.: National Center for Research on Cultural Diversity and Second Language Learning.

⁵⁶ Ibid.

⁵⁷ Sill, D. J. (2001). [Integrative Thinking, Synthesis, and Creativity in Interdisciplinary Studies.] *The Journal of General Education*, 50(4), 288-311.

create, invent, inquire, and question via hands-on projects that have meaning and relevance for them across disciplines. We believe project-based learning capitalizes on students' natural curiosities and methods of exploring the world around them, reality, self-awareness, and more.⁵⁸ Teachers must also understand what students bring to the classroom. If what students “know and believe is not engaged, learners may fail to grasp the new concepts and information that are taught, or they may learn for purposes of a test but not be able to apply the concepts elsewhere, reverting to their preconceptions outside the classroom. This means that teachers must understand what students are thinking and how to connect with their prior knowledge if they are to ensure real learning.”⁵⁹

At their best, projects can serve numerous purposes. They engage students over a significant period of time, spurring them to produce drafts, revise their work, and reflect on it. They foster positive cooperation, allowing each student to make a distinctive contribution. They model the kind of useful work that is carried out by adults in the wider community. They allow students to discover their areas of strength and engender a feeling of deep involvement or flow, substituting intrinsic for extrinsic motivation.⁶⁰ Perhaps most important, they offer a proper venue in which to demonstrate the kinds of understandings that the student has (or has not) achieved in the regular school curriculum.⁶¹

The Mayacamas College & Career Explorers Program at our partner institutions of higher education will be a unique and exciting example of meshing disciplines and purpose in a single, real-world experience. Giving students the opportunity to experience a college campus or trade school makes the concept of a post-secondary education real—and having students and instructors coach them in their projects integrates the middle school with the College & Career Explorers Program in a unique and memorable way.

7. ***Learning occurs best when school administrators, teachers, and students alike analyze data regularly to monitor progress and adjust strategies accordingly.*** As the co-founders of New Leaders for New Schools wrote, “Principals in the most rapidly improving schools almost always cite data-driven instruction as one of the most important practices contributing to their success.” This observation aligns with research showing that using data in instructional decisions can lead to improved student performance.⁶² By constantly “beginning with the end in mind” through both backwards planning and a constant reflection on data, we can ensure our curriculum is having the desired impact. Quite simply, “What gets measured gets done.”⁶³
8. ***Learning occurs best in a school community where students feel a sense of belonging.*** We believe that learning best occurs in a school that serves as a true hub of the community, fostering a sense of belonging for our adolescent students as well as their families, our staff, and the surrounding community members. Schools should “promote the growth of students as healthy, competent, moral

⁵⁸ Freire, P. (1972). [Pedagogy of the Oppressed.] (Trans. Myra Bergman Ramos.) New York: Herder.

⁵⁹ Darling-Hammond, L. (2008). [Teacher Learning That Supports Student Learning.] Teaching for intelligence, 2(1), 91-100.

⁶⁰ Csikszentmihalyi, M., & Csikszentmihalyi, M. (1990). [Flow: The Psychology of Optimal Experience] (Vol. 1990). New York: Harper & Row.

⁶¹ Chen, J. Q., Moran, S., & Gardner, H. (2009). [Multiple Intelligences Around the World.] John Wiley & Sons.

⁶² Wayman, J. C. (2005). [Involving Teachers in Data-Driven Decision Making: Using Computer Data Systems to Support Teacher Inquiry and Reflection.] Journal of Education for Students Placed At Risk, 10(3), 295-308.

Wayman, J. C., Cho, V., & Johnston, M. T. (2007). [The Data-Informed District: A District-Wide Evaluation of Data Use in the Natrona County School District.] Wohlstetter, P., Datnow, A., & Park, V. (2008). [Creating a System for Data-Driven Decision-Making: Applying the Head of School-Agent Framework.] School Effectiveness and School Improvement, 19(3), 239-259.

⁶³ Schmoker, M. J. (1999). [Results: The Key to Continuous School Improvement.] ASCD.

people...[including] the discourse of responsibility, interdependent sociality, community, and commitment..., the topics that arise in common human experience.”⁶⁴ Our safe, small school environment models is based in cooperative and respectful behavior and is free from bullying, harassment, and physical harm. Students participate in defining the behaviors and values of our community, and SEL education programs like the Stanford Design School’s Wayfinder will give students the opportunity to develop and explore values in a safe and supportive environment.

9. Learning occurs best when ample social-emotional supports are embedded in the instructional program to ensure students of all ability levels have the assistance and resources necessary to be successful. Research findings emphasize the importance of behavioral and social supports. Simonsen and colleagues⁶⁵ conducted a literature review and identified the following practices as evidenced-based: 1) maximize structure and predictability (including using a physical arrangement that minimizes distraction); 2) post, teach, review, monitor, and reinforce expectations (and provide active supervision); 3) use a continuum of strategies to respond to appropriate behaviors (including specific and/or contingent praise, class-wide group contingencies, behavioral contracting, and token economy strategies); and 4) use a continuum of strategies to respond to inappropriate behavior (including error corrections, performance feedback, differential reinforcement, planned ignoring plus praise, and/or instruction of classroom rules, response cost, and timeout from reinforcement strategies).⁶⁶ Most recently, a large-scale study by the University of Chicago showed that schools that prioritized social-emotional development had double the positive long-term impact on students as compared to those that focused solely on improving test scores. And the impact isn’t just social-emotional, with researchers finding higher test scores, higher graduation rates, and higher rates of college attendance among the 168,000 students, 86% low income, who were tracked from 8th grade to graduation.⁶⁷

10. Learning occurs best when technology and the arts are leveraged as important tools for engagement. Research supports the effectiveness of technology as an engagement and retention strategy. One summary of research concludes that the “students like learning with computers and their attitudes toward learning and school are positively affected by computer use” and that “students learn more quickly and with greater retention when learning with the aid of computers.”⁶⁸ Technology also seems effective for low achieving and at-risk student interventions.⁶⁹ Similarly, “arts integration has been shown by several rigorous studies to increase student engagement and achievement among youth from both low and high socioeconomic backgrounds.”⁷⁰

11. Learning occurs best when families are involved in their children’s education and valued as key partners. There is overwhelming evidence that “parent involvement in children’s learning is positively

⁶⁴Noddings, N. (2015). [The Challenge to Care in Schools.] 2nd Edition. Teachers College Press.

⁶⁵ Simonsen, B., Fairbanks, S., Briesch, A., Myers, D., & Sugai, G. (2008). [Evidence-Based Practices in Classroom Management: Considerations for Research to Practice.] Education and Treatment of Children, 351-380.

⁶⁶ Safe & Civil Schools. [Is CHAMPS Evidence Based?] Accessed on August 28, 2021. <http://www.safeandcivilschools.com/research/references/is-champs-evidence-based.pdf>.

⁶⁷ Napolitano, J. (July 18, 2023). “New Study: Schools prioritizing social-emotional learning see strong academic benefits.” The 74. Accessed on July 18, 2023 at <https://www.the74million.org/article/university-of-chicago-study-social-emotional-learning-academics/>

⁶⁸ Noeth, R. J., & Volkov, B. B. (2004). [Evaluating the Effectiveness of Technology in Our Schools.] ACT Policy Report. American College Testing ACT Inc.

⁶⁹ Ibid.

⁷⁰ Catterall, J. S. (2012). [The Arts and Achievement in At-Risk Youth: Findings from Four Longitudinal Studies.] Research Report# 55. National Endowment for the Arts.

related to achievement.”⁷¹ Notably, “A New Wave of Evidence, a report from Southwest Educational Development Laboratory, found that, regardless of family income or background, students with involved parents are more likely to earn higher grades and test scores; enroll in higher-level programs; be promoted, pass their classes, and earn credits; attend school regularly; have better social skills, show improved behavior, and adapt well to school; [and] graduate and go on to postsecondary education.”⁷²

X. WHAT IT MEANS TO BE AN EDUCATED PERSON IN THE 21ST CENTURY

“The sky is not falling today, but it might be in fifteen or twenty years if we don’t change our ways, and all signs are that we are not changing, especially in our public schools.”

--Thomas L. Friedman, *The World is Flat* (2005)

Defining an “educated person in the 21st century” is perhaps more important now than at any time in the past several decades. New technologies and the globalization of the world economy are fueling societal change at a pace unprecedented in human history. The adolescents at Mayacamas will have lived their whole lives with technology that seemed like science fiction when their parents and teachers were adolescents. We have witnessed remarkable change in commonly used technology devices – the so-called “democratization of technology”:

- Digital photos and videos that are available instantly (versus film-based), easily manipulated via software such as Photoshop, and distributed in real time on a global scale via social media such as Facebook (2.8 billion active monthly users), YouTube (6.5 billion videos viewed each day), and Twitter (500 million tweets sent daily);⁷³ and countless websites and blogs – all changing forever the way humans interact on a global scale.
- Search engines such as Google (5.6+ billion searches each day) and Bing (900 million per day)⁷⁴ have dramatically changed the way we access information, including educational content. Where schools once had to diligently replace outdated texts as advances were made in human understanding, today students can access the best thinking in medicine, archeology, astronomy, and an ever-changing economy and political world in real time.
- Personal technology devices including smart phones, Kindles/e-readers, iPads/tablet computers and more have revolutionized the production, distribution and accessibility of news and entertainment content in a dramatic way, shifting the way billion-dollar industries operate.

⁷¹ Vijay, R. (2016). [Parental Involvement and Academic Achievement among High School Students.] *International Journal of Multidisciplinary Research Review*. 5(12).

⁷² Henderson, A. T., & Mapp, K. L. (2002). [A New Wave of Evidence: The Impact of School, Family, and Community Connections on Student Achievement.] *Annual Synthesis*, 2002.

⁷³ Statista. Number of monthly active Facebook users worldwide as of 2nd quarter 2021. Accessed on August 28, 2021.

<https://www.statista.com/statistics/264810/number-of-monthly-active-facebook-users-worldwide/>. Omnicore. YouTube by the Numbers: Stats, Demographics & Fun Facts. Accessed on August 28, 2021. <https://www.omnicoreagency.com/youtube-statistics/>; David Sayce. The number of tweets per day in 2020. Accessed on August 28, 2021. <https://www.dsayce.com/social-media/tweets-day/>.

⁷⁴ Google searches: <https://blog.hubspot.com/marketing/google-search-statistics#:~:text=Google%20doesn't%20share%20its,and%20four%20searches%20each%20day./> ; <https://www.brightedge.com/blog/all-about-bing>

“Of all the areas of life where artificial intelligence will have an impact, the biggest might well be education. This is because learning is so important, and also because current provision often leaves a lot to be desired.”⁷⁵ Indeed, AI has the potential to remake education as we know it. Personalization of learning is one of the most exciting aspects. With AI, teachers can analyze student performance data to create customized lesson plans and assessments that align with each student’s unique strengths and weaknesses. And AI can automate administrative tasks such as grading, freeing up time for educators to focus on other important aspects of teaching. When and how this will happen is up to us, but as Donald Clark says in his book, *Artificial Intelligence for Learning*, “Education is a bit of a slow learner.”

The impact of these changes on early adolescents cannot be overstated. Many young people are not only consuming, but creating, new digital content daily. Youth have access to unimaginable amounts of information at an instant and have come to expect instantaneous access to highly personalized content. By the time these early adolescents are parents themselves, one can only imagine what technological advances will have become ubiquitous. And yet, much has been made of the fact that our educational model is designed for an antiquated age.

A. *The evolution of the New Tech Network, with roots in Napa.* About 20 years ago, a small group of entrepreneurs and educators in Napa began exploring ways to build a different model for learning. Ultimately, they established the New Tech Network (NTN) as a leader in 21st century school design, with an emphasis on project-based learning and the social and emotional skills NTN determined would be critical for success in the evolving 21st century college and the workplace.

In academic, business, and political circles, the call for developing the skills required to compete and succeed in the 21st century has been a topic of discussion for a number of years, and it has a number of names. Career Readiness. 21st-Century Learning. College and Career Ready. Deeper Learning....

*In both college and career, students and employees are increasingly expected to problem-solve, work collaboratively, communicate clearly and consistently, and more. Content mastery is still expected, but knowledge is applied in different ways, often using digital tools. Work is often project-based, and not independent, requiring a different mindset and skill set to achieve goals and move ahead.*⁷⁶

NTN has—through years of experience, expertise, and research—defined the following 21st century workforce-aligned skills that Mayacamas embraces for our students:

- Knowledge and Thinking - The ability to reason, problem-solve, develop sound arguments or decisions, and create new ideas by using appropriate sources and applying the knowledge and skills of a discipline.
- Written Communication - The ability to effectively communicate content knowledge and thinking through writing by organizing and structuring ideas and using discipline appropriate language and conventions.

⁷⁵ Chace, Calum. (2020.) “The Impact of Artificial Intelligence on Education.” Forbes. Retrieved on 9/8/23 from <https://www.forbes.com/sites/calumchace/2020/10/29/the-impact-of-artificial-intelligence-on-education/?sh=6c0526a650df>.

⁷⁶ Larmer, J., Mergendoller, J., & Boss, S. (2015). [Setting the standard for project based learning.] ASCD.

- Oral Communication - The ability to effectively communicate content knowledge and thinking through oral interactions and presentations.
- Collaboration - The ability to demonstrate effective communication, responsibility, initiative, and leadership in order to be a productive member of diverse teams.
- Agency - The ability to reflect on the development of self-management skills, learning habits, and mindsets.⁷⁷



These goals encompass not only our academic and standards-aligned goals for an “educated person,” but also crucial social-emotional skills and knowledge (including self-knowledge) that are imperative to success in today’s modern economy.

⁷⁷ New Tech Network. [Maximizing Student Agency: Implementation of Student-Centered Learning Approaches.] Accessed on August 28, 2021. <https://newtechnetwork.org/resources/maximizing-student-agency-implementation-of-student-centered-learning-approaches/>

As NTN notes, “Agency, and Collaboration, are a piece of nearly every organization’s – both at the college and professional level – definition of social and emotional learning.... The data says that social and emotional learning will be embedded in the modern workforce. Some 97 percent (97%) of employers believe that the development of social and emotional skills is essential for being successful in the modern workforce, according to a study released earlier this year by The Aspen Institute called ‘From a Nation At Risk to a Nation at Hope.’”⁷⁸

The goal of Mayacamas is to provide an environment in which students will develop into confident, self-motivated, competent, productive, and lifelong learners, as well as developing students’ trust, responsibility, respect for self and respect for others. Vested with these 21st century skills and attributes, these students will become responsible young adults. Students will possess the habits, skills, and confidence necessary to succeed in school and beyond, as contributing citizens of the 21st century.

NTN has developed a comprehensive school success rubric that maps the four focus areas:

1. College and Career-Ready Outcomes:

	INITIATING	IMPLEMENTING	REFINING	SUSTAINING	
SHARED PURPOSE	VISION	Build/refine a vision for student success centered on equity and college and career readiness for all students ¹ ; assess alignment of policies and structures to that vision	Implement a process to reflect on the school’s vision and improve the alignment of policies and structures to the vision; begin to build stakeholder support and ownership of the vision	Improve alignment of policies and structures to the school’s vision based on input from key stakeholders; continue to build broad stakeholder support and ownership of the vision	Ownership of the school’s vision is shared among key stakeholders; policies and structures are well-aligned to the vision; processes for ongoing reflection and alignment are in place
	FAMILY AND COMMUNITY PARTNERSHIPS	Develop a shared commitment to building meaningful family and community partnerships that leverage the assets of the community in service of student success	Implement practices that build meaningful family and community partnerships that leverage the assets of the community in service of student success	Refine practices for building meaningful family and community partnerships based on feedback and analysis of data, disaggregated by subgroups	Family and community partnerships are well-established and contribute to the success of students; staff continue to build meaningful partnerships with families and community members
READINESS AND ACCESS	LEARNING OUTCOMES	Establish a shared commitment to a broad set of learning outcomes focused on the knowledge, skills, and mindsets for college and career	Implement a set of learning outcomes across all courses/grade levels focused on the knowledge, skills, and mindsets for college and career	Engage in regular analysis of student progress on the learning outcomes, disaggregated by subgroups to inform targeted supports for students	Targeted supports for students on the learning outcomes are implemented school-wide and continuously improved upon, resulting in growth across all subgroups
	EQUITABLE ACCESS AND INCLUSION	Build a shared understanding of policies and practices to support equitable access and inclusion (de-tracking, restorative discipline, student-led initiatives) ²	Implement policies and practices to support equitable access and inclusion for all students (de-tracking, restorative discipline, student-led initiatives)	Refine policies and practices to support equitable access and inclusion based on analysis of data, disaggregated by subgroups	Policies and practices to support equitable access and inclusion are well-established; staff regularly seeks ways to further support equitable access and inclusion
	COLLEGE AND CAREER READINESS	Build a shared mindset of the importance of ensuring that all students are supported to be prepared, aware, confident, and eligible for college and career ³	Implement age-appropriate strategies and structures to support all students to be prepared, aware, confident, and eligible for college and career; begin to track key academic readiness indicators	Refine strategies and structures to support all students to be prepared, aware, confident, and eligible for college and career; disaggregate data by subgroups to identify targeted supports for students	Strategies and structures for supporting all students to be prepared, aware, confident, and eligible are well-established and continuously improved upon; evidence of closing gaps between subgroups

2. Supportive and Inclusive Culture:

	INITIATING	IMPLEMENTING	REFINING	SUSTAINING	
STUDENT CULTURE	CONNECTEDNESS AND BELONGING	Create a shared commitment to fostering a relationship-rich environment focused on connectedness and belonging ⁴	Implement culture practices that support a relationship-rich environment focused on connectedness and belonging	Refine culture practices to further support a relationship-rich environment focused on connectedness and belonging	All subgroups report a sense of connectedness and belonging; effective practices implemented school-wide and continuously improved upon
	CULTURALLY AFFIRMING	Build a shared commitment to affirm the cultural identities of students and cultivate understanding of the diverse identities of others ⁵	Implement culture practices that affirm the cultural identities of students and cultivate understanding of the diverse identities of others	Refine culture practices to further affirm the cultural identities of students and deepen understanding of the diverse identities of others	All subgroups report feeling their identities are affirmed; effective practices implemented school-wide and continuously improved upon
	LEARNING COMMUNITY	Build a shared commitment to cultivating a learning community focused on collaboration and student voice	Implement culture practices that foster a learning community focused on collaboration and student voice	Refine culture practice to foster a learning community focused on collaboration and student voice based on student feedback and needs	All subgroups report a sense of a learning community; effective practices implemented school-wide and continuously improved upon
	SOCIAL EMOTIONAL WELL-BEING	Establish a shared commitment to supporting the social emotional well-being of all students ⁶	Implement culture practices that support the social emotional well-being of all students	Refine culture practices that support students’ social emotional well-being based on student feedback and needs	Effective practices for supporting students’ social emotional well-being are implemented school-wide and continuously improved upon

⁷⁸ Ibid.

ADULT CULTURE	ASSET-BASED MINDSETS	Establish a shared commitment to an asset-based mindset and belief that all students can achieve at high levels; begin to build internal awareness and empathy ⁷	Support the development of an asset-based mindset and the belief that all students can achieve at high levels; build internal awareness and empathy	Refine strategies that support an asset-based mindset and the belief that all students can achieve at high levels; deepen internal awareness and empathy	Staff consistently demonstrates an asset-based mindset and belief that all students can achieve at high levels; continue to deepen internal awareness and empathy
	SUPPORTIVE ENVIRONMENT	Establish a shared commitment to a supportive environment focused on relational trust ⁸ , risk-taking, and collaboration in service of student success	Implement practices for a supportive environment focused on relational trust, risk-taking, and collaboration in service of student success	Refine practices to continue to build a supportive environment based on staff feedback and needs	Practices for a supportive environment are well-established and continuously improved upon; staff report high levels of support and satisfaction
	PROFESSIONAL GROWTH	Build a shared commitment to support both individual growth and shared learning ⁹	Implement practices and structures to support both individual growth and shared learning	Refine practices and structures to support individual growth and shared learning based on the needs of the staff	Practices and structures for individual growth and shared learning are well-established; all staff demonstrate growth
	SHARED LEADERSHIP	Establish the need for shared leadership ¹⁰ across the school to increase responsibility for student success, including a focused leadership team	Implement structures and processes to support shared leadership across the school; a focused leadership team establishes and reflects on school goals	Refine structures and processes to support shared leadership; begin to build internal capacity to onboard new staff and continue to set and reflect on school goals	Opportunities for shared leadership are well-established, including an effective and focused leadership team and the capacity to onboard new staff

3. Meaningful and Equitable Instruction

	INITIATING	IMPLEMENTING	REFINING	SUSTAINING	
INSTRUCTION	PROJECT/PROBLEM-BASED LEARNING	Build a shared understanding of the role of project/problem-based learning to support deep learning rooted in inquiry; develop a shared commitment to school-wide implementation ¹¹	Design and implement project/problem-based learning to support deep learning rooted in inquiry across all core disciplines/grade levels; consider interdisciplinary learning opportunities	Refine project/problem-based units and tasks based on collaborative analysis of student work and task quality; deepen implementation of projects/problems across the school	Project/problem-based learning is deeply embedded as the core instructional approach school-wide, and projects/problems continue to improve in quality
	LEARNER-CENTERED PRACTICES	Develop a shared commitment to learner-centered practices that are responsive to student needs, actively support growth on learning outcomes, and foster positive academic self-concept ¹²	Implement learner-centered practices across all courses/grade levels; begin to embed practices within projects to be responsive to student needs, scaffold growth on learning outcomes, and foster positive academic self-concept	Refine the use of learner-centered practices as the approach to daily instruction within projects to improve responsiveness to student needs, scaffold growth on learning outcomes, and foster positive academic self-concept	Learner-centered practices are well-established as the approach to daily instruction within projects - with evidence of improved responsiveness, growth on learning outcomes, and positive academic self-concept
	CULTURALLY RESPONSIVE AND SUSTAINING PRACTICES	Build a shared understanding of students' cultural assets to build on and sustain; audit curriculum to identify whether materials represent diverse voices, especially those of historically marginalized groups; build an understanding of how to support students to analyze local or global issues from a variety of perspectives ¹³	Implement practices that build on and sustain students' cultural assets; include diverse resources with an emphasis on centering the joy and experience of historically marginalized groups; provide age-appropriate opportunities for students to analyze local or global issues from a variety of perspectives and engage in positive change	Refine practices to further build on and sustain students' cultural assets; regularly embed diverse resources that center the joy and experience of historically marginalized groups in projects; refine age-appropriate opportunities for students to analyze local or global issues from a variety of perspectives and engage in positive change	Students across all subgroups report feeling their cultural assets are valued and sustained; evidence of students able to understand diverse experiences and perspectives, as well as the ability to analyze local or global issues and engage in positive change
LITERACY	ELEMENTARY LITERACY	Audit literacy curriculum and practices to ensure alignment with a focus on foundational literacy school-wide and space for PBL implementation ¹⁴	Implement research-based literacy practices school-wide; focus on foundational literacy (phonics) alongside projects and scaffold literacy performance tasks within projects	Refine literacy practices based on analysis of student work; adapt curriculum to further embed and support literacy within projects	Evidence of improvement across all subgroups in literacy and students being on-track to leave ready to produce middle school level work
	SECONDARY LITERACY	Build commitment to supporting disciplinary literacy skills school-wide ¹⁵ ; audit literacy curriculum to ensure alignment with PBL and support of foundational skills as needed	Implement project-embedded disciplinary literacy tasks school-wide; support foundational literacy skills as needed	Refine disciplinary literacy tasks and implement scaffolding based on analysis of student work; continue to support foundational literacy skills as needed	Evidence of improvement across all subgroups in literacy and students being on-track to graduate ready to produce college-level work

4. Purposeful Assessment

	INITIATING	IMPLEMENTING	REFINING	SUSTAINING	
ASSESSMENT	FORMATIVE	Establish a shared understanding of assessment practices that inform teacher instruction and emphasize student growth, including the use of rubrics to assess growth on the learning outcomes ¹⁶	Implement equitable assessment and grading practices that inform teacher instruction and emphasize student growth; begin to use rubrics to assess growth on the learning outcomes	Refine assessment practices to increasingly inform teacher instruction and emphasize student growth; refine the use of rubrics and calibrate staff on learning outcome rubric indicators	Assessment practices that inform teacher instruction and emphasize growth are consistently implemented and continuously improved upon; use of rubrics is well-established
	ASSET-BASED FEEDBACK	Build a shared commitment to asset-based feedback ¹⁷ that builds student strengths and provides opportunities for growth on learning targets	Implement asset-based feedback practices that build on student strengths and provides opportunities for growth on learning targets	Refine asset-based feedback practices to further build on student strengths and support student growth on learning targets	Asset-based feedback practices are consistently implemented and continuously improved upon; evidence of students using feedback to improve
	EQUITABLE GRADING	Establish a shared understanding of equitable grading practices that are transparent, support student growth, and help to build intrinsic motivation	Implement equitable grading practices that are transparent, support student growth, and help to build intrinsic motivation	Refine grading practices to increasingly support student growth and intrinsic motivation	Equitable grading practices are consistently implemented across all courses/grade levels with evidence of improved intrinsic motivation in students
	PERFORMANCE-BASED	Develop a shared commitment to the use of varied performance assessments that allow students to demonstrate learning and progress towards college and career readiness	Implement curriculum embedded and varied performance assessments that allow students to demonstrate learning and progress towards college and career readiness	Create system for students to demonstrate learning and growth towards college and career readiness (portfolios, senior projects, defenses, student-led conferences)	A system for students to demonstrate learning and growth towards college and career readiness is well-established and continuously improved upon

XI. MAYACAMAS WILL HAVE ESTABLISHED GOALS FOR ENABLING STUDENTS TO BECOME AND REMAIN SELF-MOTIVATED, COMPETENT, AND LIFELONG LEARNERS.

The program at Mayacamas has been carefully designed to develop students to be self-motivated and competent, who view themselves as life-long learners:

- Self-motivated learners: Research has found that three elements are needed for students to be self-motivated: autonomy (or agency), mastery, and a sense of purpose.⁷⁹ Through our student-centered differentiated, hands-on instruction, (autonomy/agency) students come to understand that they can achieve and can experience the rewards and confidence that come with achievement (mastery). As students develop confidence in their own abilities they approach learning enthusiastically, for their own benefit and the benefit of others (purpose), fostering an authentic self-motivation to learn.
- Competent learners: Through “backwards design” and a continuous focus on student achievement data, teachers ensure that learning objectives are met by students. Students are asked to reflect on their own learning, helping them gain understanding of the way they learn best. Students who can effectively express how they learn best can “own” their education and be successful and enthusiastic life-long learners. This data and growing understanding are reflected in the Individual Learning Plan.
- Life-long Learners: Beyond mastering specific skills and facts, students learn how to learn. Student learning is structured in the context of real-world scenarios with meaningful context for the individual learners. In this way, students actively participate in their own learning, seeing the relevance and applications of their education and their daily lives. Thus, well beyond the mastery of specific skills and knowledge, students at Mayacamas develop a lifelong ability to continue to learn.

Our students will have the kind of foundation that will serve them well in high school, college, and beyond.

XII. THE MAYACAMAS ANNUAL GOALS AND ACTIONS WILL ACCOMPLISH THE GOALS REQUIRED BY CALIFORNIA EDUCATION CODE SECTION 47605.6(B)(5)(A)(II)

Mayacamas will pursue the following outcome goals, based on the state priorities detailed in California Education Code § 52060(d). Student performance in relation to the goals will be measured by multiple and varied summative and formative assessments that are aligned to state and federal standards (including Common Core) and reflect proficiency measures required by the California Assessment of Student Performance and Progress (CAASPP)/SMARTER Balanced Assessments, as well as state priorities detailed in California Education Code § 52060(d).

A. Goals and Corresponding Actions towards Achievement. The following chart details the school’s goals as of this petition submission, for all students (including statistically significant subgroups) pursuant to California Education Code § 52052, for each of the eight (8) state priorities identified in California Education Code § 52060(d), including specific annual actions the school will take to achieve each of the identified annual goals. Mayacamas’ stakeholders will engage in a collaborative process each year to prepare/update an annual Local Control and Accountability Plan (LCAP) as a basis for prioritizing allocation of funds. The following is intended to be illustrative of the goals and actions Mayacamas anticipates at this time.

Performance Goals	Indicators	Expected Outcomes
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⁷⁹ Pink, D. H. (2011). [Drive: The surprising truth about what motivates us.] Penguin.

<p>GOAL #1: Core academic achievement: Students will demonstrate growth in English language arts (ELA) and math and mastery of California standards in math, ELA, and science; English Learners (EL) will demonstrate progress in English language mastery and achieve reclassification. State priorities 2, 4, 8.</p>	<p>NWEA MAP (growth in math, ELA) CAASPP SB (achievement in math, ELA) CAASPP CAST (achievement in science) ELPAC (EL progress in ELD) EL reclassification rate</p>	<p>CAASPP scores, EL progress, and EL reclassification rates will equal or exceed statewide averages for all students and sub-groups. >75% of students will meet/exceed learning growth fall-to-spring goals on MAP.</p>
<p>Goal 1, Action 1 Targeted curriculum and instruction. Mayacamas will take the actions detailed below to ensure the following:</p> <ul style="list-style-type: none"> • standards-aligned, appropriate instruction in math resulting in students’ ability to fluently and accurately solve mathematical problems, apply mathematical reasoning, and explain their thinking at grade level; • standards-aligned, appropriate instruction in English language arts resulting in students’ ability to read and comprehend grade-level fiction and non-fiction text, apply logic and reasoning to arguments, and express their thoughts accurately and concisely at grade level; • standards-aligned, appropriate designated and integrated instruction in English language development resulting in all English learners’, including LTEL, growth in reading, writing, speaking, and listening in English; • standards-aligned, appropriate instruction in science resulting in students’ mastery of grade-level concepts in biology, earth science, and physical science. <p>(1)1.1 Staffing: Using competitive salary/benefit packages and allowing for significant preparation and collaboration time, Mayacamas will attract, hire, and retain sufficient highly qualified staff to maintain lower-than-state-average class sizes to best serve English Learners, Foster Youth, and students from low-income families.</p> <p>(1)1.2 Professional development: Mayacamas will add professional development days to the calendar for staff who deliver instruction and support and ensure that the training offered meets program and staff needs and state requirements, specifically including</p> <ul style="list-style-type: none"> • Strategies for integrated English language development • Design and implementation of appropriate, standards-based projects (New Tech Network) • Use of instructional software specific to the appropriate discipline and grade level • Use of tutoring software generalized for all/multi-disciplines (e.g., tutor.com) and specialized for specific disciplines (e.g., Khan Academy.) <p>Diversity, equity, inclusion, focusing on social-emotional well-being and maximizing academic success for all students</p> <p>Age appropriate reading skills through membership in NCOE Literacy for All project.</p>		

(1)1.3 Curriculum and instruction: Using whole class, small number, and individual grouping, provide high-quality, research-based, standards-based, grade-level instruction utilizing appropriate, standards-based materials, equipment, and supplies.

- Instruction: using high-impact instructional strategies, teachers will offer MTSS level 1 differentiated instruction to maximize student learning, especially for foster youth, English learners, and low-income students.
- Intervention: Using research-based, tiered interventions, such as tutoring, small group coaching, and individual support, Mayacamas will provide additional MTSS level 2 & 3 support for students who are under-achieving or under-performing, with foster youth, English learners, and low-income students given first priority.
- Acceleration/challenge: Acceleration/challenge will be offered through grade level advancement (math), project adjustment (all disciplines), and, as available, dual enrollment, with foster youth, English learners, and low-income students given first priority.

English language development: Curriculum, instruction, and support—both integrated and designated—will be individually crafted to maximize student growth in English language skills for all ELs and especially LTELs.

(1)1.4 Books, software, hardware, materials, and supplies: Mayacamas will provide all instructional materials and supplies for instruction staff, administrators, and students.

Goal 1, Action 2. Targeted learning assessment system. Mayacamas will take the following actions to ensure that a comprehensive assessment system of targeted learning provides the data needed to maximize student achievement and performance.

2.1 Data analysis; plan development and implementation. Staff will have specific collaborative time to analyze assessment data and determine appropriate responses for

- schoolwide data
- grade/class level data
- individual student data.

Results will be captured in adjustments to schoolwide actions during the year and in the LCAP for the following year

- classroom curricular and instruction strategies during the year
- student ILPs and intervention plans/activities.

2.2 Professional development. Mayacamas will provide professional development in administration and results interpretation for specific curricula/intervention program assessments, e.g., Teach to One, Hampton-Brown Inside, etc.;

- formative assessments, e.g., NWEA MAP and Smarter Balanced Interim Assessments;
- summative assessments, e.g., CAASPP, CAST, ELPAC, reclassification data;
- project assessment (New Tech Network); and
- in-house universal screeners and survey tools

to enhance teachers' ability to review school-wide, class-specific, and individual performance data to monitor progress, guide practice, develop differentiated strategies, and make decisions regarding instruction, intervention, and acceleration/challenge.

2.3 Program materials: Purchase/access assessment materials, including NWEA MAP, Smarter Balanced Interim Assessments, and other tools, as needed.

Performance Goals	Indicators	Expected Outcomes
<p>GOAL #2: Student engagement and climate: Positive student engagement and an inclusive school climate will support academic success and be reflected in student outcomes for attendance, chronic absenteeism, suspension, expulsion, and drop-out rates, an awareness of college/career options, and an increasing sense of student connectedness. This goal addresses state priorities 5, 6, and 8.</p>	<p>Chronic Absenteeism Rate Attendance Rate Dropout Rate Suspension Rate Expulsion Rate CHKS - specific elements</p>	<p>Mayacamas rates will be equal to or less than the statewide average for grades 6-8 for Chronic absenteeism Dropout Suspension Expulsion The attendance rate will be >94%. Positive responses on selected CHKS items of school connectedness and safety will be > that those of similar grade students in other public schools in the geographic target area.</p>
<p>Goal 2. In addition to providing engaging curriculum and instruction, as described in Goal 1, Mayacamas will take the following actions to increase student engagement in school, enhance student personal, social, and emotional well-being, provide age-appropriate college/career awareness and experience, and ensure a safe and inclusive school environment.</p> <p>(2)1: Advisory/Wayfinder curriculum/counseling Students will meet in Advisory daily to build strong bonds of trust within a small group of peers and with a trusted adult, creating a powerful social dynamic and allowing for personal and social growth. The Wayfinder curriculum will be used primarily in Advisory to help students learn who they are, using a series of assessments and activities to build connections, develop a sense of self, find their voice, establish a sense of belonging, understand the value of self, and accept oneself and others. In addition to Advisory, the Wayfinder principles will be highlighted in all-school activities and events to help build the positive school culture. Counseling on topics of need will be provided for small groups. Individuals will be provided with an initial counseling, followed by referrals, as indicated. Foster youth, low-income students, and English learners will be given priority.</p>		
<p>(2)2: Individual learning plan: The ILP creates equitable, student-centric learning, and behavior management. Students will, with teacher support, develop a plan including goals for their areas of strength and challenges, thus allowing them to work on academic areas where they are underperforming, as well as plan work on passion projects. Students meet individually with their advisor at least monthly to review their progress toward meeting their goals, determine which strategies they are using are successful and which need to be abandoned or tweaked, and to recommit to or adjust the goals.</p>		

<p>Student-led conferences twice/year provide students a voice to discuss their progress with their parents.</p>		
<p>(2)3: MTSS/PBIS Clear expectations for student behavior will be articulated in the Student-Parent Handbook and discussed in depth in Advisory. Individual student goals for behavioral management will be included in the ILP. MTSS/PBIS will be agendaized at all regular staff meetings to ensure all students needing behavioral interventions are supported. Student Support and Progress Team (SSPT) meetings with students (and parents/guardians, if needed) will focus on improvement plans for students who are underperforming in behavioral management.</p>		
<p>(2)4: Pro-active attendance monitoring and response Attendance will be taken in Powerschool each class period. Families will receive daily notice of absence and tardies. Powerschool will be set to flag students at absence levels 5, 8, and 10 days with appropriate letters sent; after 10 days absent, additional strategies will be used after each absence to alert families of the problems in issues at stake. Additional support from advisors and the SSPT will help students who near the mark of being chronically absent and their families to determine potential solutions to root problems. Consideration of short-term independent studies to address attendance issues.</p>		
<p>(2)5: The Mayacamas College & Career Explorers Program Mayacamas will partner with 2-year and 4-year colleges and trade schools to provide students with multi-day, on-campus, immersive experiences. Faculty will develop interdisciplinary projects appropriate for the College & Career Explorers Program. Partner organizations will provide opportunities for students to experience post-secondary education, working with organization staff and students.</p>		
Performance Goals	Indicators	Expected Outcomes
<p>GOAL #3 Infrastructure for student success: Student success will be supported by a sound basic academic and physical infrastructure, a focus on state standards, assignment of appropriately credentialed teachers, an emphasis on family engagement/involvement, and access to a broad array of courses to meet student needs.</p>	<p>Family involvement and parent participation. Teachers appropriately credentialed for their assignments. Access to standards aligned instructional materials. Access to a broad course of study provided to all students. Facilities in good repair.</p>	<p>>90% of families/parents are involved annually. All teachers are appropriately credentialed for their assignments. All students have access to standards-aligned instructional materials. All students have access to a broad course of study. All facilities are maintained in good repair.</p>

This goal reflects state priorities 1, 2, 3, and 7.		
<p>3.1 Promote equitable family involvement. Comprehensive family engagement will be sought through</p> <ul style="list-style-type: none"> special outreach to families not previously involved in school activities, groups robust parent advisory groups, including ELAC and the School Site Council, to support engagement and partnership with all families student-led conferences student work exhibitions and demonstrations regular school-home communications in English and Spanish warm and welcoming school and bilingual office culture regular parent surveys (English/Spanish) parent education workshops, including a series on accessing online information on student progress, attendance, etc. opportunities (no requirement) for on-site and remote volunteer service regular family involvement activities, including Back-to-School Night monthly cafecitos with the Head of School informative, up-to-date school website in English and Spanish referrals to outside agencies for various support services. 		
<p>(3)2 Provide a broad course of study. The Mayacamas broad course of study—using standards-based curriculum, appropriate materials/resources, and project-based learning, where applicable—will include instruction in the targeted disciplines (ELA, math, EDL, science; see Goal 1) in addition to the following for each year, grades 6-8:</p> <ul style="list-style-type: none"> Social studies Physical education/health Visual & performing arts College/career awareness & readiness <p>Additional options may be available through children’s theater, dual-enrollment, and other community programs.</p>		
<p>(3)3 Provide access to standards aligned instructional materials. As a matter of policy, Mayacamas will provide standards-aligned instructional materials to all students in all courses.</p>		
<p>(3)4 Assign appropriately credentialed teachers. In a normal school year, Mayacamas will</p> <ul style="list-style-type: none"> Initiate hiring outreach in December/January Solidify # of teachers needed based on teacher retention, student intent to return, and student lottery in February Initiate contract offers in February/March Secure credential documentation and make assignments in April 		
<p>(3)5 Provide appropriate facilities in good repair. Mayacamas will rent appropriate facilities and ensure that they are maintained in good repair.</p>		

XIII. TENETS OF THE MAYACAMAS INSTRUCTIONAL DESIGN

The following provides additional detail regarding Mayacamas’ educational philosophies and instructional methodologies. To be clear, instruction at Mayacamas starts first with the state standards, including the California Common Core State Standards (CA CCSS), Next Generation Science Standards (NGSS), and

the frameworks for instructional design in the various disciplines, all of which drive the creation of lesson plans and the assessment of both student and teacher achievement.

Foundational to our instructional design are effective teachers and involved parents. These two elements are discussed first, as they are key to the success of the entire instructional design.

Following the foundational elements, the description is divided into 2 sections: the instructional design for in-person classroom instruction and the design for short-term independent study. Within each section, we discuss instructional pedagogy and instructional support structures.

A. Instructional design: Foundational Elements

1. Foundational Element 1—Effective teachers.

No instructional design or curriculum will result in strong student outcomes without effective teachers to implement the program. Our program is grounded in the following key principles of learning that have emerged from extensive research on effective teaching:

- Effective teachers create ambitious and meaningful tasks that reflect how knowledge is used in the field.
- Effective teachers engage students in active learning, so that they apply and test what they know.
- Effective teachers draw connections to students' prior knowledge and experiences.
- Effective teachers diagnose student understanding to scaffold the learning process step by step.
- Effective teachers assess student learning continuously and adapt teaching to student needs.
- Effective teachers provide clear standards and constant feedback.
- Effective teachers encourage strategic and meta-cognitive thinking so that students learn to evaluate and guide their own learning.⁸⁰

Linda Darling-Hammond states "the single most important determinant of student achievement is the expertise and qualifications of teachers."⁸¹ Mayacamas will ensure our teachers have ample time and resources to engage in professional development and collaborative planning to expand their own teachings and learn "best practices" with their peers within and across grade levels. Mayacamas will provide a complete program of staff development that includes a comprehensive professional development (PD) program, purposeful teacher evaluations that incorporate a myriad of reflection points, and continuous support and mentoring for all.

PD and collaborative planning time will be extensive at Mayacamas, with approximately ten days in the first-year summer, three non-student PD days within the school year after benchmark assessments and five days at the end of the school year to debrief and plan for the upcoming year.

⁸⁰ Darling-Hammond, L. (2008). [Teacher Learning That Supports Student Learning.] *Teaching for intelligence*, 2(1), 91-100.

⁸¹ Darling-Hammond, L. (1997). [Doing What Matters Most: Investing in Quality Teaching.] National Commission on Teaching & America's Future, Kutztown Distribution Center, 15076 Kutztown Road, PO Box 326, Kutztown, PA 19530-0326.

An additional two hours every Wednesday following “early release” of students will allow for specialized PD, as well as collaboration time. (See section on Professional Development later in Element I for more details.) All PD will be driven by data that is regularly gathered from student results on testing (gradebook, NWEA MAP, CAASPP/CAST, online assessments), leadership observations of teachers (formal observations and walkthroughs), and teacher surveys. School leaders will use the results to determine the focus of the upcoming PD; when a new strategy is introduced in classrooms, teachers will analyze student test results and student work samples in the upcoming PDs to determine next steps. Teachers will be trained in analyzing student data to create learning targets and assessments aligned to those learning targets. They will be taught how to determine levels of understanding on learning targets in project-based learning through the use of rubrics to identify content and skills needed by students to show mastery.

Our partners at NTN will provide focused PD on developing PBL and SEL lessons, provide coaching to our teachers and school leader, and provide extensive resources based on their decades of experience. If and where feasible, we will explore collaborations with Napa Junction Elementary School and New Tech High School in Napa, both NTN model demonstration sites, to learn from their experience and customize programs to meet countywide needs; teachers will also have access to teaching staff and administration at other NTN schools throughout the global network.

Teachers, meeting frequently in Professional Learning Communities (PLCs), will review individual, sub-group, whole class, and whole school student achievement data to inform their teaching and ensure they are meeting specific needs of individual students. Mayacamas teachers will be encouraged to continuously learn themselves as they seek to ensure that each and every Mayacamas student is pursuing mastery of standards-aligned materials. Grade level PLCs will meet weekly during common planning time to discuss individual students, review data, and collaboratively plan PBL and other curriculum and assessments.

Last, full-time teachers will have one ninety (90) minute class period to prep each day.

Mayacamas will ensure all teachers are prepared and mission driven as a result of our thoughtful and methodical hiring process. Mayacamas will recruit and hire middle-school teachers who understand adolescents, the theory and practice of middle and higher-level education, the curriculum they teach, and effective learning and assessment strategies. Mayacamas teachers will undergo specific teacher preparation before entering the classroom and continuous PD as they pursue their careers. (See Teacher Recruitment and PD discussions.)

2. Instructional design: Foundational Element 2—Engaged parents.

When the U.S. Department of Education focused their research on 4th grade reading comprehension, researchers found, after eliminating confounding variables, a 44-point gap in scores still existed between students with significant parent involvement and students without.⁸² Additionally, small schools like Mayacamas are more likely to encourage parental involvement.⁸³ Mayacamas will seek

⁸² Cotton, K. (1998). [Education for Lifelong Learning: Literature Synthesis.] Research You Can Use: Lifelong Learning Series, Booklet 5.

⁸³ Cotton, K. (1996). [Affective and Social Benefits of Small-Scale Schooling.] ERIC Digest.

to establish strong home-school connections and an engaged family community through the following strategies:

- Engage parents in a series of relevant and interesting workshops related to their child’s success, with parent education workshops held monthly during the school year. Workshops may include topics such as adolescent development, positive communication skills, supporting academic progress at home, career exploration, and college readiness/awareness (A-G requirements, financial aid, etc.).
- Host Orientation, Back-to-School Night, student-led parent-teacher conferences (twice per year), and celebrations of learning.
- Host monthly cafecitos with the Head of School for parents/guardians to informally ask questions and discuss school life.
- Maintain a school website in English and Spanish as a communication tool for the community.
- Offer a monthly newsletter in hardcopy, available in both English and Spanish, to communicate critical information for parents and families that will supplement the website content.
- Establish a School Site Council with parent-elected reps per grade, English Learner Advisory Council (when >20 EL students are enrolled) and encourage parents to participate.
- Offer parents interesting and widely varied opportunities to support the Mayacamas College & Career Explorers Program.
- Encourage parent voice in annual surveys and reflection/goal setting activities as part of the LCAP process.
- Invite parents to volunteer in school life (never required) in fundraising, field trips, office work, career day presentations, etc.
- Maintain Powerschool with real-time data on student’s grades, attendance, etc.
- Provide tech support for parents as a part of other meetings and as stand-alone workshops.
- Offer referrals for families to outside partner agencies for various supports (e.g., counseling, food, housing, emergency assistance.)
- Survey parents/guardians (and students) at least once annually to gauge their satisfaction with Mayacamas and the home-school connection.

B. Instructional design—Classroom instruction: instructional pedagogy.

Mayacamas will employ various methodologies to ensure our students master the content standards, such as:

- Project-based and problem-based learning
- Student-centered, personalized learning, and the Individual Learning Plan
- Understanding by Design
- UDL
- Marzano’s highly effective instructional strategies
- High expectations
- Data-driven differentiation
- GLAD and SDAIE strategies

- Culturally Responsive Teaching

We provide additional detail below.

1. **Classroom instruction: instructional pedagogy (1) Project- and problem-based learning.** At Mayacamas, students will constantly work to understand the “real world” connection to their learning. Connecting content to the real world helps “foster a brain-based, developmentally appropriate learning environment,” which can be achieved via experiences that involve “real life, ‘hands-on,’ thematically based activities that [are] oriented to solving problems.”⁸⁴ Through project-based and problem-based learning opportunities, students will apply their learning to “real world” scenarios in a way that fosters deeper understanding and meaning.

By using the context of their own experience, students will develop the motivation and critical skills necessary to exceed in high school, college, and beyond. If what students “know and believe is not engaged, learners may fail to grasp the new concepts and information that are taught, or they may learn for purposes of a test but not be able to apply them elsewhere.... This means that teachers must understand what students are thinking and how to connect with their prior knowledge if they are to ensure real learning.”⁸⁵ According to a report concerned with the rate of high school dropouts,⁸⁶ an overwhelming 81% of students said that more real-world learning would have helped them stay in school.

“[PBL] is at the heart of our instructional approach. In PBL, learning is contextual, creative, and shared. Students collaborate on meaningful projects that require critical thinking, creativity, and communication for them to answer challenging questions or solve complex problems. By making learning relevant to them in this way, students see a purpose for mastering state-required skills and content concepts. Students aren’t just assessed on their understanding of academic content, but on their ability to successfully apply that content when solving authentic problems. Through this process, project-based learning gives students the opportunity to develop the real life skills required for success in today’s world.”⁸⁷

Project-and problem-based learning capitalizes on students’ natural curiosities and methods of exploring the world around them, reality, self-awareness and more.⁸⁸ Through hands-on, engaging project-based learning model that emphasizes critical thinking and problem-solving abilities crucial in today’s global workforce, Mayacamas students will debate, create, and demonstrate their learning in active ways throughout the day, working both collaboratively and individually. Mayacamas students will engage in cooperative tasks in

⁸⁴ Rushton, S. P., Eitelgeorge, J., & Zickafoose, R. (2003). [Connecting Brian Cambourne's Conditions of Learning Theory to Brain/Mind Principles: Implications for Early Childhood Educators.] *Early Childhood Education Journal*, 31(1), 11-21.

⁸⁵ Darling-Hammond, L., et al (2015). [Powerful Learning: What We Know About Teaching for Understanding.] John Wiley & Sons.

⁸⁶ Bridgeland, J. M., Dilulio Jr, J. J., & Morison, K. B. (2006). [The Silent Epidemic: Perspectives of High School Dropouts.] Civic Enterprises.

⁸⁷ Greenville Early College. About New Tech. Accessed on August 28, 2021.

<https://www.greenville.k12.sc.us/ec/main.asp?titleid=newtech#:~:text=In%20PBL%2C%20learning%20is%20contextual,questions%20or%20solve%20complex%20problems.&text=New%20Tech%20Network%20schools%20also%20use%20Problem%2Dbased%20learning>

⁸⁸ Freire, P. (1972). [Pedagogy of the Oppressed.] (Trans. Myra Bergman Ramos.) New York: Herder.

which each student can make a distinctive contribution as students remain engaged for significant periods of time drafting, reworking, and reflecting on the final product. They also learn organizational skills, like how to break down a project into smaller segments and how to set a schedule for getting the tasks done. Project-and problem-based learning models the type of work students will carry out after the completion of school, substituting intrinsic for extrinsic motivation,⁸⁹ and offering a venue in which to demonstrate the kinds of understandings that the student has (or has not) achieved in through the regular school curriculum.⁹⁰ Through project-based learning and interdisciplinary instruction, students will better use creativity, master critical higher order thinking, and develop an inquisitive attitude, sensitivity to alternative points of view and to ethical issues, an enlarged perspective, and more original and unconventional thinking.⁹¹

In collaboration with NTN experts, Mayacamas faculty will collaboratively plan interdisciplinary projects that cross subject lines. In our alternating block schedule, Math and Science will be on the same day, and ELA and History/Social Science will be on the same day, allowing for natural flow between these classes. With 90-minute block periods, students have a longer period of time in which explore a task deeply, conduct experiments, build models, engage in research, discuss and debate, make mistakes and try again. Students' real-world projects, science experiments, annual Mayacamas College & Career Explorers Program for an in-depth project, and other activities will require problem solving, critical thinking, and active engagement in group and classroom discussion about the concepts they are learning. With project- and problem-based instruction, Mayacamas will transform the learning environment from a system of teacher output and student input to a self-directed learning environment in which teachers are facilitators and students are learners and doers.

NTN embraces the following practices to maximize the success of PBL:

- (i) Structured scaffolding: Much of the supporting instruction within a project is based on the premise that students should receive direct support when they need it. Students are provided tools to help them identify their learning needs, after which they request workshops to help them address those needs often through some direct instruction provided by a teacher. Again, this puts the students in charge of their learning.
- (ii) Embedded assessment of all outcomes: The instructional model for NTN schools is designed to help students develop the knowledge and skills represented in all the NTN outcomes. To fully support that development, intentional scaffolding and assessment of each outcome is embedded throughout the curriculum. Students experience these embedded assessments directly in each project.
- (iii) Community Connections: New Tech Network teachers work at building connections to experts and organizations in their community that will bring greater meaning and

⁸⁹ Csikszentmihalyi, M., & Csikszentmihaly, M. (1990). [Flow: The Psychology of Optimal Experience] (Vol. 1990). New York: Harper & Row.

⁹⁰ Gardner, H. E. (2008). [Multiple Intelligences: New Horizons in Theory and Practice.] Basic books.

⁹¹ Sill, D. J. (1996). [Integrative Thinking, Synthesis, and Creativity in Interdisciplinary Studies.] *The Journal of General Education*, 45(2), 129-151.

authenticity to their PBL or PrBL curriculum. The partnership with area colleges and institutions of higher education for the PBL experience exemplifies the types of community connections Mayacamas will build to enhance the real-world projects. Not only does this increase student engagement, but having an external coach and/or evaluator of student work can also help place the teacher into the role of guide, allowing students to see them as partners who can help them address meaningful tasks.

- (iv) Problem-based-learning (PrBL): In some subjects, such as math and languages other than English, PrBL is the best way to incorporate “real life” scenarios into the curriculum. PrBL utilizes similar inquiry practices as PBL, but on a smaller time scale. This allows students to see the content in multiple contexts and provides them with frequent opportunities to model and make sense of the content.⁹²

2. **Classroom instruction: instructional pedagogy (2) Student-centered, personalized learning, and the Individual Learning Plan.** Jean Piaget famously defined different stages of cognitive development and described how children “construct” meaning (what we today call “constructivist” theory or “constructivism”) and the mental models, or schemas, they use to “make sense of things.”⁹³ In a student-centered approach like we will employ at Mayacamas, a single classroom inevitably will have students at myriad levels with varying needs. Through a personalized learning approach, learning will be differentiated to ensure that the student who is reading below grade level, the English Learner, the high-achieving student, and the student who needs more processing time are each given full access to the curriculum and the opportunity to demonstrate content mastery. Mayacamas’ student-centered focus will include individualization based on the needs of each child, and active student participation in the process of learning and mastery of learning objectives, developing, in each child, a strong sense of agency in the learning process.⁹⁴

As John Dewey wrote decades ago, “Education should be child centered; we should begin planning the lesson by looking at where the child is developmentally.”⁹⁵ Students’ time outside the classroom impacts the knowledge base they bring to the school setting. From an academic perspective, students enter school with “preconceptions about how the world works. If their initial understanding is not engaged, they may fail to grasp the new concepts and information.”⁹⁶ At Mayacamas, each child’s learning journey will start from the individual, including the learner’s existing knowledge, socio-economic background and

⁹² University of Illinois Urbana-Champaign. [Teaching & Learning: Problem-Based Learning.] Accessed on August 28, 2021. [https://citl.illinois.edu/citl-101/teaching-learning/resources/teaching-strategies/problem-based-learning-\(pbl\)#~:text=Problem%2DBased%20Learning%20\(PBL\)%20is%20a%20teaching%20method%20in,presentation%20of%20facts%20and%20concepts.&text=The%20main%20thread%20connecting%20these,is%20the%20real%20world%20problem](https://citl.illinois.edu/citl-101/teaching-learning/resources/teaching-strategies/problem-based-learning-(pbl)#~:text=Problem%2DBased%20Learning%20(PBL)%20is%20a%20teaching%20method%20in,presentation%20of%20facts%20and%20concepts.&text=The%20main%20thread%20connecting%20these,is%20the%20real%20world%20problem)

⁹³ verywellmind. [The 4 Stages of Cognitive Development: Background and Key Concepts of Piaget’s Theory.] Accessed on August 28, 2021.

<https://www.verywellmind.com/piagets-stages-of-cognitive-development-2795457>. Christensen, C. M., Horn, M. B., & Johnson, C. W. (2011). [Disrupting class: How disruptive innovation will change the way the world learns.] (Vol. 1). New York: McGraw-Hill.

⁹⁴ [New Foundations. The Educational Theory of Johann Heinrich Pestalozzi.] Accessed on August 28, 2021. <http://www.newfoundations.com/GALLERY/Pestalozzi.html>

⁹⁵ Dewey, J. (1997). [Experience and Education] [1938]. New York: First Touchstone Edition, 64-67.

⁹⁶ Bransford, J., Bransford, J. D., Brown, A. L., & Cocking, R. R. (1999). [How People Learn: Brain, Mind, Experience, and School.] National Academies Press. Banks, J. A. (2007). [Diversity and citizenship education: Global perspectives.] Jossey-Bass, An Imprint of Wiley. 10475 Crosspoint Blvd, Indianapolis, IN 46256.

Banks, J (2007) Diversity and Citizenship Education: Global Perspectives. San Francisco, CA: Jossey Bass.

cultural heritage. We believe that enduring understanding occurs when content instruction includes cultural learning as well.⁹⁷ In ELA, for example, teachers will select texts that reflect a range of cultural backgrounds. Through exposure to varied cultural influences, students will have a greater likelihood of connecting with the text and constructing knowledge. We seek to engage students' natural curiosities, integrate subjects in practical and meaningful ways, and help students define their own inquiries.⁹⁸

Individual Learning Plans.

Each student at Mayacamas will have an Individualized Learning Plan (ILP) collaboratively created by the student, his/her parents or guardians, and the student's Advisor at the start of each school year. The ILP serves as a road map for progress review between the Advisor and student during brief one-on-one check-ins at least once a month and more formally with parents/guardians, the student, and Advisor during student-led conferences twice annually. Advisors will have access to teachers' online grade books to keep apprised of progress in each course, as well as behavior and attendance data.

A student's ILP will include the following:

- Information gleaned from initial 6th grade personality and learning assessments (e.g., a Myers-Briggs type indicator, Gardner's Multiple Intelligence Assessment, Dweck's Growth & Fixed Mindset, and Duckworth's Grit Scale Test) which provide information about how students best learn, their strengths, and their challenges⁹⁹
- Academic assessments
- Data from the previous grade (e.g., CAASPP scores; CAST scores, if applicable; grades, attendance, and tardy record)
- Initial and formative assessments, such as the NWEA MAP, Teach to One math, Interim Assessment Blocks (IABs)
- SEL assessments, such as Wayfinder assessment of student progress in the core CASEL-aligned skills of self-awareness, adaptability, empathy, collaboration, agency, and purpose
- Long-term goals, such as college/career interests
- Trimester goals, such as course grades, NWEA MAP test growth)
- Short-term goals, such as grades on upcoming tests, papers or quizzes; completion of tasks in longer-term projects
- Behavior and attendance goals
- Self-reflections and positive feedback from teachers, the counselor, and other applicable staff.

3. Classroom instruction: instructional pedagogy (3) Understanding by Design/backwards mapping. Backwards planning instructs teachers to "begin with the end in mind" in lesson-planning, requiring a standards-based system that gives direction to

⁹⁷ Hurley, J. (2000). [The Foundations of Dual Language Instruction.]

⁹⁸Freire, P. (1972). [Pedagogy of the Oppressed.] (Trans. Myra Bergman Ramos.) New York: Herder.

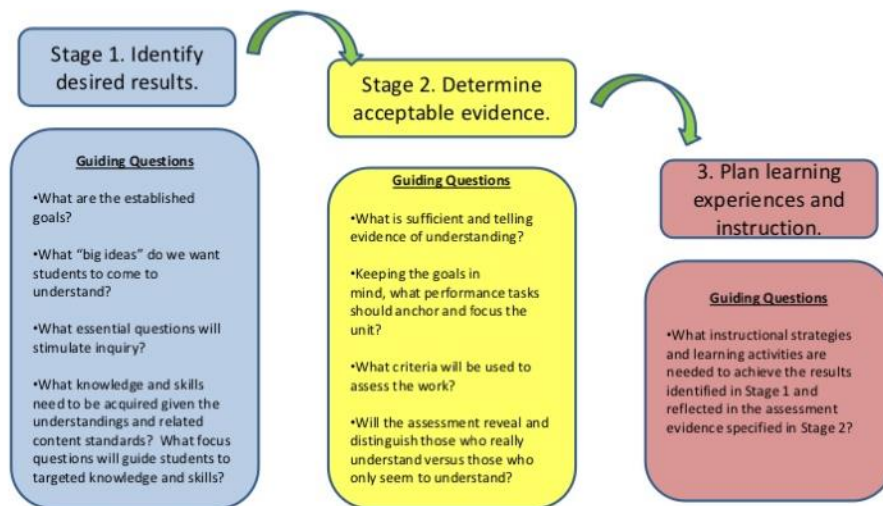
⁹⁹ In year 1, all students in all grades will take these assessments; in future years, as new 7th or 8th graders enroll they similarly will participate in these assessments to help align them with the ILP process and conversations with their Advisors.

academic programs and is designed to ensure proficiency for students. Our instruction will begin with an understanding of the essential skills, goals, and objectives we aim to achieve, based on the California Common Core State Standards (CA CCSS), the Next Generation Science Standards (NGSS), other California core and non-core area content standards, and our desired learner outcomes. With that understanding, teachers can go backwards to devise the lessons and assessments that will achieve success.

Measurements for success will be derived with the same model. As discussed in Wiggins & McTighe’s Understanding by Design, teachers will “begin with the question: What would we accept as evidence that students have attained the desired understandings and proficiencies – before proceeding to plan teaching and learning experiences.”¹⁰⁰ The assessment of Mayacamas student progress will be based on multiple measurement tools that capture the many facets of learning. Students will be aware of the assessment criteria, so they can track their own progress and become motivated by their own success over time.

The process follows the backwards planning/Understanding by Design model of instructional planning work and framework¹⁰¹ is widely accepted and used throughout the U.S as an effective and systematic way to break down instructional planning.

UbD: Stages of Backward Design



To ensure continuity as students progress through their courses and grades, all Mayacamas assessments will be standards-aligned using the same protocol.

4. **Classroom instruction: instructional pedagogy (4) Universal Design for Learning (UDL).** Mayacamas also will employ the Universal Design for Learning (UDL) framework to optimize teaching and learning for all students, based on scientific insights into how

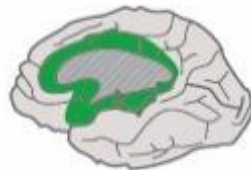
¹⁰⁰ Wiggins, G., & McTighe, J. (2005). [Understanding by Design.] Alexandria, VA: Association for Supervision and Curriculum Development ASCD.

¹⁰¹ Ibid.

humans learn. UDL aligns with teacher collaboration in determining effective strategies for best engaging students in their learning. Teachers will use strategies to reach a range of students, including English Learners, such as using multiple means of representation (a strong use of visual supports to accompany verbal instruction), multiple means of expression (various ways to express knowledge), and multiple means of engagement (which includes helping students to find personal connections with academic content, and actively engage in the learning process).

The chart below shows UDL theory and practice in the areas of engagement, representation, and action & expression. Notes providing examples of Mayacamas application follow each area.

UDL Guidelines: Theory & Practice Version



Provide Multiple Means of Engagement

Purposeful, motivated learners

Provide options for self-regulation

+ Promote expectations and beliefs that optimize motivation

+ Facilitate personal coping skills and strategies

+ Develop self-assessment and reflection

Provide options for sustaining effort and persistence

+ Heighten salience of goals and objectives

+ Vary demands and resources to optimize challenge

+ Foster collaboration and community

+ Increase mastery-oriented feedback

Provide options for recruiting interest

+ Optimize individual choice and autonomy

+ Optimize relevance, value, and authenticity

+ Minimize threats and distractions

Sample Mayacamas applications: Project- and problem based learning, adjusted to the individual and incorporating self-assessment and reflection; ILP to optimize individual choice.



Provide Multiple Means of Representation

Resourceful, knowledgeable learners

Provide options for comprehension

+ Activate or supply background knowledge

+ Highlight patterns, critical features, big ideas, and relationships

+ Guide information processing, visualization, and manipulation

+ Maximize transfer and generalization

Provide options for language, mathematical expressions, and symbols

+ Clarify vocabulary and symbols

+ Clarify syntax and structure

+ Support decoding text, mathematical notation, and symbols

+ Promote understanding across languages

+ Illustrate through multiple media

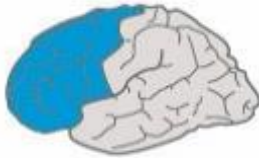
Provide options for perception

+ Offer ways of customizing the display of information

+ Offer alternatives for auditory information

+ Offer alternatives for visual information

Sample Mayacamas applications: Building on prior knowledge, teaching academic vocabulary, using multiple media including technology, providing options in accessing information.



Provide Multiple Means of Action & Expression

Strategic, goal-directed learners

Provide options for executive functions

+ Guide appropriate goal-setting

+ Support planning and strategy development

+ Enhance capacity for monitoring progress

Provide options for expression and communication

+ Use multiple media for communication

+ Use multiple tools for construction and composition

+ Build fluencies with graduated levels of support for practice and performance

Provide options for physical action

+ Vary the methods for response and navigation

+ Optimize access to tools and assistive technologies

Sample Mayacamas applications: Teaching, expecting, and building executive functions through ILP and PBL; providing multiple options for expression in demonstrating knowledge in projects.

Teachers will be trained in the instructional practices enumerated, based in the understanding that all students have strengths and interests, and teachers can use various methods to maximize opportunities for success. By providing students with multiple means of engagement, representation, and action/expression, students who have not previously achieved success in a more “one size-fits all” model of instruction are given more flexibility and freedom to demonstrate their learning and achieve success. As students learn how they learn best themselves, this can have a profound impact on the student’s self-esteem and confidence in their ability to learn and enable them to become self-motivated, confident, and lifelong learners.

5. **Classroom instruction: instructional pedagogy (5) Marzano’s highly effective instructional strategies.** Every teacher at Mayacamas will work to ensure that all students are able to access the curriculum and demonstrate their learning via multiple methods of instruction and assessment. Teachers will utilize resources such as Marzano’s Classroom Instruction that Works which will be the periodic subject of Wednesday professional development. Marzano summarizes 9 teaching practices and strategies that “have a high probability of enhancing student achievement for all students in all subject areas at all grade levels.”¹⁰²

Through ongoing professional development, our teachers will be provided with examples and have chances to practice Marzano’s acclaimed strategies that yield a positive effect on student learning, including the following:¹⁰³

Identifying Similarities and Differences. The ability to break a concept into its similar and dissimilar characteristics allows students to understand (and often solve) complex problems by analyzing them in a simpler way. Teachers can either directly present similarities and differences, accompanied by deep discussion and inquiry, or simply ask students to identify similarities and differences on their own. While teacher-directed activities focus on identifying specific items, student-directed activities encourage variation and broaden understanding, research shows. Research also notes that graphic forms are a good way to represent similarities and differences. Additionally, by identifying similarities and differences between a known concept (e.g., causes of World War I) and a new concept (e.g., causes of World War II), students deepen their understanding of both elements.

Applications:

- Use Venn diagrams or charts to compare and classify items.

¹⁰² Marzano, R. J., Pickering, D., & Pollock, J. E. (2001). [Classroom Instruction That Works: Research-Based Strategies for Increasing Student Achievement.] ASCD.

¹⁰³ Ibid.

- Engage students in comparing, classifying, and creating metaphors and analogies.

Summarizing and Note Taking.

Summarizing: These skills promote greater comprehension by asking students to analyze a subject to expose what's essential and then put it in their own words. According to research, this requires substituting, deleting some information and retaining other, and building awareness of the basic structure of the information presented.

Applications:

- Provide a set of rules for creating a summary.
- When summarizing, ask students to question what is unclear, clarify those questions, and then predict what will happen next in the text.

Note taking: Research shows that taking more notes is better than fewer notes, though verbatim note taking is ineffective because it does not allow time to process the information. Teachers should encourage and give time for review and revision of notes; notes can be the best study guides for tests.

Applications:

- Use teacher-prepared notes.
- Stick to a consistent format for notes, although students can refine the notes as necessary.

Reinforcing Effort and Providing Recognition. Effort and recognition speak to the attitudes and beliefs of students, and teachers must show the connection between effort and achievement.

Reinforcing effort: Research shows that although not all students realize the importance of effort, they can learn to change their beliefs to emphasize effort.

Applications:

- Share stories about people who succeeded by not giving up.
- Have students keep a log of their weekly efforts and achievements, reflect on it periodically, and even mathematically analyze the data.

Recognition. According to research, recognition is most effective if it is contingent on the achievement of a certain standard. Also, symbolic recognition works better than tangible rewards.

Applications:

- Find ways to personalize recognition. Give awards for individual accomplishments.
- “Pause, Prompt, Praise.” If a student is struggling, pause to discuss the problem, then prompt with specific suggestions to help her improve. If the student's performance improves as a result, offer praise.

Homework and Practice

Homework: Homework allows students to extend their learning outside the classroom. However, research shows that the amount of homework assigned should vary by grade level and that parent involvement should be minimal. Teachers should explain the purpose of homework to both the student and the parent or guardian, and teachers should try to give feedback on all homework assigned.

Applications:

- Establish a homework policy with advice—such as keeping a consistent schedule, setting, and time limit—that parents and students may not have considered.
- Tell students if homework is for practice or preparation for upcoming units.
- Maximize the effectiveness of feedback by varying the way it is delivered.

Practice: Research shows that students should adapt skills while they're learning them. Speed and accuracy are key indicators of the effectiveness of practice.

Applications:

- Assign quizzes for homework and have students report back
- Focus practice on difficult concepts and set aside time to accommodate practice periods.

Nonlinguistic Representations. According to research, knowledge is stored in two forms: linguistic and visual. The more students use both forms in the classroom, the more opportunity they have to achieve. Recently, use of nonlinguistic representation has proven to not only stimulate but also increase brain activity.

Applications:

- Incorporate words and images using symbols to represent relationships.
- Use physical models and physical movement to represent information.

Cooperative Learning. Research shows that organizing students into cooperative groups yields a positive effect on overall learning. When applying cooperative learning strategies, keep groups small and don't overuse this strategy—be systematic and consistent in your approach.

Applications:

- When grouping students, consider a variety of criteria, such as common experiences or interests.
- Vary group sizes and objectives.
- Design group work around the core components of cooperative learning—positive interdependence, group processing, appropriate use of social skills, face-to-face interaction, and individual and group accountability.

Setting Objectives and Providing Feedback.

Setting objectives: Setting objectives can provide students with a direction for their learning. Goals should not be too specific; they should be easily adaptable to students' own objectives.

Applications:

- Set a core goal for a unit, and then encourage students to personalize that goal by identifying areas of interest to them. Questions like “I want to know” and “I want to know more about . . .” get students thinking about their interests and actively involved in the goal-setting process.
- Use contracts to outline the specific goals that students must attain and the grade they will receive if they meet those goals.

Feedback: Research shows that feedback generally produces positive results. Teachers can never give too much; however, they should manage the form that feedback takes.

Applications:

- Make sure feedback is corrective in nature; tell students how they did in relation to specific levels of knowledge. Rubrics are a great way to do this.
- Keep feedback timely and specific.
- Encourage students to lead feedback sessions.

Generating and Testing Hypotheses. Research shows that a deductive approach (using a general rule to make a prediction) to this strategy works best. Whether a hypothesis is induced or deduced, students should clearly explain their hypotheses and conclusions.

Applications:

- Ask students to predict what would happen if an aspect of a familiar system, such as the government or transportation, were changed.
- Ask students to build something using limited resources. This task generates questions and hypotheses about what may or may not work.

Cues, Questions, and Advance Organizers. Cues, questions, and advance organizers help students use what they already know about a topic to enhance further learning. Research shows that these tools should be highly analytical, should focus on what is important, and are most effective when presented before a learning experience.

Applications:

- Pause briefly after asking a question. Doing so will increase the depth of your students' answers.
- Vary the style of advance organizer used: Tell a story, skim a text, or create a graphic image. There are many ways to expose students to information before they “learn” it.¹⁰⁴

Mayacamas’ teachers will receive focused professional development on each of these teaching strategies and coaching on the best usage of the different strategies in different contexts. Teacher Professional Learning Communities will collaborate to plan curriculum

¹⁰⁴ Varlas, L., Getting Acquainted with the Essential Nine ascd.org/publications/curriculum-update/winter2002/Getting-Acquainted-with-the-Essential-Nine.aspx (Adapted from Classroom Instruction That Works by R. J. Marzano, D. J. Pickering, and J. E. Pollock, 2001), Alexandria, VA: ASCD.

implementation and strategize interventions for students in need of additional supports. Teachers will use data from formative and summative assessments (collaboratively reviewed during common planning time and teacher professional development sessions) to determine which strategies are most effective for which students and will expose them to a mix of strategies to develop their strengths in other areas.

6. **Classroom instruction: instructional pedagogy (6) High Expectations:** Educators and students at Mayacamas will hold themselves and each other to high expectations. Research demonstrates that schools in which students achieve high levels of performance set clearly and frequently articulated high expectations and standards.¹⁰⁵ In *Mind in Society: The Development of Higher Psychological Processes*, psychologist Lev Vygotsky states that the key to a learning experience within a student’s zone of proximal development is “problem-solving under adult guidance or in collaboration with more capable peers.”¹⁰⁶

Our environment will develop student and staff confidence that promotes positive attitudes and behaviors and motivates students to tackle challenging learning activities. Research on successful programs for youth at risk of academic failure has demonstrated that high expectations – with concomitant support – is a critical factor in decreasing the number of students who drop out of school and in increasing the number of youth who go on to college.¹⁰⁷ Teachers will maintain high expectations for growth of their students’ academic, social, and behavioral skills as they find new and creative ways to help students master the content and skills detailed in their ILPs. Scaffolded and differentiated learning will enable all Mayacamas students to achieve academic growth. If a student continues to struggle, the advisor will help develop a specific intervention plan for the student through our Multi-Tiered System of Supports (see below).

7. **Classroom instruction: instructional pedagogy (7) Data-driven differentiation and support.** As Schmoker so simply states, "What gets measured gets done."¹⁰⁸ Mayacamas will provide continuous collection and application of data for students, parents, teachers, administrators, and the Board. Robert Marzano’s *Classroom Assessment and Grading That Work* concludes that a performance-based formative classroom assessment is the most powerful tool in improving student academic achievement.¹⁰⁹ Marzano delineates the importance of content standards and the need for 1) “unpacking” the benchmarks within the standards, 2) identifying the dimensions that are essential for students to learn, and 3) organizing these dimensions into actual skills/projects/competencies that can be assessed authentically.¹¹⁰ Mayacamas will follow Marzano’s guidelines and ensure classroom assessments measure learning over time and encourage authentic learning.

¹⁰⁵ See, e.g., Kaplan, L.S. and Owings, W.A. (2013.) *Culture Re-Boot: Reinvigorating School Culture to Improve Student Outcomes*, https://www.sagepub.com/sites/default/files/upm-binaries/55136_Kaplan_Excerpt.pdf; Education Hub, *HIGH IMPACT TEACHING / OVERVIEW How to develop high expectations teaching*, <https://theeducationhub.org.nz/wp-content/uploads/2018/06/How-to-develop-high-expectations-teaching.pdf>

¹⁰⁶ Vygotsky, L. S. (1978). *Mind in society: The development of higher psychological processes*. Cambridge, MA: Harvard University Press, p. 86.

¹⁰⁷ *The Best Schools*. [The Secret to Education Excellence: High Expectations.] Accessed on August 28, 2021. <https://thebestschools.org/magazine/high-expectations-educations-silver-bullet/>

¹⁰⁸ Schmoker, M. J. (1999). [Results: The Key to Continuous School Improvement.] ASCD.

¹⁰⁹ Marzano, R. J. (2006). [Classroom Assessment & Grading That Work.] ASCD.

¹¹⁰ *Ibid.*

As research has confirmed, data-driven instruction increases student performance.¹¹¹ During summer PD and additional PD days during the school year, teachers will be trained to use the NWEA MAP and textbook/online curricular assessment tools to engage in data analysis of the performance of their whole class, subgroups, and individual students. Teachers will be able to access their students' performance on content strands through the online system and disaggregate data according to subgroup. Benchmark data will be analyzed school-wide three times during student-free teacher PD/collaboration days following MAP administration; advisors will review this data with students and set specific goals in their ILPs for the next test administration. Students and teachers will assess student progress on learning targets (determined during backwards-planned lesson planning) on a daily and weekly basis to track progress and determine next steps for students to obtain mastery. Advisors will monitor progress with students across all subjects in their ILPs. Instructional decisions will be made based on that data.

Classroom instruction: instructional pedagogy (8) GLAD and SDAIE strategies. Because instruction that is effective with English Learners is just good instruction, Mayacamas teachers will be trained in and supported to use Project GLAD's six key instructional strategies: teaching vocabulary in advance, using collaborative groups, teaching metacognition through authentic assessment, providing explicit instruction, incorporating background knowledge, and using modeling and visuals.¹¹²

These same strategies appear in the Specially Designed Academic Instruction in English (SDAIE) methodology that supports universal access of subject matter content for all students, along with appropriate pacing and controlled sentence structure. SDAIE also reflects the "into, through, and beyond" approach to instruction that includes building on background information, supporting and scaffolding student understanding with graphic organizers and small group learning, and demonstrations of understanding through application in "real world" problem solving.¹¹³ Clearly, project- and problem-based learning present an excellent vehicle for operationalizing these strategies.

- 8. Classroom instruction: instructional pedagogy (9) Culturally Responsive Teaching.** Culturally Responsive Teaching (CRT) builds on students' foundations of cultural knowledge and experience to support their learning and achievement at school.¹¹⁴ According to Hammond, CRT "leverages the brain's memory systems and information processing structures" through attuning teaching to students' familiar cultural learning styles and tools and through building relationships of trust and care that enable teachers to challenge students and hold high expectations.¹¹⁵ Cultural ways of learning and knowing, such as the use of

¹¹¹ Kaufman, T. E., Graham, C. R., Picciano, A. G., Popham, J. A., & Wiley, D. (2014). [Data-Driven Decision Making in the K-12 Classroom.] In Handbook of Research on Educational Communications and Technology (pp. 337-346). Springer, New York, NY.

¹¹² Adapted from Alliance for Excellent Education. (December 2005). Case study on the New Teacher Center, University of California at Santa Cruz; and Project GLAD (Guided Language Acquisition Design).

¹¹³ Based on the eight broad elements of sheltered instruction described by Echevarria, Vogt, and Short. Making content comprehensible for English language learners: The SIOP model. Boston: Allyn and Bacon (2004).

¹¹⁴ Aceves, T. C., & Orosco, M. J. (2014). [Culturally Responsive Teaching.] (Document No. IC-2). Retrieved from University of Florida, Collaboration for Effective Educator, Development, Accountability, and Reform Center website: <http://cedar.education.ufl.edu/tools/innovation-configurations/>

¹¹⁵ Hammond, Z. (2014). [Culturally Responsive Teaching and the Brain: Promoting Authentic Engagement and Rigor Among Culturally and Linguistically Diverse Students.] Corwin Press.

music, metaphor, or recitation, are embedded directly within learning tasks, and teachers continually seek out and integrate cultural knowledge and information into the curriculum and learning tasks to best support and understand students. Importantly, researchers link CRT to the development of intrinsic motivation for learning, showing that CRT creates a learning environment that encourages participation and persistence through valuing students' cultural experiences and interests.¹¹⁶

CRT begins from the premise that culture is central to learning, recognizing that cultural ways of knowing and doing are embedded in individuals' processes for thinking, understanding, and communicating.¹¹⁷ Thus, CRT guides teachers to learn about students, understand cultural practices and beliefs that may be different than their own, and work to help students draw upon the knowledge and experiences they bring to school as they seek to make sense of and master school-based content.

At Mayacamas, teachers will draw on the framing principles and goals of CRT to guide the design of thematic units of study, PBL projects, and activities. Through structured professional development before the school opens and throughout the school year and extensive collaborative planning time built into the weekly bell schedule, teachers will learn best CRT practices from the New Tech Network and others as they collaboratively design PBL. In designing thematic curricula and units of study, teachers will attend to the three criteria, outlined by Ladson-Billings, which highlight CRT:

- Academic success – students must be held to high expectations for learning and provided with the tools needed to master content and competencies.
- Cultural competence – teachers must help students build upon their prior knowledge and cultural experiences and thus must learn about students' lives, backgrounds, and beliefs.
- Critical consciousness – students must develop an awareness of social inequities and develop a broader social consciousness to support their development as citizens able to critique society and work towards a more socially just world.¹¹⁸

Classroom instruction: instructional support structures. The following elements describe in greater detail the activities and structures integrated into and supportive of classroom instruction:

- Co-teaching and looping
- Block schedule
- MTSS
- Learning Lab
- Integrated technology/blended learning
- Advisory

¹¹⁶ Wlodkowski, R. J., & Ginsberg, M. B. (1995). [Diversity & Motivation: Culturally Responsive Teaching.] Jossey-Bass Higher and Adult Education Series. Jossey-Bass Education Series, Jossey-Bass Social and Behavioral Science Series. Jossey-Bass Inc., 350 Sansome St., San Francisco, CA 94104.

¹¹⁷ Gay, G. (2018). [Culturally Responsive Teaching: Theory, Research, and Practice.] Teachers College Press.

¹¹⁸ Ladson-Billings, G. (1995). [Toward a Theory of Culturally Relevant Pedagogy.] American Educational Research Journal, 32(3), 465-491.

- Student-led conferences
- 6th grade orientation
- Field trips

Each is detailed below.

C. Classroom instruction: instructional support structures

- 1. Classroom instruction: instructional support structures (1) Co-teaching and looping.** In a typical year in 6th grade at Mayacamas, students will have two dual-credentialed or multi-subject credentialed teachers for the core subjects of Math, Science, ELA, and Social Science/History. The teachers will share approximately 108 students and each teacher will teach two of these core subjects (e.g., Math and Science). Each team of two 6th grade teachers not only shares the same students but also works together to plan integrated projects, collaborate, review data, and address individual student needs, communicate with parents/guardians, reinforce each other's curriculum, and create balance between the scheduling of assessments and due dates.

Critically, this model of having two core teachers in 6th grade provides a gentle transition for our young 6th graders into middle school, from their experience of one single-classroom teacher in elementary grades. As students make the mental and physical adjustments to get used to a six-period day, having just two core teachers eases this transition and provides them with a smaller environment to get to know a new school, new teachers, and new peers.

In a typical year in 7th and 8th grades, students will have four core teachers, one for each core subject (ELA, math, science, and social studies), and loop with their teachers for two years in mixed-age classrooms for ELA, science, and social studies, with both 7th and 8th graders in each class. The curriculum will alternate each year to cover either 7th or 8th grade standards, ensuring that over the two years all students master the state content standards. Whenever possible, students will also loop with math teachers.

Teacher looping, in which the same teacher stays with students over multiple years, offers the opportunity for both student and teacher to develop strong, meaningful relationships; for families to feel comfortable with the teacher and form partnerships; for efficiency in terms of assessment and planning; for understanding student needs, strengths, and areas for growth; the ability to truly differentiate instruction for all learners based on data; and for effective classroom management due to the strength of relationships built over time.¹¹⁹

Research has shown that there are strong advantages for relationship-based learning models.¹²⁰ According to Linda Darling-Hammond, a Stanford University education professor and current President of the State Board of Education, “Meaningful relationships and social and emotional

¹¹⁹ Salvetti, E. (1997). [Looping: Supporting Student Learning Through Long-Term Relationships.] Providence, RI: Northeast Islands Regional Educational LAB at Brown University.

¹²⁰ Marzano, R. J. (1992). [A Different Kind of Classroom: Teaching with Dimensions of Learning.] Association for Supervision and Curriculum Development, 1250 North Pitt Street, Alexandria, VA 22314.

learning are a crucial part of teaching the whole child.”¹²¹ In the rare circumstance where the “looping” teacher/student relationship is not harmonious and learning outcomes are being affected for the student or class, the teachers will first collaborate with each other to brainstorm about potential ways to create a more effective learning environment for the teacher/student relationship, and to improve the relationship. The Head of School will provide guidance and support for the teacher to find alternate means of connecting with the student, the model and goal being that any long-term relationship requires work, negotiation, and collaboration.

Using a Multi-Tiered System of Supports (MTSS) approach, detailed below, the Head of School will establish tiered strategies to provide the appropriate level of intervention needed and ensure the teacher is supported in resolving the situation. The teacher will also be supported by faculty colleagues in devising additional strategies and there will be regular check-ins to assess and monitor progress. If in the rare circumstance, irreconcilable differences are discovered at the Tier 3 level, then, when possible, the opportunity to transfer to the other class at that grade level (when available) could be considered, with a final decision on placement made by the Head of School.

- 2. Classroom instruction: instructional support structures (2) Block schedule for extended learning time.** All students will have sufficient time in school to learn successfully with 180 days of instruction. Students start the formal school day at 8:50am with Advisory, with daily instructional time from 8:50-3:34, except for early release on Wednesdays for teacher professional development. An alternating block schedule will provide many advantages, including that teachers see fewer students per day, allowing for more individualized instruction; extended cooperative learning activities and project-based learning can be completed in one class period; students have more time for reflection and less information to process each school day; and larger blocks of time allow for more flexibility, productivity, and more varied and interactive teaching methods.¹²² Block scheduling benefits can include more effective use of school time, decreased class size, and the ability to use more process-oriented strategies.¹²³ Students in schools that use block scheduling complete more course credits, have equal or better mastery and retention of material, and experience reduced suspension and dropout rates.¹²⁴

The longer blocks provide time for an in-depth mastery of all subject matter. They allow time for the teacher to dive deeper into the lesson and time for all students to understand the curriculum. For example, in English classes, teachers can have class discussions, review/applications of concepts through discrete activities, assessments, and have students make presentations. Periods are grouped so that math and science occur on the same day, as do ELA and social sciences. This facilitates interdisciplinary units and PBL to flow from one class to the next, allowing students to focus their thinking and conceptual understanding on multiple related academic disciplines.

- 3. Classroom instruction: instructional support structures (3) Multi-Tiered System of Support (MTSS).** Mayacamas will implement a Multi-Tiered System of Support (MTSS), similar to Response to Intervention (RTI) but more broadly inclusive of Positive Behavior and Instructional

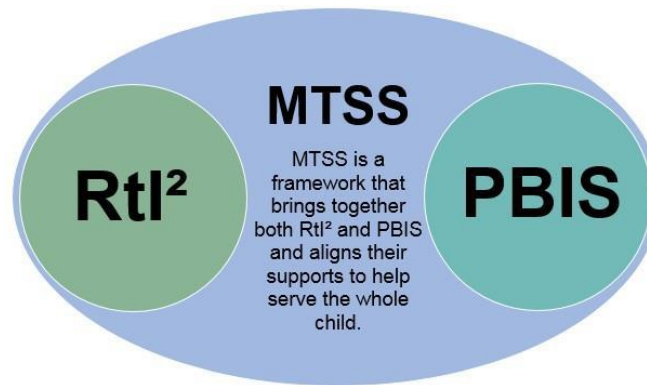
¹²¹ Edutopia. [The Collaborative Classroom: An Interview with Linda Darling-Hammond.] Accessed on August 28, 2021. <https://www.edutopia.org/video/collaborative-classroom-interview-linda-darling-hammond>.

¹²² Williams Jr, C. (2011). [The Impact of Block Scheduling on Student Achievement, Attendance, and Discipline at the High School Level.]

¹²³ Sturgis, J. D. (1995). [Flexibility Enhances Student Achievement.] NASSP AP Special: The Newsletter for Assistant Head of Schools, 10(4), 1-2.

¹²⁴ Irmsher, K. (1996). [Block Scheduling.] ERIC Digest, Number 104.

Support (PBIS), and other social-emotional supports and strategies for the whole child. (See diagram below from the California Department of Education (CDE).)



<https://www.cde.ca.gov/ci/cr/ri/mtsscompri2.asp>

CDE describes MTSS as addressing the needs of all children in an integrated, comprehensive framework that focuses on CA CCSS, core instruction, differentiated learning, student-centered learning, individualized student needs, and the alignment of systems necessary for all students' academic, behavioral, and social success.¹²⁵ Our model is directly aligned with the intention of MTSS to quickly identify student needs—whether these needs are academic, behavioral, emotional, or other—and provide appropriate supports, such as additional practice, re-teaching, one-on-one tutoring, small group work, counseling, or working with the family. (Details about the functions of Mayacamas' MTSS tiers and specific interventions and supports are included below in the section on Supporting Students with Special Needs.)

4. **Classroom instruction: instructional support structures (4) Learning Lab.** A 45-minute Learning Lab is built into the schedule four days weekly for personalized intervention and support, crucial for student success at all grade levels, and student-determined study. This scheduled time will enable provision of services such as designated ELD (30-45 minute instruction based on student needs) and IEP services avoiding the need to “pull out” students from other core learning, as much as possible. For students who need both ELD and IEP services, ELD will be provided fully during Learning Lab, and IEP services will be provided as time is available in the Lab and externally through “push in” and “pull out.” IEP services best delivered in private will be provided a separate space. This provides time intentionally built into the schedule for all students to have personalized practice, support and intervention, and an opportunity for advanced learning for accelerated learners. Teachers and instructional aides will provide targeted tutoring, overseeing online instruction, small group instruction, online targeted skills practice/intervention, and additional supports.
5. **Classroom instruction: instructional support structures (5) Integrated technology/blended learning.** Technology will be another important instructional tool used in the classroom on a regular basis. With technology evolving at such a rapid pace, students will need to be proficient in its various functions to successfully navigate the future and function in 21st century work, communications,

¹²⁵ California Department of Education. [Definition of MTSS.] Accessed on August 28, 2021. <https://www.cde.ca.gov/ci/cr/ri/mtsscompri2.asp>.

learning, and life. Data from a student engagement survey revealed that students were most engaged in learning activities that include discussion/debate, group projects, lessons involving technology, and student presentations.¹²⁶ Mayacamas students will learn to use technology to learn new concepts, make presentations, communicate, and illustrate their thoughts to a variety of different audiences, including peers, teachers and staff, and the local community. Technology will also be utilized to differentiate lesson plans and pacing guides aimed to help each learner meet his/her own unique needs. The infusion of technology throughout Mayacamas' instructional program will help students master critical 21st century skills while further bolstering engagement in learning.

Our budget includes a 1:1 computer (Chromebook) ratio for each student starting in Year 1. Mayacamas will train teachers on effective integrations of technology into the classroom to support the instructional program and train students to become literate in computer skills and technology to build the 21st century skills they need. Online programs such as Achieve 3000, Edgenuity, Brain Pop! and Khan Academy will provide crucial supplemental support to our primary texts in core subjects, offering online adaptive practice in ELA, math, science, and social science content that is standards-aligned and engaging for students. Many of these programs allow teachers to see exactly which content strands students have mastered and where they need additional help, enabling the teacher to re-teach, assign additional practice, or find new strategies to ensure the student masters the content.

NTN's Echo is a learning management platform that encompasses student projects and assessment, robust teacher communities, professional development, parent involvement, NTN-provided resources, and more. Echo was designed for project-based learning and the NTN learner outcomes, encompassing effective teaching and feedback cycles aligned to the NTN model. Teachers can build formative assessments into projects, allowing students to skip assignments if they have mastered the content. The simple-to-use platform makes grading efficient. Echo also serves as a hub for adult learning, providing a robust library of ready-to-use projects and tools and connecting teachers with their peers in school and across the Network.

Online assessment systems, such as NWEA MAP and Teach to One for benchmark and growth testing, help teachers and students set concrete goals for learning (incorporated into their ILPs) and track their progress over time. Mayacamas will administer MAP early in the school year, at mid-year, and at the end-of-year to track progress and growth. Additional online assessment tools such as the state's Interim Assessment Blocks (IABs) may be administered; these are designed to resemble the type of testing students will encounter during their annual state CAASPP tests in grades 6-8. Through these practice online assessments, students become familiar with the functions and tools found on state tests, such as drag and drop, brief writes, embedded calculators, audio clips, and graphing. Students take these assessments through the online platforms that allow for quick feedback and results. As noted above, teachers may adopt a variety of online, interactive curricular programs to facilitate additional differentiation, practice, and skills development, particularly for students in need of specialized support, such as ELs. Programs such as Duolingo and others may be implemented, based on student needs.

¹²⁶ Yazzie-Mintz, E. (2010). [Leading for Engagement.] *Head of School Leadership*, 10(7), 54-58.

Students will also use computers to access small group and one-on-one tutoring through such programs as tutor.com, schoolhouse.world, and khanmigo. Teachers will train students to access the tutoring programs and build personalized computer-based tutoring into their expectations for student use inside and outside the classroom.

Computers will additionally be incorporated into the classroom to conduct research online, create project presentations through programs such as PowerPoint and Google Slides, incorporate charts created with Excel or Google Sheets, and write essays using programs such as Word and Google Docs.

- 6. Classroom instruction: instructional support structures (6) Advisory.** One primary purpose of starting each day with Advisory is to bridge the transition from home to school. It is the place where students and advisors come together as a family, to share, to play, and to develop and enhance the wellbeing of individuals. This is especially important in middle school where many students are uncomfortable with themselves and self-conscious. We believe “play” is an important component of middle grades learning and development. Students at this age need to play. They don't just bond through sharing feelings or learning social emotional terminology. They bond through play, laughing together and having fun together. Our social-emotional learning curriculum is intentionally fun, engaging, and playful, ensuring students benefit from the intended effects rather than seeing it as another lesson or class. Resources such as Wayfinder, provide exercises and challenges for students that help develop student bonds and self-knowledge.¹²⁷

In 6th grade, students have their Advisor for one year; in 7th/8th grade, the Advisory group “loops” with the Advisor for two years. The Advisor provides leadership and acts as guardian of the class. This gives the class continuity and builds a relationship between student and teacher that facilitates trust, understanding, and ethical reasoning as well as the learning process.¹²⁸ The students’ Advisor is also one of the students’ teachers in math, ELA, social studies, science, physical education, or an elective. This allows students and teachers to get to know each other well and develop a strong bond.

Using the ILP as a guide, Advisory will include monthly one-on-one check-ins between students and Advisors, on both academic progress and peer/family issues. Students will focus on cultivating traits like self-discipline, courage, and perseverance as they aim to meet high expectations and learn about themselves and the demands of high school, college, and beyond. Finally, Advisory is also a brief period each day to touch base, discuss important issues in the school, or simply to have fun with one’s school family.

- 7. Classroom instruction: instructional support structures (7) Student-led conferences.** Students at Mayacamas will prepare, practice, and ultimately run their own Student-Led Conference (SLC) with parents and teachers twice each year at the end of the first two trimesters. Throughout the year, students will compile portfolios of the work they believe is representative of their accomplishments and progress. The portfolio work product will represent a sample of students’ accomplishments,

¹²⁷ Second Step. [Second Step Middle School Advisory Guide.] Accessed on August 28, 2021. <https://cfcdn.blob.core.windows.net/static/pdf/middle-school/second-step-middle-school-advisory-guide.pdf>.

¹²⁸ Bulau, R. J. (2007). *Looping and Its Impact on Student Connectedness*. (Doctoral dissertation, Walden University).

academic progress, interests, and reflections over the school year. Teachers will guide students in rubrics for portfolio assessments at each trimester. In addition to content, portfolio assessments will allow for the progress tracking of more complex learning skills such as critical thinking, problem solving, communication, and agency, in alignment with the rubric for each course. Portfolio review will also allow a teacher to understand the student’s growth over time versus their performance on a given day. Mayacamas will use an online student portfolio for organizing and archiving student achievements from each grade; this will allow students to reflect on their own growth over time as they see how far they have come from early 6th grade to the end of 8th grade.

Before each SLC, Advisors will guide students in reflecting on their learning successes, challenges, and goals in their ILPs, adjusting goals or creating new ones moving forward, and preparing to lead their family member(s) and teacher through that work. Class instruction will allow preparation time for student-led conferences, so students are ready for the conference and derive meaningful learning from the experience.

At SLCs, parent/guardians will meet with the Advisor and student, and the student will lead a review of his/her progress using a proscribed format. The student will review a self-reflection of their own learning and achievement of goals detailed in their ILP over the trimester, sharing and discussing test scores, samples of projects and schoolwork and demonstrating areas in which they have achieved success. They also will discuss areas they have identified in their ILP for improvement and their adjusted and new goals going forward. At these meetings, home and school strategies will be discussed so that the student has the best chance of continuously improving his/her performance. Teachers will create alternative schedules for parents/guardians who have difficulty scheduling SLCs during the regular school day.

8. **Classroom instruction: instructional support structures (8) Field Trips.** Pending funding availability, Mayacamas will have a three-year cycle of whole school, community building field trips where students get to experience a variety of team building activities, games and “fun” social-emotional learning.¹²⁹ Each of these field trips is designed to mix students across grades and gender so that they can meet and make connections with students from around the school, though students are predominantly grouped in their advisories. Field trips will take place in the Spring, after MAP and CAASPP testing, and we will plan for the trip all year. Examples of these types of field trips are as follows:

Year 1: Environmental education with overnight component

Year 2: Team building “Scavenger Hunt” activity with a focus on careers & overnight component

Year 3: Outdoor education with overnight component

During field trips, assemblies, field days, and presentation days, students will participate with their Advisories. This helps create a strong Advisory culture and ultimately a strong school culture.

9. **Classroom instruction: instructional support structures (9) Sixth Grade Orientation.** Sixth grade is a unique transitional year, with students coming together from a multitude of elementary

¹²⁹ Pending funds availability, the full roll-out of these experiential learning field trips may be postponed until the school reaches fuller capacity.

schools. During the first three days of school, sixth graders (and in Y1 all grades) will stay with their Advisory classes to explore their new surroundings, meet others, take assessments about their learning and their strengths and challenges, play bonding and “get to know you” games, and begin the important step of forming new relationships with peers, teachers, and staff. We intentionally focus first on students’ social-emotional needs during this transitional period, helping lay a solid foundation for their years at Mayacamas. We strategically introduce Mayacamas’ core values and goals for students; the grading system; the discipline expectations and consequences; learning platforms such as Google, Powerschool and Echo; and personal organizational strategies.

Each year for our new 6th graders, we will introduce procedures and build routines that lead to the first of three integrated projects in the 6th grade year: Are You Who You Say You Are? This project develops students’ self-awareness as they explore who they are by using scientific data from the following measures: Myers-Briggs type indicator, Gardner’s Multiple Intelligence Assessment, Dweck’s Growth & Fixed Mindset, and Duckworth’s Grit Scale Test.¹³⁰ Students will learn how they best learn and set personal goals for their own growth and development in their initial Individual Learning Plans (see below for more details about ILPs). Students also will give a presentation to their parents at Back to School Night regarding what they have learned about themselves from these assessments. The understanding of these assessment results will lay the foundation for classroom management, projects, collaboration, communication, teamwork, and interpersonal relationships throughout their middle school experience. The results, included in ILPs, are reviewed and referred to numerous times throughout their entire middle school journey, including formal monthly one-on-one check-ins with Advisors.

An additional unique aspect of 6th grade is the gently planned transition through the three trimesters in terms of building confidence. Trimester one will be a time for learning and reflecting on mistakes made. In trimester two, there will be increased expectations around accountability and students taking personal responsibility for their actions and mistakes. Finally, in trimester three there will be increased focus on ownership of mistakes, with particular emphasis on developing and reinforcing the ability to learn from a mistake and move forward. This results in students who have confidence in themselves and their own work, who take intellectual risks, and who become increasingly less dependent on adults for their success.

Throughout their years at Mayacamas, students will be given the opportunity to make their own choices about learning. Having these opportunities allows students to see that their choices and actions have consequences as they develop a sense of agency. Ultimately, they learn that they are in charge of their success and failure, and that, with effort and determination, they can grow both personally and academically. Students develop their voice over three years so they are able to advocate for themselves in high school, college, and beyond. One way to develop voice is by having adults model a willingness to listen so students can practice self-advocacy. Appropriate conferences and meetings will be student-centered, including the Advisor’s monthly one-on-one meetings with their students to review progress on ILP goals and MTSS/SSPT meetings with students. While the Head of School, Counselor or the student’s Advisor will lead the meeting, the focus is on the student as they learn to develop a strong sense of self, while the adults help coach them. If a student is

¹³⁰ In Year 1, all students in all grades will participate in these assessments and have conversations with their Advisors about their learning habits, strengths and challenges and other data gleaned from these helpful self-assessment tools.

struggling with a teacher, they can ask for a conference that can be led by a different teacher. This allows both teacher and student to “have a clearing” in a safe way. Most importantly, students begin to develop their own voice because they feel heard by the adults in their lives.

Finally, teachers and staff will be expected to “walk the talk” to model communications. This can be demanding on staff when it is sometimes easier to make a decision without student input, but that does not support student growth. Students will have input on rules, dress code, activities, and other components of school life to assert choices for themselves in a healthy way. Throughout the Mayacamas culture, students will have an opportunity to develop voice and choice.

D. Curricular Content

Mayacamas features multiple types of curriculum:

- Core academic and course content curriculum
- Social-emotional learning embedded curriculum
- Advisory curriculum
- Visual or Performing Arts content curriculum

Each is described in the text below.

1. **Core academic and course content curriculum.** Course curriculum is modeled on the CDE Frameworks for each discipline. The description below begins with curriculum by subject.

English language arts (ELA)

The ELA curriculum is based on California Common Core State Standards for English Language Arts, along with the California English Language Arts/English Language Development Framework: Reading, Writing, Listening and Speaking.¹³¹ Students will benefit from a rich array of reading and writing across all areas of the curriculum, learning to read and write in a variety of contexts and areas.

Students will demonstrate the ability to read, write, listen, and speak in multiple forms of expression and demonstrate communication skills appropriate to setting and audience. Teachers will approach grammar as a “think/pair/share” activity: work independently, share with classmates, then group analysis and discussion, allowing for whole class engagement. Teachers will use assessments, establish reading goals as part of their Individual Learning Plans, and include independent book options that promote students’ individual goals and growth. The use of periodic assessments and reading and writing tailored to each student will allow teachers to monitor individual growth of students from all subgroups.

¹³¹ California Department of Education. [SBE-Adopted ELA/ELD Framework Chapters.] Accessed on August 29, 2021. <http://www.cde.ca.gov/ci/rl/cf/elaeldfrmwrksbeadopted.asp>

Students will comprehend and critically interpret multiple forms of expression from various sources, writers, and cultures. They will critically evaluate their work and the work of others by using peer feedback rubrics and reflections which provide specific feedback to improve their communication skills as they grow their skills in reading, writing, speaking and listening, and language. Students will encounter authors' perspectives through whole-group and small-group learning as they read literature from across time periods and cultures. Mayacamas will utilize Socratic seminars and small group and whole class discussions, teaching students to listen to the perspectives of their peers through conversations and collaborative activities. Mayacamas will also use Padlet as one way to promote open-ended discussions and for students to receive on-the-spot feedback for their writing.

In each unit of study, students will read classic and contemporary fiction and nonfiction texts, and view/listen to media selections. Students will use technology to interact with texts and activities to promote student ownership of their learning through goal setting in their ILPs, student choice, and reflection. Teachers will encourage collaboration and help students link knowledge, skills and learning behaviors.

Students will benefit from a rich array of reading and writing across all areas of the curriculum, learning to read and write in a variety of contexts and areas (including the use of narratives and informative, argumentative, and explanatory strategies). They will learn to read different types of texts and analyze the development of arguments throughout each text, comparing and contrasting writers' arguments, and analyzing the validity of evidence presented using critical thinking and analysis. Students will read and annotate rigorous fiction and non-fiction texts, prose, and poetry. Students will show knowledge of their skills in projects such as writing original poetry that will be shared with the community via poetry slams, class published anthologies, etc. Thematic learning will include embedded social science/history and science themes throughout ELA, for example, reading literature from ancient cultures they are studying in 6th grade social studies.

In alignment with CCSS grade level standards, students will learn to diagram complex sentences, engage in close reading of complex content, debate and discuss what they have read, collaborate to exchange and evaluate information, and self-assess their own writing and analysis. Students will learn and gain expertise in writing that uses evidence to support a thesis, both in ELA and other classes. Students' understanding of the precise meaning of words, academic language, conventions of speech/written word, structural features of informational text, and fundamental elements of literature all support greater comprehension. Students continue to acquire and accurately use general academic language and domain-specific vocabulary.

The CCSS listening and speaking standards also will be implemented as students give oral reports and presentations and discuss and debate what they are learning. Teachers will engage in vertical articulation, following the instruction and integration of high leverage strands through the implementation in the ELA classrooms, and in Science and History/Social Science classes. All teachers will emphasize close reading and informational text, which is articulated at different levels of rigor (in accordance with the specific grade level standards) in each grade level.

Students will be able to access books online tied to their Lexile levels, which will be assessed during the first week of school with the Scholastic Reading Inventory. With the understanding that many

of our students will enter 6th grade reading below grade level, in some cases several levels below, teachers will continuously differentiate and scaffold instruction with the goal that all students complete 8th grade at or above grade level in reading. Reading instruction, provided during Learning Lab, will reflect the practices of the **NCOE Literacy for All project**.

Mayacamas will use StudySync or Newsela to engage students with a rigorous, student-centered curriculum that connects learning to students' lives beyond the classroom. Strong skills- and standards-based instruction will provide the foundation for success in high school and beyond, while still affording teachers the flexibility to customize the curriculum to the specific needs of their students and teaching style. Every day, students will interact with high-quality classic and contemporary literature that is rigorous, culturally relevant, and presented in a highly engaging digital format. All StudySync units include English Learner resources that offer explicit EL instruction. These lessons will share a thematic and genre focus with all other lessons in the Core ELA unit and will modify the routines used with texts in the Integrated Reading and Writing sections. Explicit vocabulary instruction will be emphasized, and reading and writing skills lessons will focus strongly on language acquisition and reading comprehension.

In addition to StudySync and Newsela, supplemental instructional materials will include CCSS-aligned programs such as Achieve 3000, Edgenuity, Brain Pop!, NTN Projects, and more (see Curriculum table below for full list).

English 6 will offer a variety of literature and nonfiction texts. After reading these texts, students will devise a research question in response to their reading, find relevant material and take notes from primary and secondary sources, and write a research report. Students will then synthesize this information into a full-length essay that includes multimedia components, parenthetical citations, and a Works Cited page. For the extended writing project, students will first identify a topic they would like to know more about. In the writing process, students will learn how to select a research question, develop a research plan, gather and evaluate source materials, and synthesize and present their research findings.

Reading skills taught in English 6 include generating questions; summarizing; word meaning; figurative language; context clues; informational text elements; compare and contrast; connotations and denotation; language, style, and audience; author's purpose and point of view; central or main idea; and setting. Grammar skills include appropriate use of dashes, hyphens, quotation marks, and italics and avoidance of run-on sentences. Writing skills include planning research; evaluating sources; research and note-taking; critiquing research; paraphrasing; sources and citations; print and graphic features; research writing process (plan, draft, revise, edit and publish).

English 7 will provide a wide sampling of non-fiction and literature, including texts written for the page and the stage. Students will consider issues affecting contemporary society, learn about a range of inspiring individuals, and have a chance to put themselves center stage by giving an oral presentation that will critique a literary work or dramatic production of their choice. Students will develop their own voice and present their perspective to an audience.

Reading skills taught in English 7 include analysis of character, dramatic elements, reasons and evidence, technical language, author’s purpose and point of view, informational text elements, media, arguments and claims, compare and contrast, word meaning, and poetic structure. Grammar skills include economy of language and noun clauses. Writing skills include evaluating sources; reasons and relevant evidence; sources and citations; and oral writing process (plan, draft, revise, edit and present.) In the extended writing project, students will prepare an argumentative presentation to convince their classmates to read or see a favorite literary work, film, or dramatic production. The presentation will include a clear thesis statement, at least three reliable sources, and a focus on the work’s deeper message, historical or cultural significance, genre, or information about the author/director.

English 8 will include a variety of informational and fictional texts that will inspire students to reconsider their understandings of the past, the future, and what makes us human. Students will turn from readers to researchers as they plan and write a research paper on the topic of their choosing, crafting a research question and using primary and secondary source material to answer their crafted question.

Reading skills taught in English 8 include making inferences; theme; story structure; language, style, and audience; Greek and Latin affixes and roots; generating questions; technical language; summarizing; context clues; central or main idea; and point of view. Grammar skills include infinitive phrases, commonly misspelled words, ellipses for pause or separation, and sentence fragments. Writing skills include planning research; evaluating sources; research and note-taking; critiquing research; paraphrasing; sources and citations; print and graphic features; and the research writing process (plan, draft, revise, edit and publish). In the extended writing project, students will select an author, text, or subject they would like to know more about and write a research report about that topic, learning to select a research question, develop a research plan, gather and evaluate source materials, synthesize and present their research findings, and develop a “call to action” that they can realistically achieve, accomplish, or act on within the community.

English language development (ELD)

As detailed more fully in the section on English Learners, below, the ELD program implements both the California ELD Standards and the English Language Arts/English Language Development Framework for California Public Schools (ELA/ELD Framework). Mayacamas’ ELD goals are directly aligned with the goals detailed in the ELD Standards and Framework to “ensure that ELs are fully supported as they:

- Read, analyze, interpret, and create a variety of literary and informational text types;
- Develop an understanding of how language is a complex, dynamic, and social resource for making meaning;
- Develop an understanding of how content is organized in different text types across disciplines using text organization and structure, language features, and vocabulary depending on purpose and audience;
- Become aware that different languages and varieties of English exist;

- Recognize their home languages and cultures as resources to value in their own right and to draw upon in order to build proficiency in English;
- Contribute actively to class and group discussions by asking questions, responding appropriately, and providing useful feedback;
- Demonstrate knowledge of content through oral presentations, writing, collaborative conversations, and multimedia; and
- Develop proficiency in shifting registers based on task, purpose, audience, and text type.”¹³²

Based on substantial research proving the benefits of both designated and integrated language learning approaches, Mayacamas will implement a designated ELD program through Learning Lab and a comprehensive structured, integrative program in every classroom for our EL students. Teachers will use the ELD standards to assist in planning and assessing EL progress, and students with limited English proficiency will receive the same academic content as students who are native English speakers.

All instruction will be in English, with teachers using Specifically Designed Academic Instruction in English (“SDAIE”) and Guided Language Acquisition Design (“GLAD”) strategies to enhance the English language development of EL students.¹³³ These strategies implement strong teaching techniques and are therefore effective for English-only students as well. SDAIE provides (1) access to the core curriculum, (2) English language development, and (3) opportunities for social integration into the multicultural classroom community. Examples of utilizing SDAIE strategies include supporting verbal explanations with nonverbal cues and designing appropriate learning sequences, such as building upon prior knowledge. Language acquisition also will be enhanced by exposing students to experiences in a variety of learning modalities (kinesthetic, auditory, and visual) that correspond to the subject matter and grade level curriculum. (Please see English Learner section below for extensive details on our ELD program and support for EL students.)

The second tier of our ELD approach is explicit/designated ELD, which will be offered during the Learning Lab block four days per week. Starting in year 3, we will have a full-time EL Coordinator on staff who will oversee the entire EL program, including providing direct instruction with our EL students for designated ELD and collaborating with faculty to differentiate strategies and instruction based on individual EL students’ needs in the classroom.¹³⁴ This substantial allocation of resources is indicative of the school’s dedication to EL achievement. Prior to hiring an EL Coordinator, the Head of School will serve as the EL Coordinator and may designate some responsibilities to qualified teacher(s).

The purpose of designated ELD is to prepare ELs for success in English instruction, including ELA. Students will be grouped according to proficiency levels in English (See the EL section below for classification criteria); skills in all four strands of language—listening, speaking, reading and writing—will be methodically developed. During this designated ELD time, EL students will benefit from a focused approach to language development that builds academic language, including the vocabulary and structure, develops fluency, and encourages students towards appropriately rigorous

¹³² ELA-ELD Framework, pp. 9-10.

¹³³ Guided Language Acquisition Design (GLAD) (wednet.edu)

¹³⁴ In the event our fundraising enables us to do so, we will hire a part-time or full-time EL Coordinator in Y1 or Y2.

language outputs. The National Geographic Hampton-Brown Inside: Language, Literacy and Content will serve as the primary source material for Mayacamas' designated ELD. The Inside curriculum's overlapping levels make it possible to meet students at their appropriate ability and proficiency levels and support them to rapidly move ahead. The curriculum and instruction, driven by the CCSS, provide multiple points of entry for correct placement and are designed to bring students to grade-level instruction within two years. Achieve 3000 and Duolingo will be used as supplemental curriculum as needed.

ELD 1. Students who scored overall as a "Level 1" on the ELPAC will be placed in ELD 1 and use Hampton-Brown's Inside Level A, which focuses on conversational language, simple texts, narrative writing and phonic instructions. The goal of the course is to lift students' listening, speaking, reading and writing skills to Level 2.

ELD II. Students who scored overall as a "Level 2" on the ELPAC will be placed in ELD II. and use Hampton-Brown's Inside Level B, which focuses on academic discourse, complex texts and expository writing. The goal of the course is to expand students' listening, speaking, reading and writing skills to Level 3.

ELD III. Students who scored overall as a "Levels 3 or 4" on the ELPAC will be placed in ELD III and use Hampton-Brown's Inside Level C, which focuses on academic vocabulary, exposure to complex texts, and persuasive writing. The goal of this course is to expand students' listening, speaking, reading and writing skills to the next level and, ultimately, reclassification.

Mathematics

Math instruction will be based on California's Common Core Standards and the Mathematics Framework for California Public Schools, A Look At Kindergarten Through Grade Twelve in California Public Schools. In addition to focusing on mastering grade level content standards, Mayacamas' student-centered math program will focus on the CCSS' eight standards for mathematic practice:

- MP.1 Make sense of problems and persevere in solving them.
- MP.2 Reason abstractly and quantitatively.
- MP.3 Construct viable arguments and critique the reasoning of others.
- MP.4 Model with mathematics.
- MP.5 Use appropriate tools strategically.
- MP.6 Attend to precision.
- MP.7 Look for and make use of structure.
- MP.8 Look for and express regularity in repeated reasoning.

We will use the CCSS-aligned College Preparatory Math (CPM) curriculum in grades 6, 7, and 8 because it emphasizes conceptual understanding as opposed to algorithmic memorization. It also spirals the concepts throughout the year and throughout the three-year program so that students are reinforced through subsequent lessons. CPM focuses less on direct instruction and more on problem-based learning (PrBL). Students using CPM employ problem solving strategies, question,

investigate, analyze critically, gather and construct evidence, and communicate rigorous arguments to justify their thinking. Students will use mathematical reasoning, concepts, and logical thinking to solve problems; understand mathematical concepts; communicate mathematical ideas; connect mathematics to other studies and their own lives; articulate their understanding of the beauty and power of math (e.g., math's universality, patterns in nature, and elegant solutions); invent mathematical procedures that allow them to compute and perform basic operations; acknowledge, understand, and apply other's mathematical methods of solving problems.

Teachers will use Teach to One Roadmaps as a supplementary math tool, which allows educators to accelerate growth with precise, tailored math instruction. For over a decade, this curriculum has provided an effective approach to the problems of under-achievement and learning loss by enhancing student motivation through the principles of

- Personalization
- Choice/variety
- Clear communication
- Rapid feedback
- Long-term goals (that are integrated into our ILPs)
- Relevance and relatedness
- Student autonomy
- Mastery.

Teach to One Roadmaps allows teachers and families to access instructional tools and curated content aligned to each student's individualized roadmap. Through a series of assessments, the AI-driven tool allows teachers to understand each student's level of mastery of different math principles and creates lesson plans that allows for individual and group assignments that meet students where they are.

Math 6. In every class, students in Core Connections, Course 1 use problem-solving strategies, questioning, investigating, analyzing critically, gathering and constructing evidence, and communicating rigorous arguments justifying their thinking. Under teacher guidance students learn in collaboration with others while sharing information, expertise, and ideas. The course helps students to develop multiple strategies to solve problems and to recognize the connections between concepts. Upon completion of the course, students should be able to:

- Collect, organize, and display data in multiple ways.
- Analyze data using measures of central tendency.
- Represent data sets using various methods & analyze how changes in data impact the representation.
- Represent and compare quantities using manipulatives, diagrams, and number expressions.
- Represent multiplication using rectangular arrays.
- Represent integers on number lines and with manipulatives.
- Make sense of multiple representations of portions (decimal, fraction, percent) and convert from one form to the other.

- Compare fractions and generate equivalent fractions.
- Recognize ratios in tables and graphs and solve corresponding problems.
- Use ratios to describe relationships with similar plane figures and other situations.
- Use models and standard algorithms for computations with fractions and decimals.
- Simplify variable expressions by combining like terms and using the Distributive Property.
- Evaluate variable expressions and solve simple equations and inequalities.
- Solve distance, rate, and time problems.
- Solve percent problems including those with discounts, interest, and tips.
- Compute area, surface area, and volume of rectangular solids.
- Represent solids using nets.

Math 7. In every class, students in Core Connections, Course 2 use problem-solving strategies, questioning, investigating, analyzing critically, gathering and constructing evidence, and communicating rigorous arguments justifying their thinking. Under teacher guidance, students learn in collaboration with others while sharing information, expertise, and ideas. The course helps students to develop multiple strategies to solve problems and to recognize the connections between concepts. Upon completion of the course, students should be able to:

- Use integers and complete operations with integers and rational numbers, including using the Order of Operations.
- Use diagrams and equal ratios to represent part-whole relationships.
- Use percent and scale factors to determine percent increase or decrease, discounts, and markups.
- Use variable expressions to represent quantities in contextual problems.
- Simplify variable expressions by combining like terms and using the Distributive Property.
- Solve linear equations, including those with fractional coefficients and those with no solutions or infinitely many solutions.
- Solve and graph one-variable inequalities.
- Compare experimental and theoretical probabilities.
- Distinguish between dependent and independent events and calculate the probability of compound independent events.
- Represent probabilities of multiple events using systemic lists, area models, or tree diagrams.
- Design, conduct, and analyze surveys.
- Collect and compare data and describe the distribution of sets of data.
- Solve distance, rate, and time problems.
- Compare ratios and calculate unit rates.
- Recognize and solve problems involving proportional relationships.
- Recognize and use the properties of similar figures and scale factors to solve problems.
- Describe angles, angle pairs, and their measures.
- Compute area and perimeter of standard and compound shapes.
- Compute the volume of a variety of solids.

Honors Math 7 (Prerequisite: Successful completion of Math 6 with teacher recommendation.) Honors Math 7 is designed to meet the needs of advanced 7th grade students. This course focuses 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 8. In every class, students in Core Connections, Course 3 use problem-solving strategies, questioning, investigating, analyzing critically, gathering and constructing evidence, and communicating rigorous arguments justifying their thinking. Under teacher guidance, students learn in collaboration with others while sharing information, expertise, and ideas. The course helps students to develop multiple strategies to solve problems and to recognize the connections between concepts. Upon completion of the course, students should be able to:

- Represent a linear function with a graph, table, rule, and context and create any representation when provided one of the others.
- Solve systems of equations by using tables and graphs.
- Symbolically manipulate expressions to solve problems including those with fractional coefficients.
- Solve contextual word problems using multiple strategies, including making tables, looking for patterns, drawing diagrams, and creating a table of guesses to assist with writing and solving a variable equation.
- Describe various geometric transformations on a coordinate grid.
- Represent data using scatterplots and describe associations.
- Collect and analyze data and make predictions based on the trend of the data.
- Compare ratios and calculate unit rates and slope ratios.
- Analyze the slope of a line graphically, numerically, and contextually.
- Recognize and solve problems involving proportional relationships.
- Graph and analyze non-linear functions.
- Recognize and use the properties of similar figures to solve problems.
- Use the Pythagorean Theorem and its converse to solve problems in two and three dimensions.
- Use square roots and cube roots.
- Represent and simplify expressions using positive and negative exponents.
- Represent and compare large and small numbers using standard and scientific notation.
- Perform operations with numbers represented in scientific notation.
- Use the relationships between angles created by parallel lines with transversals and the Triangle Angle Sum Theorem to solve problems.
- Compute the volume of a variety of solids.

Honors Math 8. Prerequisite: Successful completion of Honors Math 7 or Math 7 with teacher recommendation. Honors Math 8 is the first of a sequence of three courses from Integrated Math 1, 2, and 3. The first half of the course focuses on functions, algebra, and the number system. It uses

functions as models of real situations and spends most of the time on linear functions, linear equations, and linear inequalities. The second half of the course is focused on Geometry: defining and constructing geometric constructs, using rigid motions to develop proofs of congruence and other geometric properties, and using geometric shapes to model natural objects. The second half also includes Statistics: students summarize, represent, and interpret various types of data.

Science

Mayacamas science courses will teach the Next Generation Science Standards (NGSS), which emphasize and align to our goals through inquiry-oriented investigations, real-life application, and interdisciplinary thinking about scientific concepts. Students follow the eight practices of science and engineering that the NGSS Framework identifies as essential for all students:

- Asking questions (for science) and defining problems (for engineering)
- Developing and using models
- Planning and carrying out investigations
- Analyzing and interpreting data
- Using mathematics and computational thinking
- Constructing explanations (for science) and designing solutions (for engineering)
- Engaging in argument from evidence
- Obtaining, evaluating, and communicating information. (www.nextgenscience.org).

Using Amplify Science California curriculum,¹³⁵ authored by UC Berkeley's Lawrence Hall of Science, our science instruction will develop mastery of core vocabulary and conceptual knowledge, supplemented with the application of scientific principles in laboratory settings. As the Hall's first curriculum designed to address the new science standards, Amplify reflects state-of-the-art practices in science teaching and learning. As outlined in NGSS, students will study Earth Science, Life Science, and Physical Science. Amplify blends hands-on investigations, literacy-rich activities, and interactive digital tools to empower students to think, read, write, and argue like real scientists and engineers. Each unit of Amplify engages students in a relevant, real-world problem where they investigate scientific phenomena, engage in collaboration and discussion, and develop models or explanations to arrive at solutions. Amplify is rooted in the Lawrence Hall of Science's Do, Talk, Read, Write, Visualize model of learning. This research-based approach presents students with multiple modalities through which to explore the curriculum.

Through their investigations, students will engage with authentic content rich texts that allow them to obtain evidence, develop research and close reading skills, and construct arguments. Throughout the Amplify curriculum, students actively share and discuss evidence and work together to determine what claim the evidence supports. As they collaborate and engage in debate, they are practicing vital aspects of constructing explanations and argumentation, such as:

- Deeply understanding evidence
- Working with others to understand the meaning of evidence

¹³⁵ Amplify Science California. Amplify, Great Minds, amplify.com/programs/amplify-science/?state=CA.

- Convincing others that their claim is the most sound
- Providing logical reasoning to support their claims.

In addition to high quality instructional lessons and materials, Amplify provides end-of-unit and benchmark assessments to ensure student mastery of content and prepare students for the rigors of high stakes testing in the upper grades. Amplify includes hands-on activities, print materials, and powerful digital tools to support online and offline teaching and learning.¹³⁶ Highly adaptable and user-friendly, the program gives schools and individual teachers flexibility based on their technology resources and preferences.

Amplify will be supplemented with NTN project-based work. NTN's PBL expertise will provide the framework through which teachers will collaboratively develop engaging PBL across the curricula, including an intense focus on interdisciplinary learning and the connectedness of subject matter. Teachers will also be able to access a robust resource bank of NTN-structured PBL learning lessons to use in their classrooms. Both Amplify and NTN's PBL offer an inquiry-based approach to science that allows students to conceptualize questions and work to find a possible explanation that responds to that question.

Science 6. Students will engage in scientific investigation through the following units:

- **Microbiome:** There is evidence to suggest that the approximately 100 trillion bacteria living on and in the human body may correlate to many different health conditions. Further, altering one's microbiome can result in altering one's health for better or worse. Most notably, a treatment known as a fecal transplant—a transplant that involves using microorganisms from one person's healthy gut microbiome to cure another person who is suffering from a potentially deadly infection—has been under review. Students take on the role of student researchers to figure out why a fecal transplant cured a patient suffering from a *C. difficile* infection.
- **Metabolism:** Through inhabiting the role of medical students in a hospital, students are able to draw connections between the large-scale, macro-level experiences of the body and the micro-level processes that make the body function as they first diagnose a patient and then analyze the metabolism of world-class athletes. They uncover how body systems work together to bring molecules from food and air to the trillions of cells in the human body.
- **Metabolism: Engineering Internship:** Students act as food engineering interns to design a health bar to feed people involved in natural disasters, with a particular emphasis on two populations who have health needs beyond what can be provided by emergency meals: patients and rescue workers. These plans must meet three design criteria: 1) addressing the metabolic needs of a target population; 2) tasting as good as possible; and 3) minimizing costs while serving as many people as possible. Students focus on the practice of considering trade-offs while designing solutions to deepen their understanding of metabolism. They also

¹³⁶ Amplify. [What's Included In Our Phenomena-Based Science Curriculum for Middle Schools.] Accessed on August 29, 2021. <https://amplify.com/programs/amplify-science/whats-included-6-8/>.

consider questions of scale, proportion, and quantity as different proportions of types of molecules affect a body's health and metabolism.

- **Traits and Reproduction:** Scientists and engineers are investigating possible ways spider silk can be used for medical purposes, such as for artificial tendons. Students act as student geneticists to investigate what causes variation in spider silk traits. Specifically, they explain why parent spiders have offspring with widely varied silk flexibility traits. They uncover the roles of proteins and genes and the way that genes are inherited.
- **Thermal Energy:** In their role as student thermal scientists, students work with the Head of School of the fictional Riverdale School to help the school choose a new heating system. They compare a system that heats a small amount of water with one that uses a larger amount of cooler groundwater. Students discover that observed temperature changes can be explained by the movement of molecules, which facilitates the transfer of kinetic energy from one place to another. As they analyze the two heating system options, students learn to distinguish between temperature and energy, and to explain how energy will transfer from a warmer object to a colder object until the temperature of the two objects reaches equilibrium.
- **Ocean, Atmosphere, and Climate:** Students act as student climatologists helping a group of farmers near Christchurch figure out the cause of significantly colder air temperatures during the El Niño climate event. To solve the puzzle, students investigate what causes regional climates. They learn about energy from the sun and energy transfer between Earth's surface and atmosphere, ocean currents, and prevailing winds.
- **Weather Patterns:** Weather is a complex system that affects our daily lives. Understanding how weather events, such as severe rainstorms, take place is important for students to conceptualize weather events in their own community. Students play the role of student forensic meteorologists as they discover how water vapor, temperature, energy transfer, and wind influence local weather patterns in a fictional town called Galetown. They use what they have learned to explain what may have caused rainstorms in Galetown to be unusually severe in recent years.
- **Earth's Changing Climate:** In the role of student climatologists, students investigate what is causing ice on Earth's surface to melt in order to help the fictional World Climate Institute educate the public about the processes involved. Students consider claims about changes to energy from the sun, to the atmosphere, to Earth's surface, or in human activities as contributing to climate change.
- **Earth's Changing Climate: Engineering Internship:** Students act as civil engineering interns to design a plan to modify a city's roofs to reduce the city's impact on climate change. These plans must meet three design criteria: 1) reducing impact on the climate; 2) preserving the city's historic character; and 3) minimizing costs. Students focus on the practice of isolating variables in planning and conducting tests to deepen their understanding of climate change.

They also learn about the cause-and-effect mechanisms involved as changes to albedo and combustion of fossil fuels affect climate.

Science A - 7/8. Students in grades 7 and 8 (in mixed-grade classrooms that loop for two years) will engage in the following units (in the alternate year from when they engage in Science B. Students who are enrolled in Science A in their 8th grade year will have a short review session in Science B before CAASPP testing to ensure that the CAST test reflects their full knowledge of grades 6-8 science:

- **Geology on Mars:** Evidence that water was once present on a planet is evidence that the planet may once have had living organisms. In their role as student planetary geologists working to investigate the planet Mars, students investigate whether a particular channel on Mars was caused by flowing water or flowing lava. Along the way, students engage in the practices and ways of thinking particular to planetary geologists and learn to consider a planet as a system of interacting subsystems.
- **Plate Motion:** Students play the role of geologists working for the fictional Museum of West Namibia to investigate Mesosaurus fossils found both in southern Africa and in South America. They learn that the surface of the Earth has changed dramatically over the Earth's history, with continents and ocean basins changing shape and arrangement due to the motion of tectonic plates. They also learn that as the Earth's surface changes, fossils that formed together may be split apart.
- **Plate Motion: Engineering Internship:** Students act as mechanical engineering interns to design a tsunami warning system for the Indian Ocean region. These warning systems must meet three design criteria: 1) giving people as much warning time as possible to move to safety; 2) causing as few false alarms as possible; and 3) minimizing costs as much as possible. Students communicate like engineers and scientists do as they use their understanding of plate motion and patterns in data to create and justify their designs.
- **Rock Transformations:** Taking on the role of student geologists, students investigate a geologic puzzle: Two rock samples, one from the Great Plains and one from the Rocky Mountains, look very different but are composed of a surprisingly similar mix of minerals. Did the rocks form together and somehow get split apart? Or did one rock form first, and then the other rock form from the materials of the first rock? To solve the mystery, students learn about how rock forms and transforms, driven by different energy sources.
- **Phase Change:** Taking on the role of student chemists working for the fictional Universal Space Agency, students investigate the mystery of a disappearing methane lake on Titan. One team of scientists at the Universal Space Agency claims that the lake evaporated, while the other team of scientists claims that the lake froze. The students' assignment is to determine what happened to the lake. They discover what causes phase changes, including the role of energy transfer and attraction between molecules.

- **Phase Change: Engineering Internship:** Students act as chemical engineering interns to design an incubator for low-birthweight babies. Phase change materials (PCMs) are substances that store and release large amounts of energy during the phase changes of melting and freezing. Since they can easily be reused, PCMs are useful for everyday situations that require temperature control. Students select a combination of PCMs and an insulating lining material, applying concepts about phase change and energy transfer.
- **Chemical Reactions:** In the role of student chemists, students explore how new substances are formed as they investigate a problem with the water supply in the fictional town of Westfield. They analyze a brown substance that is in the water, the iron that the town's pipes are made of, and a substance from fertilizer found to have contaminated the wells that are the source of the town's water. Students use their findings to explain the source of the contaminating substance.
- **Populations and Resources:** Glacier Sea has seen an alarming increase in the moon jelly population. In the role of student ecologists, students investigate reproduction, predation, food webs, and indirect effects to discover the cause. Jellyfish population blooms have become common in recent years and offer an intriguing context to learn about populations and resources.
- **Matter and Energy in Ecosystems:** Students examine the case of a failed biodome, an enclosed ecosystem that was meant to be self-sustaining but ran into problems. In the role of ecologists, students discover how all the organisms in an ecosystem get the resources they need to release energy. Carbon cycles through an ecosystem due to organisms' production and use of energy storage molecules. Students build an understanding of this cycling—including the role of photosynthesis—as they solve the mystery of the biodome collapse.

Science B – 7/8. Students in grades 7 and 8 (in mixed-grade classrooms that loop for two years) will engage in the following units (in the alternate year from when they engage in Science A):

- **Harnessing Human Energy:** Energy-harvesting backpacks, rocking chairs, and knee braces are just a few of the devices that have been created to capture human energy and use it to power electrical devices. Students assume the role of student energy scientists to help a team of rescue workers find how to get energy to the batteries in their equipment during rescue missions. To do so, students learn about potential and kinetic energy, energy conversions, and energy transformations.
- **Force and Motion:** In the role of student physicists, students help solve a physics mystery from outer space. A pod returning with asteroid samples should have stopped and docked at the space station. Instead, it is now moving back away from the station, and the video feed showing what happened in the seconds during which it reversed direction has been lost. Did the pod reverse before it got to the space station, or did it hit the station and bounced off? Students explore principles of force, motion, mass, and collisions as they solve this mystery.

- **Force and Motion: Engineering Internship:** Students act as mechanical engineering interns to design delivery pods—pods of emergency supplies that will be dropped in areas experiencing a natural disaster. These delivery pods must meet three design criteria: 1) limiting the amount of damage to the cargo during the drop; 2) reusing the pod’s shell as much as possible (for example, as emergency shelter); and 3) minimizing the cost of the pod as much as possible. Students focus on the practice of analyzing data to deepen their understanding of force and motion. They also learn about how structure and function are interrelated to determine the integrity and, therefore, success of their pods.
- **Magnetic Fields:** As student physicists consulting for the fictional Universal Space Agency, students work to understand the function of a magnetic spacecraft launcher (a simplified version of real technology currently under development). They seek to explain why a particular test launched the spacecraft much faster than expected. To do this, they investigate how magnets move some objects at a distance, the source of the energy for that movement, and what causes differences in the energy and forces involved.
- **Light Waves:** Australia has one of the highest skin cancer rates in the world: More than half of the people who live there will be diagnosed with skin cancer in their lifetime. In their role as student spectroscopists, students gain a deeper understanding of how light interacts with materials, and how these interactions affect our world—from the colors we see, to changes caused by light from the sun such as warmth, growth, and damage. Students use what they learn about light to explain the causes of Australia’s skin cancer problem.
- **Earth, Moon, and Sun:** Students take on the role of student astronomers, advising an astrophotographer who needs to take photographs of the moon. To provide this advice, students investigate where the moon’s light comes from, what causes the characteristic changes in the appearance of the Moon, and what conditions are required to view phenomena such as particular moon phases and lunar eclipses.
- **Natural Selection:** According to local legend around Oregon State Park, three unfortunate campers were found dead at their campsite and investigators found only one clue—a rough-skinned newt inside the coffeepot that the campers used to make their morning coffee. Student biologists investigate what caused the rough-skinned newts of Oregon State Park to become so poisonous by uncovering mechanisms of natural selection—investigating variation in populations, survival and reproduction, and mutation.
- **Natural Selection: Engineering Internship:** Students act as biomedical engineering interns to design a malaria treatment plan. These treatment plans must reduce the population of malaria plasmodia while meeting three design criteria: 1) limiting the amount of the drug-resistance trait that develops in the population; 2) minimizing the side effects caused by the treatment; and 3) minimizing the treatment costs while treating as many patients as possible. Students focus on the practice of analyzing data to deepen their understanding of natural selection. They also learn about the cause-and-effect mechanisms involved when rates of death and reproduction can lead to increased drug resistance in the plasmodia population.

- Evolutionary History: Students act as student paleontologists to discover the evolutionary history of a mystery fossil. Is this species more closely related to wolves or whales, and how did all three species change over time? Students learn how to interpret similarities and differences among fossils, investigate how natural selection can lead to one population becoming two different species, and investigate evolution over vast periods of time.

(www.amplify.com/programs/amplify-science/whats-included/)

Students will be empowered to apply their understanding of scientific concepts to make informed decisions and contributions to issues (social, political, environmental, etc.) that affect their well-being and their future. Concepts will be taught through the lens of the NTN project model (e.g. Earth Science and Social Science combined in a project to teach environmental education and human impact on the environment.) While chemical and physical science have some constants that do not change, the ways in which humans impact Earth and interact with it do change dramatically over time.

Assuming finances and facilities permit, we plan to integrate a School Garden to Table program (based on acclaimed practices of Alice Water’s Edible Schoolyard Project¹³⁷), weaving through science, P.E./Health, and other curricula the concepts of healthy living and environmental sustainability. Students will learn about how to plan, cultivate, and select seasonal fresh foods, cooking their harvest in the classroom to study nutrition and healthy eating habits.

Social Studies/History

Mayacamas’ social studies curriculum is rooted in the standards specified in the History-Social Sciences Content Standards for California Public Schools: Kindergarten through Grade Twelve, CCSS for English Language Arts and Literacy in History/Social Studies, Science, and Technical Subjects (CA CCSS for ELA/Literacy), the ELA/ELD Framework; and the California State Framework for Social Studies and History (2016), supplemented by teacher-created lessons to ensure that history and social studies reflect students’ cultures and identities. The curriculum includes four main social studies disciplines: (1) History, (2) Geography, (3) Civics, and (4) Economics. Students will learn to distinguish fact from opinion, connect cause and effect, and examine history through a variety of lenses and perspectives.

Students will learn about ancient civilizations, medieval world history and early American history using a PBL approach, with support from NTN. They will apply multiple perspectives while demonstrating understanding of civic, cultural, historical, and geographical concepts. Students will apply this understanding to act as informed participants in today’s world of diverse cultures.

Social studies instruction will use materials from the Teachers’ Curriculum Institute (TCI), History Alive! (6-8), as well as primary and secondary sources from the internet, original documents, realia, and media clips that bring topics to life. History Alive! provides standards-based, spiraled

¹³⁷ The Edible Schoolyard Project. Accessed on August 29, 2021. <https://edibleschoolyard.org/>

curriculum in which students work in cooperative groups to learn progressively more difficult concepts through a process of step-by-step discovery. Students will have the opportunity to conduct research and seek resources to deepen their knowledge based on a particular topic.

During projects, students practice writing their own questions and finding and evaluating a variety of resources to learn to be critical thinkers in today's digital era. Projects will provide opportunities for students to make connections between the historical content and other historical eras, other academic subjects, modern day topics, and their individual experiences. One method of doing this is through the "Transfer" activities detailed by Michael McDowell,¹³⁸ which gives students the opportunity to take what they have learned and apply it to a different scenario. For example, during a project about American westward expansion, students might reflect on the ways the U.S gained territory during the 1800's and apply it to a futuristic scenario involving colonies in space where there is not enough land available for everyone who wants it.

Another method teachers will use to build connections is art integration in social science courses. Students will be provided opportunities to paint, sculpt with found materials, draw, compose, and collage while they make connections between the content and different topics or their own personal experiences. For example, during a comparative religion unit, students might learn about similarities and differences between the values of major world religions, and then create an art piece to illustrate some of their own values.

Social studies will be presented in four interconnected formats:

- Within the reading program through informational texts
- Through personal and informational writing and research in the writing program
- Via integrated, thematic units of instruction
- Through interdisciplinary project-based learning

Our curriculum shares the same three goals as the History/Social Science Framework: Knowledge and Cultural Understanding, Democratic Understanding and Civic Values, and Skills Attainment and Social Participation. Students will gain an understanding of human history as well as how our society and others work. The curriculum not only supports student acquisition of core knowledge of the world's eras and civilizations, but also develops the critical thinking skills that historians and social scientists employ to distinguish the important from the unimportant, to recognize vital connections between the present and the past, and to appreciate universal historical themes and dilemmas.

Broad social studies themes and content will cover topics of family life, cultures, community, the environment, the study of California, geography, economics, United States, and world history with connections to mathematics, science, and the arts. Learning activities will engage students in an inclusive classroom setting in reading rich literature and original source documents while they experience daily opportunities to develop listening, speaking, research, and writing skills.

¹³⁸ McDowell, M. (2017). [Rigorous PBL by Design: Three Shifts for Developing Confident and Competent Learners.] Corwin Press.

As with science, NTN's PBL frameworks and expertise will guide teachers in creating engaging, interdisciplinary PBL experiences for our students, with a vast resource bank of existing projects. Students will complete projects revolving around enduring understandings. Students will work both individually and in groups to demonstrate knowledge on concepts, while also building skills when working collaboratively. Differentiation in the classroom will come in the form of readings at different levels, multiple sentence frames, pushing student thinking, and making thinking visible from the struggling to the strongest students.

Students also will explore their own identity and community, with the guidance of culturally responsive teaching strategies. Students will reflect on their identities with their classrooms, displaying cultural images and artifacts from their homes, community walks, and field trips. Students will experience and express their history through art, writing, and spoken word. When students feel uncomfortable, they will be able to respectfully agree/disagree and have the courage to share their own experiences. Students will feel appreciated, valued, and have a sense of belonging to their community, building on our schoolwide emphasis on SEL. While understanding that they are individuals with unique differences, students will become connected to their community and develop a sense of pride.

In accordance with the standards, the curriculum for sixth through eighth grades will be organized around the broad topics listed below by grade level. Encompassed within the broad theme for each grade are all state standards that build upon prior knowledge, intertwine geography instruction, and deepen students understanding of our world and how it has come to be. Outlined below are the broad instructional themes for each grade level.

Social Studies 6. In sixth grade, students will study the beginning of the human story with exploration into the great early civilizations of Egypt, India, China, Greece, and Rome. They will learn about the earliest humans, agriculture, development of tools, and the gathering way of life. Students will be introduced to the patterns, systems, and processes of human and physical geography, understanding how these geographies continually experienced change. They will explore many ancient texts and visual imageries, discovering the secrets of these ancient cultures that continue to influence the modern world.

Social Studies A - 7/8. Students in grades 7 and 8 (in alternate years from Social Studies B, in mixed-age classes that loop for two years) will study the medieval world and beyond, exploring the legacy of civilizations from Europe, Africa, Middle East, Asia, and the Americas. They will study the rise and fall of empires, trace the development of medieval civilizations, and make connection with regional and present-day world maps. Students will use archaeology evidence and source documentation to explore the change and movements of people, ideas, products, and religions that took place during medieval and early modern times. For example, students will learn about the fall of the Roman Empire and the rise of the Byzantine Empire, examining the contributions and influences of ancient Rome on modern society.

Social Studies B – 7/8. Students in grades 7 and 8 (in mixed-age classes that loop for two years) will study the Constitution, the American revolution, the Declaration of Independence, the thirteen colonies, and the American westward expansion, with a focus on economic and industrial

developments. They will study major ideas and issues – equality, liberty, justice – and their changing definitions over time. Students will concentrate on critical and major events through the lens of people who were directly involved, with a focus on inquiry-based questions using research and critical thinking. They will use and evaluate primary sources, historical documents, and online resources to responsibly and thoughtfully access and interpret information.

Advisory

As detailed earlier in this charter petition, all Mayacamas students will participate in an Advisory period daily. In Advisory, life skills and social-emotional development are key areas of focus for all students. (See section above on Social-Emotional Learning for details about the Advisory program.)

Visual and Performing Arts

Mayacamas Arts curriculum is aligned with the Visual and Performing Arts Framework for California Public Schools. Students examine the influence of the various arts on history and how art reflects and describes historical periods, cultures, and geographic regions.

Our 6th grade students may enroll in an exploratory, trimester “wheel” rotation of performing arts electives which might include performing arts/drama or visual arts. Alternatively, they can opt to focus the entire year on one of the visual and performing arts classes, which may include band, orchestra/strings, chorus or drama (depending on funding) at an introductory level.¹³⁹ Our 7th and 8th grade students will be offered full year options of the arts.

At Mayacamas, we do not view Visual and Performing Arts as an independent activity with a subset of standards and skills but rather as a humanistic strand that runs throughout our curriculum. Incorporating “Art” into learning across the curricula is deliberate and important. Through the arts, we develop a sense of self in our students and a respect for the many cultures they represent, while providing valuable links to new cultures. The arts also allow us to make academic connections across the curriculum and provide cohesiveness to thematic planning that gives English learners a major scaffold to gaining content understanding.

We also are committed to music education and its cross-curricular implications, providing a systematic approach to the skills it requires. In our music program, students acquire knowledge of musical history, composers, theory, musical notation, and musical skills and mechanics, both instrumental and vocal.

Instrumental music programs will include sequential instrument method courses for beginner and intermediate/advanced instrumental music students. Students will learn beginning to advanced music theory (rhythms, note names, expressions), music history, performance techniques, and cultural diversity through music. Students will develop a basic structure to learn required music performing skills needed to rehearse and perform concert (concert literature) sheet music. Sheet

¹³⁹ We have had preliminary talks with some local supporters and are confident we will be able to secure donations and/or loans of instruments for our new school to implement a comprehensive music program, at no cost to Mayacamas.

music will be chosen based on its difficulty level relative to the skill/performance level of the student musicians.

Physical Education and Health

Physical Education (PE)/Health is considered critical for student learning and for maintaining personal well-being and developing life-long habits of fitness and wellness. Students will be exposed to a variety of physical movement activities that suit diverse learning styles and skills, based on the Physical Education Framework for California Public Schools: Kindergarten through Grade Twelve and the Health Education Framework.

Students learn the skills and mechanics necessary to participate in physical activity for the rest of their lives, while independently tracking their progress and developing positive lifelong healthy habits. PE addresses seven critical skill areas:

- Demonstrate motor skills and movement patterns needed to perform a variety of activities
- Demonstrate knowledge of movement concepts, principles, and strategies as they apply to learning and performance of physical activities
- Assess and maintain a level of physical fitness to improve health and performance
- Demonstrate knowledge of physical fitness concepts, principles, and strategies to improve health and performance.
- Demonstrate and utilize knowledge of psychological and sociological concepts, principles, and strategies as applied to learning and performance of physical activity.
- Students also learn and understand concepts of health, nutrition and the importance of staying healthy through a variety of academic course settings.

Understanding of grade-appropriate topics in health and wellness will address the following standards:

- essential health concepts
- analyzing health influences
- accessing valid health information
- interpersonal communication
- decision making
- goal setting
- practicing health-enhancing behaviors
- health promotion in six content areas: nutrition and physical activity; growth, development, and sexual health; injury prevention and safety; alcohol, tobacco, and other drugs; mental, emotional, and social health; and personal and community health.

PE/Health activities contribute to an integrated social-emotional program as students practice and demonstrate greater capacity with communication skills, cooperation, empathy, purposeful inclusion, fairness, teamwork, increased confidence, and growth in resilience and self-efficacy.

2. Comprehensive course list.

The table below shows course offerings for all grades served by Mayacamas.

Subject Area	6th Grade	7th grade	8th Grade
ELA	English 6	English A 7/8	English B 7/8
ELD	ELD I ELD II ELD III	ELD I ELD II ELD III	ELD I ELD II ELD III
Mathematics	Math 6	Math 7 Honors Math 7	Math 8 Honors Math 8
History-Social Science	Social Studies 6	Social Studies A 7/8	Social Studies B 7/8
Science	Integrated Science 6	Integrated Science A 7/8	Integrated Science B 7/8
Health and PE	Physical Education 6	Physical Education 7	Physical Education 8
Advisory	Advisory	Advisory	Advisory
VAPA	Elective wheel 6 or full year introductory music or visual/performing arts options	Full year music and visual/performing arts options	Full year music and visual/performing arts options

3. Summary Chart of Planned Course Curriculum

Mayacamas Countywide Middle School has selected curricular resources for their comprehensive nature and correlation to the CCSS for ELA and Math, the NGSS, and California content standards for History/Social Science and all other applicable subjects. Each program includes teaching approaches to differentiate instruction, to meet the needs of English Learners, and to challenge higher-achieving students. Each program has been created by reputable publishers with a record of successful implementation with the student population the school will serve.

When selecting additional curricula and instructional materials, the Head of School, in collaboration with the faculty, will consider academic rigor, student engagement, and program alignment to the CCSS/NGSS and other state content standards. Teachers, working in close collaboration with the Head of School, Counselor and EL Coordinator (starting in Y3), will further enhance these programs by aligning and supplementing activities based on assessment data, such as an accelerated curriculum for students who need more challenge or alternative curricula for students in need of an alternative approach or additional practice.

<p>English Language Arts</p>	<p>Primary Sources: StudySync Achieve 3000 Guided Reading Resources (i.e., leveled libraries) New Tech Network Resource Library</p> <p>Secondary Sources: Newsela Accelerated Reader Words Their Way Scholastic Guided Reading Edgenuity</p>
<p>English Language Development</p>	<p>Primary Source: Inside: Language, Literacy and Content</p> <p>Secondary Sources: Duolingo Achieve 3000 Accelerated Reader Brain Pop ELL</p>
<p>Math</p>	<p>Primary Sources: CPM Teach to One New Tech Network Resource Library</p> <p>Secondary Sources: Achieve 3000 BrainPop! Edgenuity Khan Academy</p>
<p>Science</p>	<p>Primary Sources: Amplify Science California New Tech Network Resource Library</p> <p>Secondary Sources: BrainPop! Khan Academy</p>
<p>Social Studies</p>	<p>Primary Source: TCI's History Alive!</p> <p>Secondary Sources: Savaas Document Based Questions BrainPop! Edgenuity New Tech Network Resource Library</p>

Visual and Performing Arts, P.E./Health	Primary Source: Teacher-created New Tech Network Resource Library (for interdisciplinary projects)
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4. Social-emotional learning.

- a. ***Embedded curriculum.*** “Each NTN partner school promotes a culture of trust, respect and responsibility encompassing student and professional culture. Students and teachers alike have ownership over the learning experience and their school environment.”¹⁴⁰ By creating a culture of trust, responsibility, respect for self and respect for others, Mayacamas will work in collaboration with NTN experts to empower students and staff to develop positive, meaningful relationships. Those relationships often allow for student voice to be heard differently than at other schools. Student survey data will be used to inform school policies and practices – allowing students to have the opportunity to demonstrate trust, responsibility, self-respect and respect for others in their day-to-day activities. NTN’s program of social-emotional learning and school culture development enables students to grow and develop because they are given the opportunities and the freedom to do so – a crucial opportunity for early adolescents.

Developing a positive, consistent, and comprehensive school culture will be facilitated by maximizing interaction across the campus community. Collaborative student groups, team teaching, fully inclusive classrooms, faculty PLCs, and student-driven clubs are common practices used to build relationships across all groups at NTN schools. Advisory classes (see below) further help to maximize collaboration, providing more direct care for school culture development and individual socio-emotional support. Along with other existing structures on campus, advisory classes help address student needs around college and career awareness, general academic counseling through their ILPs, and preparation for key benchmarks (project exhibitions, etc.). NTN believes that adult culture sets the ceiling for student culture, meaning that staff must also participate in a culture of trust, responsibility, self-respect and respect for others as well. The regular use of norms, shared decision-making practices, and developing ownership over schoolwide policies are key habits that NTN schools put into place to help ensure that their culture is strong.¹⁴¹

Like Maslow’s Hierarchy of Needs, the top of the pyramid cannot be reached without first addressing the layers underneath. A clear purpose and mission aimed at the achievement for students is the starting point for implementation of the New Tech Network model. This is followed by the development of an empowering culture built upon strong relationships of trust, respect, and responsibility. From there, campus structures and policies must align with a school’s purpose and cultural aims. Finally, instructional practices should be aligned with and supported by the school’s purpose, culture, and structures.¹⁴²

¹⁴⁰ New Tech Network. [What are New Tech Network’s Four Design Pillars?] Accessed on August 28, 2021. <https://helpcenter.newtechnetwork.org/hc/en-us/articles/360026751972-What-are-New-Tech-Network-s-Four-Design-Pillars->.

¹⁴¹ New Tech Network. [The Hierarchy of Change.] Accessed on August 28, 2021. <https://32dkl02ezpk0qcqvqmlx19lk-wpengine.netdna-ssl.com/wp-content/uploads/2020/11/New-Tech-Network-Overview-2.pdf>.

¹⁴² Ibid.

SEL will not be “side program” at Mayacamas, but rather will be embedded across the entire school community. This includes school wide practices such as a shared philosophy, shared schoolwide discipline system with consistent practices across the school, strong Advisory program, co-teaching and teacher/curriculum looping, NTN Learning Outcomes (Knowledge and Thinking, Oral Communication, Collaboration, Agency, Written Communication), PBL teaching pedagogy, data-driven practices in an MTSS model with constant reflection by all members of our school community, and most important the building of relationships between caring adults and all students. All of these practices come together to form the heart of what will make SEL at Mayacamas so unique.

b. *Advisory curriculum.* While Advisory is, by design, a student-centered period, focused on student needs, there is also a common curriculum at 6th and 7/8th levels to ensure that students are all receiving the same content and have a common vocabulary with which to discuss and evaluate their feelings and behaviors and those of their peers. Additionally, Advisory provides the common understandings about college and careers that provide the foundation for the annual Mayacamas College & Career Explorers Program. Each of these elements is briefly described below.

(i) Social-emotional learning curriculum. During Advisory and throughout the day, Advisors Core teachers engage students in the SEL curriculum Wayfinder, developed at the Stanford Design School, based on current research in the field of social emotional learning, and aligned with CASEL’s research and strategies. The six core skills are the same in each grade, but the lessons are developmentally appropriate for the grade and include self-awareness, adaptability/self-management, empathy/social awareness, collaboration/relationship skills, agency/responsible decision making, and purpose.

All units provide opportunities for student discussions and reflections. The lessons can be completed within a single Advisory Period or expanded through additional discussions and activities for more in depth consideration. At Mayacamas, teachers will be given time to collaborate and schedule the lessons to be taught at the same time during Advisory. This will allow the Wayfinder language and messages to be used by all teachers and students, increasing the impact of the curriculum on our whole school culture.

Advisory will also teach and reinforce the NTN foundational skills, as well as offering frequent lessons on executive skills, such as budgeting time and money. Never boring, Advisory will include topics such as peer and psychosocial issues, life skills, health and wellness (in addition to the health curriculum included in physical education), test taking, and study skills. Management strategies will focus on proactive, rather than reactive behaviors and teach students to evaluate their own behaviors and make responsible decisions. Students will learn how to assess and care for their own emotional well-being and how to handle stress through a variety of lessons and exercises geared towards their personal growth, including mindset and mindfulness exercises.

(ii) College/career awareness curriculum. During their 3 years at Mayacamas, students will complete the complete the full California Career Resources Network’s middle school curriculum focused on encouraging students to graduate from high school and complete

appropriate post-secondary education, providing career interest assessments and tools to investigate the world of work, guiding students to create a career action plan, helping them develop appropriate attitudes and skills, and providing information about careers and labor markets. In grade 6, the five lesson plans focus on identifying personal strengths and interests and understanding the world of careers. In grades 7 and 8, students complete twelve lessons focused on exploring careers and workplace skills/expectations and creating (and re-visiting) a middle/high school plan about a potential career area.

This curriculum will set the stage for the annual Mayacamas College & Career Explorers Program,” which will provide 3-5 days/year of on-campus visitation and project work at trade schools and 2- and 4-year colleges in reasonable proximity. In the Program, students will get hands-on experience with a variety of post-secondary training and education options, de-mystifying the potential options after high school graduation. While working on their projects on the campus, students will interact with campus instructors and students and generally have the opportunity to get a feel for the various options. They will also have concrete data to include in their college/career plans they revise annually in Advisory.

- c. ***Independent Study.*** Mayacamas will offer both short-term independent study (1-14 school days) contracts and long-term independent study (>15 school days) contracts in appropriate circumstances and in compliance with state requirements to enrolled Mayacamas students.

At no time will the number of students on independent study exceed 20% of the ADA for the school. If more than 20% of the student body is eligible and opts for short- or long-term independent study at any given time, Mayacamas will place students on a waiting list and, if requested, provide referrals to potentially appropriate independent study programs through a formal agreement between the schools. Participation in Mayacamas independent study is the choice of the student and the parent/guardian; the school will never unilaterally assign a student to independent study.

The independent study (IS) program will be consistent with the Mayacamas course of study which is aligned with State content standards; students who participate in IS will have the same course requirements as their peers in regular classes. IS may be used at the discretion of the parent/guardian for circumstances such as special study to extend the content of existing courses or provide content not available at the school, continue study during travel or periods of health risk, and provide learning and leadership opportunities e.g., community service. Requests for IS for students with special needs will require the IEP team to make an individualized determination as to whether the student can receive a free appropriate public education in an IS placement.

Mayacamas will operate a legally compliant independent study program, as detailed in the California Education Code sections 51744–51749.6. NFOE has already adopted written policies, vetted by our independent auditor, governing the operation of independent study programs, including the maximum time between assignment and completion of assignment, the evaluation of progress to determine the efficacy of IS for the student, tiered reengagement strategies for students not making statutory progress or chronically absent, the timeline for completion of signed legally compliant agreements, the protocols for creating and maintaining electronic files, limits of resources provided to students and/or parents/guardians, the time valuation of student work, and the attendance

computation methodology and documentation. The school will also annually certify the equality of IS and in-person course curricula and review written policies related to IS.

In accordance with the regulations, Mayacamas will:

- Provide IS with the same certificated staffing ratio as for the regular program, using the proscribed formula, or no greater than 25:1. Students will additionally be assigned to synchronous Advisory classes.
- Create a plan for the re-assignment to regular in-person classes within 5 school days of parent/guardian request.
- Schedule daily live interaction minimally in Advisory and at least weekly in other courses and maintain an engagement log.
- Create and implement a legally compliant agreement that will be signed within 10 days for short-term IS and before initiation of long-term IS.
- Provide IS assignments, evaluate those assignments in relation to work product/day, and keep representative work products.
- Ensure that IS students participate in statewide testing.
- Keep attendance records by student, identifying grade level, units of the curriculum undertaken and units completed and report attendance separately.

In the event of a short-term emergency closure or other event affecting a significant percentage of students, NFOE has established policies to offer independent study within 10 days of the first day of a school closure or material decrease in attendance. Students with exceptional needs will receive the services identified in their individualized education programs and may participate in independent study.

In the case of longer term closure/response to disaster, Mayacamas is prepared to follow the requirements of all official state/county declarations. Learning from the global Covid-19 pandemic, Mayacamas is prepared to adapt rapidly and flexibly if needed to the transition to offsite learning. We have budgeted for a 1:1 Chromebook ratio to ensure every student has equitable access to technology. As needed, we will allocate resources for Internet hotspots to ensure all students have access to online learning from Day 1.

All students, parents/guardians and teachers will have access to online tools that will provide students with access to course materials at home.¹⁴³ To ensure quality teaching is being planned and provided, our Head of School will meet virtually each morning with all faculty, the counselor, and staff. The Head of School also will communicate daily with all parents/guardians and with all students and include daily office hours for live communications with parents/families who may have questions or need assistance. One-on-one conferences will be available as well. Parents/guardians will be provided detailed information about online curricular resources, as well as IT support for computer and internet issues. Online informal Q&A sessions with parents will be held frequently.

¹⁴³ In some cases, we anticipate that some students may not have suitable environments for working at home, even with a hotspot and Chromebook, such as if they are homeless. As needed, teachers will make printed packets available and ensure these are accessible to students, though we will do what we can to optimize learning for each student, including securing appropriate work spaces at open offices with community service partners, etc. as needed.

School staff also will communicate weekly with families via phone calls, our SIS, our website, social media, and other platforms. All independent study or virtual instruction will conform to applicable law in year provided.

Rather than employ an online environment in which students sit staring at their screen as teachers lecture for an entire school day, we plan to use a hybrid model including synchronous “bell schedule” zoom time, and asynchronous times that include teachers recording mini-lessons and posting daily assignments, with scheduled meetings/office hours with their classes at designated times. This structure will be carefully planned to ensure students have continuity and contact with their teachers, advisors, and counselor, yet also give our hard-working staff some flexibility to manage their own families at home. We note that we will have the benefit of research and experience from the 2020-21 and 2021-22 school years and will adapt our program accordingly based on the best solutions for our students.

Our Special Education teacher and consultants will ensure continued services, including contracted services, for students with disabilities. Our paraprofessionals will continue to provide RSP through Google Meets, Zoom, and/or one-on-one phone calls. Our counselor will host small group and one-on-one counseling sessions through Google Meets, Zoom, and by phone. 100% of our students with IEPs will receive services, and our Special Education teacher(s) will be in communication with families weekly. Similarly, our ELA/ELD teachers and instructional aides will continue to provide designated ELD instruction online to our EL students.

We also will provide meals (breakfast and lunch) for students as directed and supported by the state. Our Head of School and staff will work to ensure all students are participating in school each day, contacting families when students are not attending online classes or turning in assignments. The counselor also will help make referrals to community services as needed.

During such an emergency, our Board of Directors will meet in accordance with the Brown Act, with appropriate protocols for public participation (see Element V).

XIV. MAYACAMAS WILL HAVE A COMPREHENSIVE PROGRAM OF PROFESSIONAL DEVELOPMENT FOR TEACHERS AND STAFF.

Professional development (PD) is a critical component of the Mayacamas school model and program to ensure a collaborative, comprehensive learning program. Teachers benefit most from PD that provides time for teacher-to-teacher interaction in small learning groups focused on classroom practice.¹⁴⁴ Reflective practice will occur in an environment where there is collaboration, use of meaningful data, and thoughtful discussion regarding instruction.¹⁴⁵

Our teachers Mayacamas will benefit from extensive PD and collaborative planning time. Specifically, they will engage in:

¹⁴⁴ Levine, T. H. (2010). [Tools for the Study and Design of Collaborative Teacher Learning: The Affordances of Different Conceptions of Teacher Community and Activity Theory.] *Teacher Education Quarterly*, 37(1), 109-130.

¹⁴⁵ Lieberman, A. (1995). [Practices That Support Teacher Development: Transforming Conceptions of Professional Learning.] *Innovating and evaluating science education*, 95(64), 67-78.

- Summer Training: All teachers and some staff will participate in comprehensive summer professional development.¹⁴⁶ Following Y1, new teachers will receive additional summer training days for orientation.
- Student-Free PD/Data Days: Three in-service days throughout the school year, scheduled directly after the NWEA benchmarks, will allow teachers to intensively review student achievement benchmark results, collaborate across grade levels and subject areas, and receive additional professional development training as necessary. A fourth PD day/reflection will be held after the last day of school in June.
- Weekly PD: Each week students will be released early on Wednesdays to allow the faculty time to participate in two hours of PD and collaborative time to inquire about practice, study individual and group student data, participate in targeted curriculum materials PD, develop best practices, and ensure accountability for school-wide goals.
- New teacher support meetings: Mayacamas will offer voluntary monthly support and development groups for all new first and second year teachers. Time of meetings will be determined based on staff schedules.
- PLCs: Teachers will work in collaborative grade level and/or subject matter PLCs, during common planning time in the bell schedule and weekly early release.

Typical Summer Training at Mayacamas:

- Mission, vision, & core values
- Charter petition review
- NTN project-based learning
- Social-emotional learning, Advisory, Wayfinder curriculum
- Start strong (content-specific best practices, student engagement, data-driven instruction, classroom management, integrated ELD, and key pedagogy)
- Family engagement
- Performance management (instructional coaching, beginning-of-year reflections, and goal setting)
- Technology/Echo/Aeries
- NWEA MAP assessments
- Student Support and Progress Team “SSPT” training/MTSS
- Special Ed/supporting students with disabilities
- Designated and integrated ELD
- Behavioral system, PBIS, restorative justice
- Curriculum-specific materials/resources, as needed, including designated ELD and structured literacy delivered through Learning Lab
- Health & safety policies, including training on suicide prevention, bullying/cyberbullying, mandated reporter, bloodborne pathogens, sexual harassment, discrimination, etc.

¹⁴⁶ Additional summer PD may be added, especially prior to the initial school opening, for collaborative planning time and focused PD, if additional funds become available. Our budget is conservatively projected based solely on standard revenue streams without any supplemental discretionary grants or philanthropy. We are optimistic that we will have some success in raising additional funds to support our initial planning and launch.

While our PD calendar for the school year will be based on specific teacher needs and data, the following is an example of topics that we anticipate will be covered:

September	Social Emotional/PBIS NTN PBL
October	MTSS NWEA MAP administration & interpretation
November	Integrated ELD strategies/meeting needs of LTELs Mayacamas College/Career Explorer Program PBL
December	NTN PBL UDL, Maslow, differentiating instruction
January	Accommodations for 504 students Trauma informed classrooms
February	Bullying focus (videos) Peer conflict resolution
March	Analyzing SBAC Interim Assessments LCAP goal setting
April	Small group instruction Leveraging online learning tools
May	Summative assessments NTN
June	Re-evaluating yearly assessments & NWEA final results

We will teach key instructional strategies through the process of guiding teachers in project-based learning and the ILP, two key elements in our individualized approach to learning. We chose to teach targeted strategies in year one from those cited in this petition, with an emphasis on GLAD and SDAIE. We chose to use the projects and ILP as the format for the initial application of these strategies (which will generalize to basic classroom instruction) and the UDL as the over-arching organizing principle. This is shown in the chart below; see GLAD strategies previously described.

UDL instructional strategy	Projects	ILP	GLAD	SDAIE	CRT	Marz	Emp h	Intro
Multiple means of engagement								
Options for self-regulation	Planning, self-assessment, reflection	x				3: Reinf Effort	x	
Options for persistence	Collaboration, mastery, create challenge	x	2, 3	x		6: Coop Learn	x	

Options for recruiting interest	Relevance, authenticity, choice	x	5		x		x	
Multiple means of representation								
Options for comprehension	Activate background knowledge, patterns, maximize transfer		5	x	x	1: Simil/differ	x	
Options for language, symbols	Clarify vocabulary, illustrate w/ multiple media		1	x			x	
Options for perception	Presentation options—written, auditory, visual							x
Multiple means of expression								
Options for executive functions	Setting goals, planning action	x		x		7: Set goals	x	
Options for expression, communication	Multiple media, visual aids		3, 6	x				x
Options for physical action	Multiple methods of response, technology							x

XV. MAYACAMAS WILL PROVIDE COMPREHENSIVE SUPPORT FOR ACADEMICALLY UNDER-ACHIEVING STUDENTS

A. Multi-Tiered System of Support (MTSS)

MTSS aligns entire school-wide initiatives, supports and resources, allowing for implementation of continuous improvement processes at all levels of the system (school-wide, classroom and individual students). Our MTSS program is intended to address the needs of all students, including English Learners (EL) and students with disabilities (SWD), as well as vulnerable populations such as students in foster care, experiencing homelessness, or socio-economically disadvantaged.

Mayacamas will be able to identify low-achieving students and those who may need additional support through frequent formative assessments and review of individual student data. Students who are achieving below grade level are recognized through multiple measures such as NWEA MAP, in-class assessments, online software (Achieve 3000, Duolingo, etc.), and other assessment tools detailed in Element III.

Throughout the school day, by leveraging online learning, online tutoring, small group projects and other small student groups, teachers/advisors, the EL coordinator (starting in Y3), counselor, and instructional aides can work with one small group of students or one-on-one while the other students work online, in pairs, or independently. As needed, teachers will re-teach material to small groups (based on real time data from online adaptive software and in-class assessments), provide explicit direct instruction, assign additional practice via online programs and text-based work, and try new strategies such as alternative curricular resources or new approaches to direct instruction. As funding is available, students may be referred to before- or after-school tutoring for additional support with teachers, the EL coordinator, trained tutors, and/or online professional tutors.¹⁴⁷ Parent workshops also will be offered to help parents learn strategies to support their children’s learning at home.¹⁴⁸

1. Student Support and Progress Team (SSPT)

As a function of the differentiated instruction and individualized educational approach, the SSPT will use a collaborative model for early identification and early interventions to support students who are struggling academically, linguistically, and/or behaviorally.

The SSPT may include, but is not limited to:

- Head of School (required)
- Student’s Advisor (required)
- Parent/Guardian (required)
- Student
- Counselor
- Teacher(s)
- Special Ed Teacher
- EL Coordinator¹⁴⁹
- Parent Liaison

The Head of School will regularly review the SSPT caseload by whole school, grade level, and student subgroups, as part of the school-wide data analysis reflections.

2. SSPT Referral Process

Any teacher or parent can request an SSPT review of a student’s needs for additional support and intervention. The Head of School or his/her designee is responsive for scheduling an SSPT meeting when required participants are available and sends formal notification.

¹⁴⁷ Mayacamas will apply for state afterschool funding (ASES) in Year 1; in the meantime, Mayacamas intends to provide philanthropic support as needed to support a comprehensive after-school program, assuming sufficient funds are raised

¹⁴⁸ It should be noted that while online learning is a part of students’ experience at school, homework typically will not require a computer or wifi connection. Teachers will ensure students without wifi or computer access at home have access to what they need on campus, either after-school or, as needed, during the school day.

¹⁴⁹ The EL Coordinator will be a full-time position in Y3; the Head of School or a qualified teacher-designee will serve as EL Coordinator until that time.

3. SSPT Meeting

The Head of School or his/her designee will prepare all materials for the SSPT meeting: sign-in sheet, meeting agenda, meeting minutes, referring documents and evidence. The Head of School is the lead facilitator of the meeting and will ensure all members participate. The Head of School or his/her designee also prepares documentation of the plan the SSPT has devised and schedules the follow-up meeting (4-6 weeks after the initial meeting). All meeting participants that were assigned roles will gather evidence and provide feedback around the interventions and supports listed in the SSPT meeting.

At the follow-up SSPT meeting, the participants review progress and determine next steps.

If there is progress: the SSPT will celebrate success with parents/guardians (and the student, if present) and determine which interventions/support will be continued and the need for any additional follow-up, or whether the SSPT process can be concluded.

If there is a lack of progress or need for additional follow-up: the SSPT will prepare a plan to continue and/or revise interventions and, as needed, seek expertise from additional personnel, including other leaders or other experts. The SSPT and parent/guardians may discuss Mayacamas's student retention policy if the student is at-risk of retention.

The Head of School or his/her designee will update student records with SSPT documentation and schedule another 4-6 week follow-up meeting, if additional action steps are planned.

B. Specific Interventions to Close Achievement Gaps

The SSPT will use a systematic, whole child approach to ensure student needs are addressed through problem-solving, data-driven decision making, targeted interventions, and ongoing progress monitoring. Seeking to support students in acquiring linguistic, academic, behavioral, and social competencies and to assist Mayacamas in enhancing a collaborative and supportive culture for all stakeholders, the SSPT will emphasize early intervention for underachieving students. The SSPT system and practices, including instruction and PBIS, are aligned by MTSS, a school-wide system of initiatives, supports, resources, and continuous improvement processes.

Our entire educational program is designed to increase student achievement and close historic achievement gaps. In the MTSS model, Tier 1 includes universal support for ALL students, Tier 2 includes targeted interventions for those students who need extra support (based on data), and Tier 3 includes more intensive intervention and support for students who do not demonstrate success with Tier 2 strategies.

Tier 1

In Tier 1, academic, linguistic, behavioral, and social-emotional learning interventions, including PBIS, will provide a school-wide foundation for all students. Students will receive whole child, differentiated instruction and supplementary resources that aid high-quality core instruction, ongoing assessments, and/or universal screenings. Through a Universal Design for Learning (UDL) approach, teachers will differentiate instruction through presentation, process, and/or product. To maximize student growth, teachers will add complexity to curriculum, scaffold lessons, incorporate GLAD and SDAIE strategies, pre-assess students

to form small flexible groups, employ questioning strategies, and allow for independent study, preview, review, and more. School staff will use predictable routines and clear, positively stated behavioral expectations to actively reinforce appropriate behaviors. At key points throughout the school year and using data-driven decision making, the Head of School will monitor both the effectiveness of Tier 1 instruction and PBIS, and students' response to Tier 1 instruction. Tier 1 includes social emotional functioning supports. When several subsequent assessment measures indicate a student needs more instruction, intervention, and/or additional SEL support to be successful, Tier 2 services will be provided.

Tier 1: Universal supports for ALL

- Requires high quality, culturally and linguistically responsive core instruction
- Ongoing assessments
- Incorporates intervention for academic, linguistic, behavioral and social emotional learning as a school-wide foundation for all students (online learning such as Achieve 3000, Edgenuity, Duolingo, Brain Pop!, etc.)
- Includes PBIS and social/emotional curriculum that provide a learning environment that focuses on the whole child
- Differentiation based on ongoing daily, weekly and monthly formative and summative assessment data and students' varying levels of readiness, interest, background knowledge, language, learning preferences, and the use of responsive pedagogy in addition to the multiple learning styles (re-teach, explicit direct instruction, use of manipulatives and visual cues, etc.)
- Includes encouraged/assigned use of one-on-one and small group tutoring through tutor.com, khanamigo, etc.
- Validation and affirmation of students' cultures and home language.
- SSPT and Tier 1:
- SSPT will monitor effectiveness of Tier 1 supports (academic, language, and behavior) through a data-driven process that guides and informs decisions
- SSPT will monitor and evaluate students' response to effective Tier 1 supports throughout the year
- When assessment measures indicate that a student needs more instruction and intervention to access the core curriculum, then Tier 2 supports are provided.

Tier 2

Tier 2 supports will be administered in addition to continued Tier 1 supports within the classroom, and include added time for intervention, smaller group, and one-on-one support for a more targeted, intensive level of support. Tier 2 will employ an evidence-based instructional program qualitatively different than the instructional program in Tier 1. Using data and evidence-based decisions, the SSPT will monitor the effectiveness of, and student response to, Tier 2 instruction. When assessment measures indicate a student needs more instruction and intervention to access the core curriculum, Tier 3 services will be provided. A student will receive no more than two cycles of Tier 2 supports before triggering a new SSPT meeting with the entire team to determine a better course of action. This is to ensure a student does not lose time in a form of instruction that clearly does not serve them well personally.

Tier 2: Targeted and Intensive Levels of Support for SOME

In addition to Tier 1 supports

- Requires a qualitatively different evidence-based instructional program, approach or strategy

- Additional time for intervention (including Learning Lab and before or after-school tutoring/homework assistance)
- Intervention instruction for struggling readers using products such as Waggle (HMH), which are aligned with NWEA MAP and for students struggling with math, using products such as Khan Academy
- Smaller group size for instruction
- Additional focused online learning lessons
- Intentionally paired peers/small groups for PBL
- Alternative assessments/demonstrations of learning.
- SSPT and Tier 2:
- SSPT will monitor effectiveness of Tier 2 supports (academic, language, and behavior) through a data-driven process that guides and informs decisions
- SSPT will monitor and evaluate students' response to effective Tier 2 instruction throughout the year
- When assessment measures indicate that a student needs more instruction and intervention to access the core curriculum, then Tier 3 supports are provided.

Tier 3

Tier 3 requires daily intervention and will be provided in addition to Tier 1 and 2 supports. Tier 3 is comprised of highly targeted and intensive interventions for a very small number of students, utilizing a higher level of strategic collaboration and coordination among the generalized and specialized staff providing services to the student. Tier 3 interventions also occur inside the classroom during the school day and may include afterschool instruction to support closing of the learning gap if the team determines a longer school day is needed. Tier 3 students will have more frequent check-ins for progress looking for both leading and lagging indicators of student improvement to make important, timely course corrections.

Tier 3: Highly Targeted and Intensive Levels of Support for FEW

- Require daily interventions in addition to Tier 1 and Tier 2 supports (push-in and pull-out support with counselor during Learning Lab or other times as needed, more time with instructional aides to help students develop study skills and appropriate behaviors, before- and after-school one-on-one tutoring)
- Require a higher level of strategic collaboration and coordination among the team (general and specialized) providing services to each student.
- SSPT and Tier 3
- SSPT will monitor effectiveness of Tier 3 supports (academic, language, and behavior) through a data-driven process that guides and informs decisions
- SSPT will monitor and evaluate students' response to effective Tier 3 supports throughout the year
- When assessment measures indicate that a student needs more instruction and intervention to access the core curriculum, then additional services may be considered.

Mayacamas is committed to ensuring that all students achieve at their maximum learning potential, including students achieving below grade level expectations. Parents/guardians will be notified of student's academic progress through trimestral report cards and student-led conferences, as well as daily access to

our student information systems to check on attendance, behavior, and academic progress. Parents/guardians may also request a meeting to review progress at any time.

Students will be identified as under achieving or at-risk of low achievement based on: classroom performance, including scores falling below the median benchmark (70%) on formative and summative assessments CAASPP, NWEA MAP, IABs, and other assessments showing a high level of standards not met.

Students will be recommended to the SSPT, where appropriate intervention staff, Head of School, teachers, and parent(s) will consult for additional interventions and supports and determine next steps in our MTSS model, as detailed above. Targeted support for students who are academically low achieving may include the following strategies implemented both in the content classroom and Learning Lab:

- Small group support (in or out of the classroom)
- Guided use of tutor.com, khanmigo, and similar programs
- Use of individualized, computer-based software programs
- Use of specialized, individualized supplemental curriculum, such as Teach To One for math
- Wrap around service interventions such as assessments, occupational therapy, referral to community partners for counseling
- Before/after school homework completion support
- Before/after school individual/small group learning support
- Individual contract with the student detailing clear and achievable responsibilities and benchmarks for the student to achieve (embedded into their ILP)
- Behavior support plan
- Other program modifications and supports as determined by the classroom teacher
- More frequent parent-teacher communication and parent involvement.

In 7th and 8th grades, our looping practice allows teachers to be with the students for two years, thus building the individual relationships with students and families to support students performing below grade level. Also, because the teachers will have this familiarity, there will be an understanding of the student's strengths as well as challenges and supports and interventions can already be in place from the first day of school in 8th grade. This allows for struggling students to feel supported at their individual levels of learning, and this socio-emotional safety net will allow for students to maintain their self-esteem as they progress. Individual Learning Plans will be instrumental throughout the year and year-over-year, as students achieve small and large goals and track and reflect on their own progress and growth, helping motivate them and install confidence.

As detailed above in the section on our MTSS program, classroom modifications will also be made to support academically low-achieving students, including using different materials (e.g., visual aids, manipulatives, audio materials), using different methods (e.g., reading written material aloud, guided note-taking, visual cues/modeling), differentiated pacing and assignments, environment changes, testing accommodations and more. As with all other statistically significant subgroups and individual students, the Head of School and teachers will monitor the progress of all students achieving below grade level.

XVI. MAYACAMAS WILL PROVIDE DEDICATED AND EXTENSIVE SUPPORT FOR ENGLISH LEARNERS

A. Philosophy and Approach to Language Instruction

Mayacamas will comply with all federal, state, and judicial mandates for English Learners, including equal access to the curriculum for ELs, and all requirements for Long-Term English Learners (LTELs) or English Learners at risk of becoming LTELs. Given the demographics of Napa County middle schools, Mayacamas expects that a significant number of Mayacamas students will be classified as English Learners and that the majority of those at the middle school level will be LTELs, though some will also be newcomers and students on their way to timely reclassification. We also recognize that many of our ELs will have complex needs and may be dually-designated as SWD, foster youth, homeless, or other status. We will provide these students with an exceptional education and transition them into English proficiency through a rigorous integrated and designated English language development program, including providing a dedicated EL coordinator on staff to help meet these students' complex needs.¹⁵⁰ We are committed to implementing individualized supports and reclassification goals to account for greater diversity in these students' proficiency gaps. The following sections detail our ELD program.

B. Accessibility of Content-Area Curriculum and Instruction for English Learners (ELs)

Mayacamas will provide a comprehensive designated and integrated ELD instructional program to meet the grade-appropriate academic goals and language learning needs of every enrolled English Learner, whether they are newcomers, LTELs, Students with Interrupted Formal Education (SIFE), or on their way to reclassification. Teachers at Mayacamas will use the ELA/ELD standards set forth by the California Department of Education to assist in supporting and assessing the progress of ELs. Students of limited English proficiency will receive the same academic content as those students who speak only English, and all instruction will be in English. However, there may be times when primary language support will be provided to students.

1. Designated ELD. Mayacamas's instructional program for ELs will be planned according to students' assessed level of literacy (reading and writing) in both English and their primary language and according to their proficiency (listening, speaking, reading, and writing) in English. Students will begin ELA instruction with literacy instruction augmented by concurrent daily, formal linguistic instruction in ELD during the Learning Lab offered four times per week.

During these focused designated ELD sessions students will be grouped homogeneously according to their ELD level, including across grade levels. (See discussion of ELD in the Curriculum and Instruction section above.) Note that, for students who are receiving services as both EL and SWD, designated ELD will have priority in Learning Lab. Services in the student's IEP will be provided in Learning Lab in the time available after ELD and, as needed, through push-in and pull-out services elsewhere in the student's schedule.

¹⁵⁰ In our conservatively planned budget, we currently have a full-time EL Coordinator joining the staff in Y3. In the event we are able to successfully raise more funds through grants and other support, as detailed elsewhere in this charter, we may be able to hire an EL Coordinator earlier, including on a part-time/consulting basis. In the interim, our Head of School will serve as the EL Coordinator, though he/she may designate some responsibilities to qualified teachers, such as leading a group of designated ELD instruction, or supervising ELPAC testing.

- Designated ELD will be provided using products such as English 3D, which is aligned with NWEA MAP.
 - Designated ELD will be implemented during Learning Lab:
 - Designated ELD at least three days per week for 45 minutes per session during the Learning Lab.
 - Students also may receive one-on-one ELD support during the Learning Lab, or before-or after-school.
 - Teachers will use an ELD curriculum aligned to the California ELA/ELD Standards, including Inside Language by Hampton Brown, as well as Achieve 3000, Duolingo and similar online programs.
 - Small group instruction, workshops, pre-teach, and reteach time.
2. Integrated ELD. During integrated instructional time, teachers will employ a variety of strategies to help EL students develop proficiency. ELs will have daily access to the core curriculum and be taught in an English language program (mainstream) with support from the teacher, instructional aides and/or EL coordinator (Head of School or his/her designee in initial years) as needed. This support may be in the form of in-class help, which will help ELs access the core curriculum and/or small group instruction developed to meet the specific language needs of ELs. Instructional techniques, assessments, materials and approaches will be focused on communicative competence and academic achievement covering listening, speaking, reading and writing skills (aligned with ELD Standards and CCSS) in all areas of the curriculum. ELs will receive EL and core content instruction appropriate for their English proficiency and grade levels.

Mayacamas will seek to hire CLAD and BCLAD-certified teachers to serve ELs, with instructional assistants and tutors providing additional support. Our goal is to ensure quality services that enable ELs to attain English proficiency and to have full access to the range of educational opportunities afforded all students. Faculty will receive intensive PD and coaching in working with ELs to meet the CA ELD Standards.

3. GLAD: Teachers will employ the following specific GLAD strategies in their classrooms: (notably, these strategies are beneficial for all students, not just English Learners):
4. Six Key Strategies for Teachers of English Learners¹⁵¹ (Project GLAD)
- a. Vocabulary and Language Development
- Teachers introduce new concepts by discussing vocabulary words key to that concept.
 - Teachers build on student’s background knowledge.
 - Classrooms reflect a language rich environment (i.e., language charts, shared reading and writing experiences, other writing displayed throughout the room and used daily by students).
- b. Guided Interaction (collaborative learning)

¹⁵¹ Adapted from Alliance for Excellent Education. (December 2005). Case study on the New Teacher Center, University of California at Santa Cruz; and Project GLAD (Guided Language Acquisition Design).

- Teachers structure lessons so students work together to understand what they read—by listening, speaking, reading, and writing collaboratively about the academic concepts in the text.
- Teachers provide students with opportunities to negotiate meaning from language and text and to work in cooperative pairs or groups to develop problem-solving and social skills.
- Teachers group students flexibly, at times working in heterogeneous groups and at times not.

c. Metacognition and Authentic Assessment

Rather than having students simply memorize information, teachers model and explicitly teach thinking skills (metacognition) crucial to learning new concepts.

- Teachers use a variety of activities to check for student understanding, acknowledging that students learning a second language need a variety of ways to demonstrate their understanding of concepts that are not wholly reliant on advanced language skills.
- Teachers “make thinking public,” the metacognitive aspect of teachers and students modeling how an answer was arrived at, not merely what the correct answer was.

d. Explicit Instruction

Teachers utilize direct teaching methods to teach concepts, academic language, reading comprehension strategies, text patterns, vocabulary, writing patterns, and decoding skills needed to complete classroom tasks.

e. Meaning-Based Context and Universal Themes

- Teachers incorporate meaningful references from the students’ everyday lives and use them as springboards to interest them in academic concepts.
- Teachers create classroom environments that provide authentic opportunities for use of academic language.
- Teachers provide students with opportunities to activate and focus prior knowledge via inquiry charts, brainstorming, and clustering.

f. Modeling, Graphic Organizers, and Visuals

Teachers regularly utilize a variety of visual aids, graphic organizers (such as Thinking Maps), pictures, diagrams, summaries, and charts to help English learners easily recognize essential information and its relationship to supporting ideas.

5. SDAIE: Sheltered Instruction / Specially Designed Academic Instruction in English.

Sheltered instruction is also grounded in a pedagogical commitment to meeting the needs of diverse learners, in this case particularly those students who are English learners. Our teachers will engage in the following practices to support universal access of subject matter content for all students:¹⁵² During lesson planning and preparation, teachers identify lesson objectives aligned with state and local standards.

¹⁵² Based on the eight broad elements of sheltered instruction described by Echevarria, Vogt, and Short. Making content comprehensible for English language learners: The SIOP model. Boston: Allyn and Bacon (2004).

- Teachers link new content to students’ background experiences and introduce unfamiliar vocabulary to facilitate comprehension.
- Teachers use controlled vocabulary, sentence structure, visuals, and gestures as necessary and appropriate to make the presentation of content comprehensible.
- Teachers provide students with a variety of strategies for organizing and retaining information associated with effective learning, such as graphic organizers and note taking.
- Teachers provide students with regular opportunities to interact with their peers through collaborative learning activities, such as think/pair/share, partner and group projects.
- Teachers provide students with regular opportunities to use new language skills in context.
- Teachers pace lessons appropriately to allow for the participation and active engagement of all students.
- Teachers utilize language-based as well as content-based assessments.

SDAIE instruction also focuses on strategies for taking students Into, Through, and Beyond the topics covered. For example, SDAIE-enhanced instruction for a sixth-grade social science unit on Ancient Greece might proceed as follows:

- (i) **Into:** Determining what the students know about the topic of study. Possible SDAIE strategies for “Into” include:
- Anticipatory Guide: Students are given a series of statements that relate to concepts they will be studying in their unit on Ancient Greece. Students indicate AGREE or DISAGREE. After the information has been presented, students check to see if they were correct.
 - Brainstorming - Students work in small groups. Each group begins with a stimulus such as a word, phrase, picture, or object related to the topic of Ancient Greece. A recorder records all responses to that stimulus and ideas from each group are shared with the class.
- (ii) **Through:** The teacher enhances direct instruction on the topic by utilizing realia, manipulatives, visuals, graphic organizers, and various modes of interaction between students. In addition to reading the text and listening to information presented by the teacher, students take responsibility for learning by participating in group-work and sharing understanding with others. Possible SDAIE strategies for “Through” include the following:
- Graphic Organizers – Students complete a variety of graphic organizers as they read or listen to information on Ancient Greece. Graphic organizers used might include:
 - Comparison-Contrast Matrix-Students determine similarities and differences between Ancient Greece and the Ancient Egyptian culture previously studied.
 - Flowcharts – Students sequence important events in the development of the Greek culture.
 - Cause and Effect Chart – Students chart the ways in which geographical features of Ancient Greece shaped Greek culture and economy.
 - Reciprocal Teaching - Two students work together to read a passage in the social science text. Student A reads one paragraph aloud, then asks Student B one or two good questions based on the reading. Student B answers. Students A and B discuss questions and answers and repeat the process.

- Picture This – Following the introduction of several key vocabulary terms related to the unit, a blank paper is divided into eight sections. Students draw pictures or symbols to represent words or major concepts. They then exchange papers with a partner and try to correctly label each other's drawings.
 - Reading Guide - Students work in small groups to read a longer section of the social science textbook. Students first take turns reading the headings of the reading. Then, with their group, students predict what will be discussed in those sections. Students write their answers on a prediction chart. In their groups, students take turns reading the first page aloud, and finish reading the selection in silence. They write "yes" or "no" on the prediction chart to indicate whether or not their predictions were correct. Finally, students write one thinking question (Why..., How..., Compare..., What if...), and exchange papers to answer each other's questions.
- (iii) **Beyond:** To create further understanding, students go beyond rote memorization and demonstrate real-world application of the learned information. This process requires higher-level critical-thinking skills. Possible SDAIE strategies for “Beyond” include:
- Roam the Room - In groups, students write down their individual answers to a higher-level question posed by the teacher (e.g., if only one idea or invention from the Greek culture could be passed on to subsequent cultures, what should it be and why?). Students share their answers within their group and the group comes up with and records on chart paper one “best” answer for their group. Groups then walk around to view other groups’ answers.
 - Quotes – Students identify quotes from a fictional text related to the unit (e.g., The Odyssey) that they feel exemplify important aspects of Greek culture. They create a chart listing the quote and the Greek culture they feel the quote illustrates.

Additional proven methodologies to help EL students develop English proficiency will be employed throughout the instructional program. Examples of instructional strategies include:

- Cooperative learning
- Thematic teaching
- Scaffolding instruction
- Think/pair/share
- Kinesthetic activities
- Graphic organizers
- Pre-teaching vocabulary
- Labeling items in classrooms and school in different languages
- Manipulatives
- Jigsaw
- Storytelling
- Using culturally relevant materials
- Repetition
- Modeling

Our goal is to enable English Learners to access the Common Core Standards and the English Language development standards. Our Learning Lab time of 45 minutes 4 times per week will allow for both designated instruction and individualized and small group instruction for our below level readers. We will structure supports based on reading achievement, as reflected by NWEA MAP. Our library will have books below, at, and above middle school reading level so that all students can easily access different levels and genres of books. Our ELA teacher will use project-based learning to allow all students to access materials at their level. In addition, we are planning to use English 3D for designated ELD and a product such as Waggle, both of which are aligned with NWEA MAP.

C. Assessment and Placement

Mayacamas will properly identify, assess, and report on students who have a primary language other than English following the guidelines established under federal law. (5 CCR Section 11306.)

1. Identification of English Learners.

To identify ELs in a timely fashion and provide appropriate instructional support and services, all parents will be required to complete a Home Language Survey upon enrollment at Mayacamas. Students whose primary language is not English will be assessed by the EL coordinator (the Head of School or his/her designee in Y1-Y2) using the English Language Proficiency Assessments for California (ELPAC) Initial Assessment (IA) if he or she has not previously been identified as an EL by a California public school, or if there is no record of prior ELPAC test results on CALPADS. The ELPAC assessment will take place within 30 days after the date of first enrollment in a California public school, or within 60 calendar days before the date of first enrollment, but not before July 1 of that school year.

2. Assessments.

Once a student is identified as an EL, he or she will be assessed annually in the spring using the ELPAC Summative Assessment (SA). The English language proficiency of all currently enrolled ELs will be assessed in accordance with the test contractor’s directions and Education Code guidelines. Students with disabilities will be permitted to take the test with the accommodations identified in the student’s IEP or Section 504 plan. An alternate assessment for English language proficiency will be administered to students who are unable to participate in the ELPAC, according to the guidelines set forth in the student’s IEP. Mayacamas will notify parents of its responsibility to conduct ELPAC testing and will inform parents of ELPAC assessment results within 30 calendar days following receipt of results from the test contractor.

Students will be monitored in relation to the ELPAC General Performance Level Descriptors (PLDs):

Level	Description
4	English learners at this level have well developed oral (listening and speaking) and written (reading and writing) skills. They can use English to learn and communicate in meaningful ways that are appropriate to different tasks, purposes, and audiences in a variety of social and academic contexts. They may

need occasional linguistic support to engage in familiar social and academic contexts; they may need light support to communicate on less familiar tasks and topics. This test performance level corresponds to the upper range of the “Bridging” proficiency level as described in the 2012 California English Language Development Standards, Kindergarten Through Grade 12 (CA ELD Standards).

- 3 English learners at this level have moderately developed oral (listening and speaking) and written (reading and writing) skills. They can sometimes use English to learn and communicate in meaningful ways in a range of topics and content areas. They need light-to-minimal linguistic support to engage in familiar social and academic contexts; they need moderate support to communicate on less familiar tasks and topics. This test performance level corresponds to the upper range of the “Expanding” proficiency level through the lower range of the “Bridging” proficiency level as described in the CA ELD Standards.
- 2 English learners at this level have somewhat developed oral (listening and speaking) and written (reading and writing) skills. They can use English to meet immediate communication needs but often are not able to use English to learn and communicate on topics and content areas. They need moderate-to-light linguistic support to engage in familiar social and academic contexts; they need substantial-to-moderate support to communicate on less familiar tasks and topics. This test performance level corresponds to the low- to mid-range of the “Expanding” proficiency level as described in the CA ELD Standards.
- 1 English learners at this level have minimally developed oral (listening and speaking) and written (reading and writing) English skills. They tend to rely on learned words and phrases to communicate meaning at a basic level. They need substantial-to-moderate linguistic support to communicate in familiar social and academic contexts; they need substantial linguistic support to communicate on less familiar tasks and topics. This test performance level corresponds to the “Emerging” proficiency level as described in the CA ELD Standards.

<http://www.cde.ca.gov/ta/tg/ep/elpacgpld.asp>

Parents will be notified via mail of their child’s ELPAC scores each year, as well as when a student is being considered for Reclassification and again when they are officially reclassified.

In addition to the ELPAC assessment, ELs at Mayacamas will be assessed using the NWEA MAP test in Reading in the fall, winter, and spring. Through the NWEA MAP tests, staff will be able to monitor the progress of growth throughout the school year and adjust program placement and academic support as necessary. ELs who also have an individualized education program (IEP) or Section 504 Plan will be assessed with ELPAC and MAP, unless an alternate assessment is specified in the IEP or Section 504 Plan. All required accommodations and modifications to assessments will be provided, as specified in the student’s IEP or Section 504 Plan.

Mayacamas will use annual ELPAC, NWEA MAP, and other standardized test data (e.g., CAASPP), teacher observations, and optional parent input to identify ELs, determine their ELD levels, and

reclassify EL students as English proficient when appropriate. Annual SAs for students already identified as EL will be administered within the annual assessment window.

3. **Reclassification.**

The goal of the Mayacamas English Learner program is to have all EL students progress from English Learner to Reclassified Fluent English Proficient (RFEP).

EL student classification will use the 2012 California English Language Development Standards' three Proficiency Level Descriptors -- Emerging, Expanding, and Bridging -- in conjunction with the more recently approved (2016) ELPAC four Performance Level Descriptors (Levels 1-4) included above.¹⁵³ The three levels represent the stages of English language development, describing expectations for how well students can understand and use the English language at each level – knowledge, skills, and abilities across a continuum -- as they continue to build on existing language skills and knowledge:

- **Emerging:** Students at this level typically progress very quickly, learning to use English for immediate needs as well as beginning to understand and use academic vocabulary and other features of academic language.
- **Expanding:** Students at this level are challenged to increase their English skills in more contexts and learn a greater variety of vocabulary and linguistic structures, applying their growing language skills in more sophisticated ways that are appropriate to their age and grade level.
- **Bridging:** Students at this level continue to learn and apply a range of high-level English language skills in a wide variety of contexts, including comprehension and production of highly technical texts. The “bridge” alluded to is the transition to full engagement in grade-level academic tasks and activities in a variety of content areas without the need for specialized ELD instruction. However, ELs at all levels of English language proficiency fully participate in grade-level tasks in all content areas with varying degrees of scaffolding in order to develop both content knowledge and English.¹⁵⁴

A student is eligible for reclassification once the following criteria are met:

- Demonstrate academic English proficiency on the ELPAC, or an alternate assessment as required by the student’s IEP or Section 504 Plan. Mayacamas will follow the recommendation from the State Board of Education to determine proficiency levels.
- Demonstrate ELA proficiency on one of the following assessments:
- CAASPP ELA - a score of met or exceeded standards for general education students, or a score of nearly met, met, or exceeded standards for SWD
- NWEA MAP Reading assessment - a score in the 50th percentile or above
- Earn qualifying grades: A passing grade of “C” or better in the most recent trimester

¹⁵³ California Department of Education. [Summative ELPAC General PLDs.] Accessed on August 29, 2021. <http://www.cde.ca.gov/ta/tg/ep/elpacgpld.asp>

¹⁵⁴ California Department of Education. [California English Language Development Standards: Kindergarten Through Grade 12.] Accessed on August 29, 2021. <http://www.cde.ca.gov/sp/el/er/documents/eldstndpublication14.pdf>

- Secure parent approval: The parent/guardian must approve exit from the English Learner program, after the student has met the first three criteria.

The EL coordinator will monitor classroom instruction, update ELD levels in the Student Information System (Aeries), review EL monitoring rosters to ensure ELs are advancing a minimum of one ELD level per year, review ELD grades to ensure that students and parents receive updated information of ELD progress at each reporting period, and check readiness for promotion, reclassification or need for intervention. The Head of School will share the progress and performance of ELs with the teachers and work with them to make the final decision regarding progression to the next ELD Proficiency Level.

4. Process for Monitoring Progress of ELs and Reclassified (RFEP) Students.

Mayacamas will closely monitor each EL’s progress and any instances in which a student is not making sufficient progress towards reclassification. Each student will have specific short-term goals in their ILPs relating to their progress towards reclassification. EL students’ Advisors will work with them monthly to update their ILP goals, collaborating with the EL coordinator. As required by ESSA, RFEP students will be monitored for four years following reclassification. The EL coordinator/Head of School and teachers will work together to identify the reasons why a student has not acquired English at an expected rate and determine the best support system for that student moving forward.

Parents will receive annual written notification within thirty days of receipt of ELPAC SA test results from Mayacamas. This same written notification will take place for initial assessments. In the notification letter, parents will receive overall assessment scores for ELPAC, a copy of their student’s score report, the latest assurances related to language programs in California, notification of their child’s LTEL or LTEL risk status, and an invitation to a reclassification meeting as appropriate.

5. Periodic Assessment of EL program

Mayacamas will rely on continuous data-driven instruction to inform strategies for all student groups, grade levels, and academic disciplines. In assessing the English Learner instructional program each year, the Head of School and other school leaders will consider and evaluate a number of factors, including:

- Reclassification rate
- Percentage of students scoring proficient or advanced on ELPAC
- EL and RFEP performance in core subjects relative to their English Only peers
- EL and RFEP performance on CAASPP relative to their English Only peers
- Fidelity of ELD curriculum implementation—designated and integrated
- Input from teachers, the SSPT, and the EL Coordinator
- Parent input, including from the English Learner Advisory Council

Mayacamas Board and Head of School will annually evaluate the effectiveness of the program through analysis of student achievement on the ELPAC, CAASPP, benchmark tests and teacher feedback. If 21 or more English Learners are enrolled, Mayacamas will establish an English Learner Advisory Council (“ELAC”) comprised of parents of English Learners, who will meet quarterly with the Head of School

(or his/her designee) during the school year to review the EL program and outcomes. In response to the results achieved on these assessments and feedback, Mayacamas will identify program areas of needed improvement. These areas will be addressed through professional development both whole school and by grade-level, and through one to one teacher coaching. As needed, curricular resources used may be revised to best meet student needs. Additionally, individual student needs will be identified through the analysis of these assessments and are addressed through targeted intervention.

6. Monitoring Progress and Effectiveness of Supports for LTELs.

Under California law, LTELs are defined as those students who are enrolled in grades 6 to 12, have been enrolled in schools in the United States for more than six years, and have remained at the same English language proficiency level for two or more consecutive years as determined by the state's annual English language development test. (Ed. Code § 313.1(a)(1).)

As with all other aspects of our program, we believe our student-centered approach will benefit these “hard to serve” students. Based on research such as Dr. Laurie Olsen’s *Reparable Harm*, our classrooms will emphasize oral language as the foundation for literacy, ensuring that students, not teachers, are doing most of the talking in our classrooms.¹⁵⁵ Rather than “watering down” content, our LTELs will be provided an accelerated, rigorous approach that gets them on track to proficiency.

Designated ELD time will include monitoring LTELs’ progress by tracking their reading levels and page-read goals in programs like Achieve 3000, Accelerated Reader or Brain Pop ELL. The EL coordinator will review each LTEL student’s progress towards proficiency at least once each quarter, analyzing both the effectiveness of supports provided and each student’s readiness to reclassify, though informal monitoring will take place on a daily and weekly basis based on myriad assessments, including online adaptive learning programs.

Mayacamas will prioritize resources (e.g., curriculum for ELD instruction) for students at risk of being identified as LTELs and those who already are designated LTEL. Students and parents will be made aware of the risks associated with LTEL status, as well as specific barriers to reclassification and ways to address them.

D. Student Services and Support

Like all students, newcomer EL students and their families will be supported through Mayacamas’s personalized approach. Initial assessments will help identify student and family needs. Spanish fluency is a high priority, as Spanish is the primary native language of non-English speakers in the community, and we anticipate that many of our teachers and staff will also be bilingual. All home-school communications will be available in both English and Spanish. The parent liaison (starting Y2), EL coordinator (starting Y3), counselor, teachers and parent volunteers will work to integrate parents/guardians into school life and ensure they have access to online information about their child(ren) through our online SIS, including access via computers on campus and training in using them. The parent liaison also will be responsible for ensuring families have referrals to community services they may need such as medical, legal, counseling, food, housing, or other supports.

¹⁵⁵ Olsen, L. (2010). [Reparable Harm Fulfilling the Unkept Promise of Educational Opportunity for California’s Long Term English Learners].

Like all other students, newcomer EL students will benefit from a highly personalized educational program with differentiated instruction and scaffolded supports. Our engaging, hands-on learning program with cooperative, active learning experiences will benefit newcomer ELs as they learn interactively with their peers, immersed in language. As discussed above, we will employ both integrated and designated ELD strategies with one-on-one support as needed to ensure each EL is reclassified as rapidly as possible.

XVII. MAYACAMAS WILL WORK CLOSELY WITH NCOE AND ITS SELPA TO SERVE STUDENTS WITH DISABILITIES

Mayacamas will comply with all applicable state and federal laws in serving students with disabilities, including, but not limited to the Individuals with Disabilities in Education Improvement Act 2004 (IDEA), Section 504 of the Rehabilitation Act of 1973 (Section 504), Title II of the Americans with Disabilities Act (ADA) and any other civil rights law enforced by the U.S. Department of Education Office of Civil Rights (OCR).

SELPA membership. Mayacamas proposes to operate as an independent local educational agency (LEA) and will apply directly for membership in a SELPA in conformity with Education Code section 47641(a). Mayacamas has an existing relationship with and intends to apply for membership in the Los Angeles County Charter SELPA. The Los Angeles County Charter SELPA has confirmed in writing that the Mayacamas application for membership will be approved as soon as the NCOE Board approves the charter.

Mayacamas agrees to promptly respond to all SELPA inquiries, comply with reasonable SELPA directives, and allow the SELPA access to Mayacamas students, staff, facilities, equipment, and records as required or imposed by law.

In the event Mayacamas seeks membership in a different state-approved SELPA, Mayacamas will provide notice to the authorizer, the existing SELPA, and the California Department of Education before June 30th of the year before services are to commence.

Mayacamas may seek resources and services (e.g., Speech, Occupational Therapy, Adapted P.E., Nursing, and Transportation) from the SELPA, subject to SELPA approval and availability. Mayacamas may also provide related services by hiring credentialed or licensed providers through private agencies or independent contractors.

Mayacamas will be solely responsible for its compliance with the ADA. All school facilities will be accessible for all students with disabilities in accordance with the ADA.

A. Section 504 of the Rehabilitation Act

Mayacamas will be solely responsible for its compliance with Section 504. Mayacamas recognizes its legal responsibility to ensure that no qualified person with a disability will, on the basis of disability, be excluded from participation, be denied the benefits of, or otherwise be subjected to discrimination under any program of Mayacamas. A student who has a physical or mental impairment that substantially limits one or more

major life activities, has a record of such impairment, or is regarded as having such impairment, is eligible for protections under Section 504.

A 504 team will be assembled by the Head of School or other designated site administrator and will include the parent/guardian, teacher(s), the student (where appropriate), and other qualified persons knowledgeable about the student. The 504 team will review the student's existing records, including academic, social, and behavioral records, and is responsible for deciding whether an evaluation for Section 504 services is appropriate. If the student has already been evaluated under the IDEA but found ineligible for special education instruction or related services under the IDEA, those evaluations may be used to help determine eligibility under Section 504. The student evaluation will be carried out by the 504 team, which will evaluate the nature of the student's disability and the impact on 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 including 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 will be responsible for determining what, if any, accommodations or services are needed to ensure that the student receives a free appropriate public education (FAPE). In developing the 504 plan, the 504 team will 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 Mayacamas's professional staff.

The 504 Plan will 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 site administrators will ensure that teachers include 504 plans with lesson plans for short-term substitutes and that he/she reviews the 504 plan with a long-term substitute. A copy of the 504 plan will be maintained in the student's cumulative 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. A reevaluation of the student's needs will be

conducted before any significant change in placement (e.g., ten (10) or more days of suspension, expulsion, involuntary removal, exit).

Parents of students with disabilities will be notified of all actions and decisions made by Mayacamas regarding the identification, evaluation, or educational placement of their students. Parents will also be notified of all the procedural safeguards available to them if they disagree with Mayacamas's action or decision, including an opportunity to examine all relevant records and an impartial hearing in which they will have the right to participate.

If a parent disagrees with any Mayacamas's actions or decisions regarding the identification, evaluation, or educational placement of their student under Section 504, they may request a mediation or an impartial due process hearing within 30 days of that action or decision. The parent may also utilize the Uniform Complaint Procedures to file a grievance if they believe that their child has been discriminated against based on the student's disability.

B. Special Education Services for Students under the IDEA

Mayacamas recognizes its responsibility to enroll and support students with disabilities who can benefit from its programs and who otherwise qualify for enrollment and pledges to work in cooperation with the SELPA to ensure that FAPE is provided to all students with exceptional needs. Mayacamas will follow SELPA policies and procedures and will utilize appropriate SELPA forms in seeking out, identifying, and serving students who may qualify for special education programs and services; for responding to record requests and parent complaints; and in maintaining the confidentiality of student records.

1. Notification and Coordination

Mayacamas will follow SELPA policies as they apply to all SELPA members for responding to implementation of special education services. Mayacamas will adopt and implement policies relating to special education issues and referrals.

a. Identification and Referral.

Mayacamas has the responsibility to identify, refer, and work cooperatively in locating Mayacamas students who have or may have exceptional needs that qualify them to receive special education services. Mayacamas will implement SELPA policies and procedures to ensure timely identification and referral of students who have, or may have, such exceptional needs. A student will be referred for special education only after the resources of the regular education program have been considered, and where appropriate, utilized.

Mayacamas will follow SELPA child-find procedures, use the research-based MTSS model, and review already available data (e.g. teacher observations, grades, parent input, etc.) to identify all students who may require assessment to consider special education eligibility and special education and related services in the case that general education interventions do not provide FAPE to the student in question. Using these processes and data will help Mayacamas avoid misidentification of students.

b. Assessments.

The term “assessments” has the same meaning as the term “evaluation” in the IDEA, as provided in Section 1414, Title 20 of the United States Code. Mayacamas will determine what assessments, if any, are necessary and arrange for such assessments for referred or eligible students in accordance with applicable law. Mayacamas will obtain parent/guardian consent to assess Mayacamas students. Parents/guardians will be informed that special education and related services are provided at no cost to them.

c. Development and Implementation of IEP.

Upon completion of the assessment, an IEP team will be assembled to review the results of the assessment and determine the student’s eligibility for special education. Every student who is assessed for special education will have an IEP that documents assessment results and eligibility determination for special education services.

Mayacamas will be responsible for scheduling, coordinating, and facilitating the IEP meeting. IEP team membership will be in compliance with all applicable law and will include all of the following members: the Head of School and/or a designated Mayacamas representative with appropriate administrative authority as required by the IDEA; the student’s special education teacher; the student’s general education teachers if the student is or may be in a regular education classroom; the student, if appropriate; and other Mayacamas representatives who are knowledgeable about the regular education program at Mayacamas and/or about the student. Mayacamas will arrange for the attendance or participation of all other necessary staff that may include, but are not limited to, an appropriate administrator to comply with the requirements of the IDEA, speech therapist, psychologist, resource specialist, and behavior specialist and will document the IEP meeting and provide of notice of parental rights.

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, including eligibility, goals/objectives, program, services, placement, and exit, are made by the IEP team pursuant to the IEP process. IEPs will contain all the information required by applicable law.

Mayacamas will be responsible for all school site implementation of the IEP. Students with IEPs will be served in the least restrictive environment. Mayacamas will provide the parents with timely reports on the student’s progress as provided in the student’s IEP at least as frequently as report cards are provided for Mayacamas’ non-special education students.

d. IEP Review.

Mayacamas assumes responsibility for IEP review. The IEP team will formally review the student’s IEP at least once a year to determine how well the IEP is meeting the student’s needs.¹⁵⁶ Unless specified on the student’s IEP, parents will be informed three times a year of their student’s progress toward meeting annual goals. In accordance with IDEA regulations, the IEP team will also conduct

¹⁵⁶ Each student who has an IEP also will have an ILP, reviewed monthly with their advisor.

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/guardian 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 via written notice to Mayacamas.

e. Interim and Initial Placement of New Students.

Mayacamas will comply with Education Code section 56325 regarding students transferring into Mayacamas within the academic school year. In accordance with Education Code section 56325(a)(1), for students who enroll in Mayacamas from another school district within the State but outside of the SELPA with a current IEP within the same academic year, Mayacamas will provide the student with FAPE, including services comparable to those described in the previously approved IEP, in consultation with the parent, for a period not to exceed thirty (30) days, by which time Mayacamas will adopt the previously approved IEP or will develop, adopt, and implement a new IEP that is consistent with federal and state law.

In accordance with Education Code section 56325(a)(2), in the case of an individual with exceptional needs who has an IEP and transfers into Mayacamas from a district operating program under the same SELPA of Mayacamas within the same academic year, Mayacamas will continue, without delay, to provide services comparable to those described in the existing approved IEP, unless the parent and Mayacamas agree to develop, adopt, and implement a new IEP that is consistent with federal and state law.

In accordance with Education Code section 56325(a)(3), for students transferring to Mayacamas with an IEP from outside of California during the same academic year, Mayacamas will provide the student with FAPE, including services comparable to those described in the previously approved IEP, in consultation with the parents, until Mayacamas conducts an assessment, if determined to be necessary by Mayacamas, and develops a new IEP, if appropriate, that is consistent with federal and state law.

f. Procedural Safeguards.

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

Mayacamas 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. Mayacamas will utilize the Notice of Procedural Safeguards used by the SELPA in which it is a member.

g. Non-Public Placements/Non-Public Agencies.

Mayacamas will be solely responsible for selecting, contracting with, and overseeing all non-public schools and non-public agencies used to serve special education students.

h. Non-discrimination.

It is understood and agreed that all children will have access to Mayacamas and no student will be denied admission nor counseled out of Mayacamas due to the nature, extent, or severity of his/her disability or due to the student's request for, or actual need for, special education services.

i. Parent/Guardian Concerns and Complaints.

Mayacamas will develop policies for responding to and resolving parental concerns or complaints related to special education services. Mayacamas's designated representative will investigate as necessary, respond to, and address the parent/guardian concern or complaint. Parents/ guardians also have the right to file a complaint with the Office of Administrative Hearings or the California Department of Education if they believe that Mayacamas has violated federal or state laws or regulations governing special education.

j. Due Process Hearings.

Mayacamas may initiate a due process hearing or request for mediation with respect to a student enrolled in Mayacamas if it determines such action is legally necessary or advisable. If the parents/ guardians file for a due process hearing, or request mediation, Mayacamas will defend the case.

k. SELPA Representation.

Mayacamas understands that it will represent itself at all SELPA meetings.

l. Funding.

Mayacamas understands that it will be subject to the allocation plan of the SELPA.

2. Staffing and Professional Development

All special education services at Mayacamas will be delivered by individuals or agencies qualified to provide special education services as required by applicable law. Mayacamas plans to hire a full-time special education instructor in Year 1 dedicated to instruction, with supplemental instruction provided by a qualified NPA. The Foundation currently has a contract with Comp Therapy, a qualified NPA, and plans to contract with a second NPA.

Mayacamas will ensure that all special education staff members hired or contracted by Mayacamas are qualified pursuant to SELPA policies and applicable law. Mayacamas will be responsible for the hiring, training, and employment of staff necessary to provide special education services to Mayacamas students, including, but not limited to, special education teachers, speech therapists, occupational therapists, behavioral therapists or aides, and school psychologists. The Head of School will be the primary Mayacamas representative tasked with assuring that students are appropriately identified and referred for special education services, and that all aspects of the IEP and any 504 plans are properly implemented.

As discussed in various places throughout Element I, professional development at Mayacamas will be ongoing and extensive. All appropriate faculty and staff will attend PD necessary to ensure compliance with state and federal special education laws. Mayacamas will provide staff with

training on serving students with disabilities during the summer PD program and during the school year, and Mayacamas will also seek other PD opportunities facilitated by NCOE, the SELPA, and private companies or agencies. Teachers will also collaborate and share best practices in PLCs and during PD sessions.

New Tech Network support for teachers in inclusion of SWD.

Teachers will get additional support through the New Tech Network model which specifically addresses students with disabilities in its whole school approach centered around four focus areas:

- College & Career Outcomes
- Supportive & Inclusive Culture
- Meaningful & Equitable Instruction, and
- Purposeful Assessment.

NTN services, tools, and resources are organized around the four focus areas and are intended to help schools move towards a more meaningful, equitable, and inclusive learning environment for all students. Support for diverse learners, including linguistically, culturally, and neurologically diverse learners, are embedded within the NTN Model.

The key features of NTN PBL underpin effective strategies for students with exceptionalities and linguistically and culturally diverse students. Cornerstones of NTN PBL include authentic contexts and student voice which enable students to teach the teacher about themselves so that learning leverages the assets students bring to the classroom. A 2017 case study conducted by the National Center for Learning Disabilities (NCLD) of a NTN school documented the benefits of NTN implementation for all students, but specifically students with exceptionalities/learning disabilities.

3. SELPA Membership

As detailed at the beginning of this section, Mayacamas proposes to operate as an independent local educational agency (LEA) and shall apply directly for membership in a SELPA in conformity with Education Code section 47641(a). As detailed above, Mayacamas has a relationship with (the current SBE-approved charter is a member), and intends to apply for membership in, the Los Angeles County Charter SELPA, but may also explore membership in the El Dorado Charter SELPA or another SELPA approved by the California State Board of Education.

In the event Mayacamas seeks membership in a different state-approved SELPA, Mayacamas shall provide notice to NCOE, the SELPA, and the California Department of Education before June 30th of the year before services are to commence.

XVIII. MAYACAMAS' DIFFERENTIATED LEARNING MODEL WILL SERVE STUDENTS WHO ARE ACADEMICALLY HIGH-ACHIEVING

Academically high-achieving (AHA) students are defined as those who score “met” or “exceeded” on at least 80% of the standards in the ELA or mathematics CAASPP tests. These students will receive individualized instruction in many of the same ways as at-risk students, including small group work done

in classrooms with teachers, group activities planned by teachers, and focused lessons based on their current academic needs during the Learning Lab period.

AHA students will be served within the regular classroom program and will benefit greatly from the differentiated learning instruction and curriculum tools employed at Mayacamas. Teachers at Mayacamas will use multiple strategies to differentiate instruction for diverse learning styles and ability levels within the school's curriculum. Our integrated approach to planning and delivering instruction will be an effective approach for all learners, including AHA students. In the case of AHA students, teachers will provide a variety of options for students to demonstrate their understanding of what they have learned. Potential dual-enrollment programs may offer additional learning opportunities.

A. Strategies to Support AHA Students

The multi-disciplinary curriculum ideally will create a climate where all children succeed in some areas, while seeing their classmates excel in others. This learning atmosphere will build self-esteem, as well as a mutual respect as members of a learning community. Mayacamas' plan for students who are AHA will include:

- Differentiated instruction in such areas as math, writing, and reading, to meet different student learning levels. Expanded problems and projects may be given to more advanced students.
- Extra challenges as needed, such as more in-depth PBL opportunities, with appropriate supplemental materials.
- Academic and artistic leadership opportunities for students, such as leadership of group projects.
- The annual project as part of the Mayacamas College & Career Explorers Program.

Examples of ways that learning will be deepened and expanded include:

- Accepting ideas and suggestions from students and expanding on them
- Facilitating original and independent problems and solutions,
- Helping students identify rules, principles, and relationships, and
- Taking time to explain the nature of errors.

Teachers will also provide AHA and high achieving learners with opportunities for leadership and mentorship.

The social-emotional development of AHA students can appear as asynchronous¹⁵⁷ to their age, and AHA students can exhibit developmental over-sensitivities, specific to children identified or recognized as AHA.¹⁵⁸ Teachers will have awareness and training to support the social-emotional development of the AHA population. Social-emotional competency is essential for AHA to express and reach their potential. Supporting students' social-emotional development is embedded into the curriculum throughout the grades, as detailed above. When creating educational programming and organizing the classroom environment,

¹⁵⁷ National Association for Gifted Children. [Asynchronous Development.] Accessed on August 29, 2021. <http://www.nagc.org/resources-publications/resources/social-emotional-issues/asynchronous-development>.

¹⁵⁸ Hoagies' Gifted Education Page. [Dabrowski's Overexcitabilities and Theory of Positive Disintegration.] Accessed on August 29, 2021. <http://www.hoagiesgifted.org/dabrowski.htm>

teachers will give forethought in this process to support AHA learners. Specifically, for AHA learners, teachers will identify individual areas of asynchronous social-emotional development and individualize their expectations of students. As with all other individual students and subgroups, the Head of School and classroom teachers will monitor the progress of AHA students and students achieving above grade level to ensure they are being consistently challenged.

Mayacamas is also exploring the potential to expand learning opportunities through dual enrollment (DE) college courses for all students, including those identified as AHA. Offerings could include courses in areas such as visual arts, performing arts, counseling, languages other than English, CTE, etc.

AHA students will have an opportunity to pursue accelerated learning both in the general classroom and in Learning Lab 4 days per week, during which they will be guided by their advisors and teachers to establish specific projects, work, and milestones to achieve their ILP goals.

XIX. MAYACAMAS PLAN TO SERVE SOCIOECONOMICALLY DISADVANTAGED/LOW INCOME STUDENTS

Beyond identifying SED students via enrollment forms (i.e., FRPL applications), all teachers and staff will receive training on recognizing symptoms and behaviors indicative of a child's need for additional supports, including issues relating to hunger, extreme poverty, and individual families' challenges to meet their child's needs. Our SSPT will be responsible for identifying students and families who might need additional resources or supports, including referrals to community service organizations. We will offer vision and hearing screening for all students in grade 8 or as otherwise State-required. If numbers make it financially possible, we will pursue provision, and counseling for students on Medi-Cal. Our emphasis on a school community and the responsibility we have to one another within that community will extend to the parents and families of our students as well.

In Year 1, parents will be able to drop-off their children starting at 7:55 a.m., and by Year 2 enroll them in an after-school program until 5:00p.m., both to best serve our students' needs and accommodate working families.¹⁵⁹ Parent education will be a cornerstone of our program, offering parents access to the hands-on learning techniques and courses their students are enrolled in so that they can both support their children's learning at home, and also obtain new skills to support lifelong learning.

If students who are socioeconomically disadvantaged are low achieving, struggle with learning differences or are identified as ELs, Mayacamas will utilize strategies described in other sections of this petition. As with all other statistically significant subgroups and individual students, SEL student progress will be regularly monitored by the Head of School and teachers through multiple measures of academic and social-emotional growth as detailed throughout this petition.

XVIX. MAYACAMAS PLAN TO SERVE STUDENTS IN OTHER SUBGROUPS - FOSTER AND HOMELESS YOUTH

¹⁵⁹ Mayacamas will apply for ASES funding after Year 1 to support the after-school program. For Year 1, we are optimistic we will be able offer to after-school with both enrichment programs and academic tutoring and support, leveraging staff resources and trained parent/community volunteers, but this will depend on additional funding.

Homeless and foster children will have access to necessary educational and support services that will afford them the opportunity to meet the same challenging State academic standards as all students enrolled at Mayacamas. As detailed in Element VIII, Mayacamas will offer preference in enrollment for foster youth and homeless youth to facilitate their access to the school's personalized, supportive school program. Mayacamas seeks to address the needs of homeless and foster youth by providing direct services at the school site as well as referrals to community organizations with resources to address their needs.

Mayacamas will identify foster and homeless youth through the annual Student Residency Survey, as well as staff observations of indicators such as shifts in academic performance, hunger, and fatigue. If a parent or student indicates they are living in a situation that would qualify as homeless, Mayacamas will inform them of their rights under the McKinney-Vento Act. Mayacamas will screen for foster youth through a process that includes examining the following: possible visits from social services; non-parent enrolling student in school; home arrangements (group home).¹⁶⁰ Mayacamas will also adhere to all state and federal policies related to foster youth. Relevant teachers, administrators, and special education staff will provide homeless and foster youth with the same rigorous level of progress monitoring as any other student at Mayacamas.

1. **Role of the Homeless and Foster Youth Liaison.** The Head of School will serve as the LEA Homeless and Foster Youth liaison. The liaison will ensure that:

- Homeless children and youths are identified by school personnel through outreach and coordination with other agencies
- Homeless children and youths are enrolled in, and have a full and equal opportunity to succeed in, school
- Homeless families, children, and youths have access to and receive educational services for which they are eligible
- Homeless families, children, and youths receive referrals to health care services, dental services, mental health and substance abuse services, housing services, and other appropriate services
- The parents or guardians of homeless children and youths 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
- Public notice of the educational rights of homeless children and youths is posted in main office
- Enrollment disputes are mediated according to law
- The parent or guardian of a homeless child or youth, and any unaccompanied homeless youth, is fully informed of all transportation services, including transportation to the school of origin
- Maintain documentation and accurate records of interventions.

2. **Case management services.** Mayacamas's counselor will also provide case management services, which refer to a collaborative process between the counseling team and family to provide assessment, care coordination, and advocacy for options and services to meet an individual's and family's needs through communication and available resources. Case management services may include:

¹⁶⁰ As detailed above, all staff will receive comprehensive training on identifying students in need, which will include updating records and communicating with other faculty/staff when a student becomes homeless (including moving in with another family) during the year.

- Communicating with Foster Youth caseworker
- Supporting families with accessing the Homeless Family Solutions Systems (HFSS) by calling 211 or referral to a Family Solutions Center (FSC)
- Referrals for mental health, domestic violence, legal services, food banks, etc.
- Checking in with student to provide counseling support, if needed
- Supporting family with access to computer and wi-fi access
- Communicating changes in residency status to Homeless Liaison for updating records.

Foster youth struggling in school may receive poor grades, have difficulty understanding the content, and often do not complete assignments. These students can be referred to the SSPT process to determine the individual supports and interventions needed to help them succeed in their classes.

Mayacamas will adhere to the McKinney-Vento Act and provide all required supports to its homeless youth.

Students in all subgroups will be monitored through performance on state assessments, internal benchmark exams, and grades. Continued support will be provided to students based on their performance on each indicator. As with all other statistically significant subgroups and individual students, the Head of School and faculty will monitor the progress of all these students.

XX. OPERATIONS

A. Calendar and Attendance

Mayacamas' annual calendar will contain at least 180 instructional days. We will align our calendar, to the extent practical, to that of the Napa Valley Unified School District for the convenience of the majority of families. Included below is our Draft Calendar for 2024-25; the school Board of Directors will approve the school year calendar once the charter is authorized.

Name of School

2024-2025 Academic Year Calendar

Mayacamas Charter
Middle School

Events

July 24						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

August 24						
Su	M	Tu	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Aug 5 - 9	Staff PD
Aug 12 - 13	Staff Work Days
Aug 14	First Day of School - min. day
Aug 15 - 16	minimum days
Sept 2	Labor Day
Oct 11	Staff PD - no school
Oct 28 - Nov 1	Conferences - min. day
Nov 11	Veteran's Day
Nov 26 - 29	Thanksgiving Break
Dec 16 - Jan 3	Winter Break
Jan 20	Martin Luther King Jr Day
Feb 10	Lincoln's Birthday Celebrated
Feb 17	President's Day
March 7	Staff PD Day - no school
March 31 - April 4	
April 18 & 21	Long Weekend
May 26	Memorial Day
June 18	Last Day - minimum day
June 19 - 24	Teacher Work Days/PD

September 24						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

October 24						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

November 24						
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					1	2
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24	25	26	27	28	29	30

December 24						
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22	23	24	25	26	27	28
29	30	31				

January 25						
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			1	2	3	4
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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

February 25						
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23	24	25	26	27	28	

March 25						
Su	M	Tu	W	Th	F	Sa
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16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

April 25						
Su	M	Tu	W	Th	F	Sa
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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

May 25						
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25	26	27	28	29	30	31

June 25						
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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

July 25						
Su	M	Tu	W	Th	F	Sa
						1
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9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

August 25						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

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Mayacamas parents/guardians are responsible for sending their students to school and providing an explanation for absences. Mayacamas will support parents in that responsibility through regular student attendance up-dates, programs encouraging attendance, and truancy reporting to local authorities.

Based on the personalized, student-centered structure of Mayacamas, we are confident we will meet our ambitious attendance goals (95% ADA). Our Advisors and part-time parent liaison (beginning in Year 3) will be the first line of relationship-building with students and their families, including addressing the importance of timely, regular attendance at school. By understanding what is going on in students' lives outside of school, our Advisors will be able to help students navigate challenges, including chronic absenteeism, before they have a significant and detrimental impact on their achievement. When problems arise, our caring, supportive teachers, parent liaison, counselor, and other staff will work to determine what obstacles are preventing a student from regular and timely attendance and how the problem can be solved.

The Head of School or his/her designee will monitor student attendance, in collaboration with the part-time parent liaison, who will serve as the primary point of contact in calling home. When problems occur, the Head of School will ask the student to identify the reason(s) for the absences and may refer the student to the MTSS process for intervention and support to improve attendance. The Student Support and Progress Team (see below) may create an attendance action plan with interventions and consequences if attendance fails to improve. The timeline for intervention will reflect Mayacamas' concern that a student not become a chronic absentee. The team will monitor the student's progress; if attendance goals are not being met,

other actions will be initiated. Mayacamas will provide an individualized support system if absences continue.

B. Bell Schedule and Instructional Minutes

Mayacamas will offer a regular school day from 8:50 a.m. to 3:34 p.m. and an “early release” Wednesday schedule from 8:50 a.m. to 1:27 p.m. Families may drop their students off at school as early as 7:50 a.m., and pending funding, students may participate in enrichment and/or learning supports before and after school.

Sample 6th-8th Grade Student Schedule

	Monday	Tuesday	Thursday	Friday	Instr. Minutes
7:55-8:45	Early Drop-Off: Breakfast, Homework, Potential Enrichment Electives and Free Time				
8:50-9:20	Advisory	Advisory	Advisory	Advisory	30 (+5)
9:25-10:55	Period 1 – ELA	Period 4 – Math	Period 1 – ELA	Period 4 – Math	90 (+5)
10:56-11:11	Nutrition	Nutrition	Nutrition	Nutrition	
11:12-12:42	Period 2 – Social Studies	Period 5 – Science	Period 2 – Social Studies	Period 5 – Science	90 (+5)
12:43-1:13	Lunch	Lunch	Lunch	Lunch	
1:14-1:59	Learning Lab/ Designated ELD	Learning Lab/ Designated ELD	Learning Lab/ Designated ELD	Learning Lab/ Designated ELD	45 (+5)
2:04-3:34	Period 3 – PE	Period 6 – VAPA Elective	Period 3 – PE	Period 6 – VAPA Elective	90
Instructional Minutes Total					345 (+20)

	Wednesday – A	Wednesday – B	Instr. Minutes
7:55-8:45	Early Drop-Off: Breakfast, Homework, Potential Enrichment Electives and Free Time		
8:50 – 9:25	Advisory	Advisory	30 (+5)
9:30 – 10:30	Period 1 – ELA	Period 2 – Math	60 (+5)
10:31 – 10:46	Nutrition	Nutrition	
10:51 – 11:51	Period 2 – Social Studies	Period 4 – Science	60 (+5)
11:52 – 12:22	Lunch	Lunch	
12:27-1:27	Period 3 – PE	Period 6 – VAPA Elective	60
1:28 – 3:34	Teacher PD	Teacher PD	
Instructional Minutes Total:			210 (+15)

In Year 1, Mayacamas plans to provide 180 instructional days, which will include 60,100 instructional minutes.

Mayacamas will surpass the required 175 days of instruction for students, grades 6-8, and exceed the minimum 54,000 minutes of instruction. The table below shows the number of instructional days and minutes for a typical school year. ER = Early Release

Grade	Regular days	Instructional minutes/regular day	ER days	Instructional minutes/ER day	Total instructional days	Minutes required by law	Total instructional minutes	Instructional minutes above req'd
6	140	365	40	225	180	54,000	60,100	6,100
7	140	365	40	225	180	54,000	60,100	6,100
8	140	365	40	225	180	54,000	60,100	6,100

C. Plan for Staffing

Staffing of Core Courses, Advisory, and Learning Lab.

Mayacamas is planning for class sizes of 27 or fewer students in all core courses, with smaller class sizes for Advisory. Each full-time teacher will be expected to teach Advisory plus two core classes per day, and is responsible for one to two supervisory responsibilities (before school, lunch, or Learning Lab); this leaves one full ninety-minute period each day for teacher preparation. During Learning Lab, teachers and instructional aides will work with students in a variety of ways depending on each student’s needs, including project work with other students, individual instruction, and the use of tools like tutor.com, khanmigo, or similar services for content-related questions to build student capacity to access external resources. The teacher assigned to teach designated ELD will have students assigned to his/her Learning Lab by ELPAC level to facilitate targeted instruction. The special education teacher may also request that students needing similar support be grouped in various Learning Labs to allow for delivery of small group instruction.

With respect to special education staffing, it is well known that the pool of qualified special education teachers in California is very shallow. In order to attract and retain outstanding teachers, we will split responsibilities into two roles; a hybrid case manager role, and a special ed teacher dedicated to teaching and working with general ed teachers on facilitating the best possible classroom experience for all of our students. These roles will start as part-time and will grow over time to FTE as our student population grows. If we are unable to hire an appropriately credentialed special education teacher, we will contract with Comp Therapy, a certified non-public agency (NPA), for services provided by credentialed personnel. We will also use Comp Therapy for needed psychoeducational services, such as screening and testing in the assessment for eligibility and re-assessment during the triennial review, as well as for specialists like speech therapists. Our intent is to contract with a second NPA to ensure we have all the services we need for our students.

The Head of School is the designee for special education. In that role, s/he will oversee the daily delivery of services to students with disability, ensure the implementation of IEPs, schedule all meetings, coordinate with CDE for monitoring, and ensure adherence to CDE and SELPA requirements and timelines.

The Head of School, as designee, has provided our teachers and staff with the information they need to serve these students, including the IEPs and 504 plans. As additional IEPs and 504 plans become available (or are developed), the Head of School will ensure that teachers have the appropriate documents and case manager notes on service.

Staffing for independent studies.

We expect to have a very small number of students in independent studies, both short-term and long-term. Depending on numbers at any given time, Mayacamas will have teachers provide the assignments and work evaluation for their own students, after having been trained on the protocols, or have one contract teacher handle all students on independent study.

ELEMENT II. 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 charter school demonstrate that they have attained the skills, knowledge, and attitudes specified as goals in the charter school’s educational program. Pupil outcomes will include outcomes that address increases in pupil academic achievement both schoolwide and for all pupil subgroups served by the charter school, as that term is defined in subdivision (a) of Section 52052. The pupil outcomes will align with the state priorities, as described in subdivision (d) of Section 52060, that apply for the grade levels served by the charter school.” (Ed. Code § 47605.6(b)(5)(B).)

Mayacamas is designed to support students in meeting all statewide content and performance standards and targets. Ed. Code §§ 47605(d)(1), 60605. Mayacamas will comply with all applicable laws and regulations related to AB 97 (Local Control Funding Formula) and AB 484 and will continue to as they may be amended from time to time, including all requirements pertaining to student outcomes.

I. MEASURABLE STUDENT OUTCOMES: STATE PRIORITIES UNDER LCFF

See table in Element I under Annual Goals and Actions to Accomplish Goals (Ed Code § 47605.6(b)(5)(A)(ii))

A. *School Outcome Goals.* The goals included in our LCAP table in Element I are directly aligned with the skills, knowledge, and attitudes we seek to develop in our students, as detailed throughout Element I. In addition to meeting and exceeding state averages on state-mandated testing (CAASPP, CAST), Mayacamas has incorporated goals relating to attendance/chronic absenteeism, suspension/expulsion, parent engagement, among other elements, to measure and track factors such as student and family engagement in school life and SEL development. Our “whole child” approach to student learning and development is captured in the goals which address the eight state priorities.

B. *Student Academic Achievement.* As stated in the Element I LCAP table, our academic achievement goal is as follows: GOAL #1 Core academic achievement: Students will demonstrate growth in English language arts (ELA) and math and mastery of California standards in math, ELA, and science; English Learners (EL) will demonstrate progress in English language mastery and achieve reclassification. State priorities 2, 4, 8. Expected outcomes include the following:

- CAASPP scores, EL progress, and EL reclassification rates will equal or exceed statewide averages for all students and sub-groups.
- >75% of students will meet/exceed learning growth fall-to-spring goals on MAP.

We note that these outcomes do not indicate specifics for individual sub-groups. Given that we do not yet have data for our student population, it is reasonable to have more general goals and outcomes.

We also note that as a small school, we may well have students who are members of different subgroups, but the population of that subgroup is not “statistically significant” under California standards. As a school focused intently on the individual and personalized education of each student, we will ensure that every student designs individual learning goals in their ILPs (in collaboration with teachers and parents) that are intended to ensure they are meeting our rigorous expectations for learning. As detailed in Element III, below, our Head of School and faculty will continuously review student achievement data and identify any students who need additional or alternative interventions and supports through our MTSS model.

II. MAYACAMAS STUDENTS WILL MEET COMMON CORE STATE STANDARDS USING A VARIETY OF TACTICS

As detailed throughout Element I, Mayacamas students will meet CCSS, NGSS, and other learning outcomes through our individualized learning model that features project- and problem-based learning, integrated with social-emotional learning. While the content that students learn will be the same grade-level standards as any public school in California, how students master this content at Mayacamas will be engaging, dynamic, and differentiated to meet individual student needs. Through problem- and project-based learning, students will engage in self-directed and peer-collaborative inquiries and explorations of learning, including interdisciplinary activities that demonstrate how subjects interact and overlap in the “real world.” Online, blended learning will offer students “just-right” practice and skill/content mastery with highly personalized, adaptive learning that adjusts to students’ individual needs. These programs will provide real-time daily data for teachers to review which content strands may need reinforcement, including re-teaching and direct instruction. A variety of assessment tools will enable diverse students to show their learning in myriad ways, from written work to project rubrics to publisher and teacher-created tests and quizzes. Finally, our comprehensive social-emotional learning emphasis will permeate the program and ensure that students are mentally and emotionally prepared to learn and grow developmentally as they learn key character skills and habits that will serve them well throughout high school and into post-secondary education.

ELEMENT III. METHODS OF MEASUREMENT

“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 will be consistent with the way information is reported on a school accountability report card.” (Ed. Code § 47605.6(b)(5)(C).)

I. MAYACAMAS WILL USE VARIOUS METHODS FOR EVALUATING THE MAYACAMAS OVERALL EDUCATIONAL PROGRAM

Mayacamas affirms that its methods for measuring student outcomes for the eight state priorities will be consistent with the way information is reported on a School Accountability Report Card in accordance with Education Code section 47605.6(b)(5)(C).

Mayacamas will utilize specific measurable outcomes and assessment tools to track student progress and provide key data about the efficacy of Mayacamas’ academic program. This data will be used to drive decisions about overall program development, as well as informing ongoing curriculum modifications and allocation of resources. Mayacamas’ Head of School, staff, and teachers are held accountable by the Mayacamas Board of Directors for meeting student outcome goals.

As detailed fully below, instruction at Mayacamas will be data-driven, with everyone in the organization accountable for student achievement results. The faculty will work with the Head of School to assess the efficacy of the overall curricula, assessments, and varied instructional strategies. The Head of School will report on student achievement data to the Board of Directors at the end of each trimester and upon receipt of NWEA MAP, CAASPP, CAST, ELPAC, and Dashboard data, with informal updates provided at every Board meeting. The mid-year progress report and annual LCAP update and goal setting process will facilitate detailed analysis by the Board of the school’s progress towards specific annual goals, with the Board allocating resources in the annual budget based on specific, defined needs.

A. Measuring Student Progress Toward CCSS Using State-Required Assessments and Other Assessment Tools

The measures that are used to assess student progress include all state-mandated standardized tests such as the English Learner Proficiency Assessments for California (ELPAC), Smarter Balanced Summative Assessments (CAASPPs) and California Science Tests (CAST), as well as alternative assessments for qualifying students with disabilities (CAA).

Computer adapted NWEA MAP testing, listed by the California Department of Education as a source of “verified data,” will be utilized to measure student progress three times a year. MAP data will be used at the beginning of the second and third trimesters and during summer PD to help teachers understand their students’ achievement and patterns of growth, along with specific areas of strength and challenge.

As explained in detail in Element I, students who are achieving substantially below grade level are identified through multiple measure assessments including MAP tests, sample Smarter Balanced Interim Assessments, and publisher and teacher-designed assessments. For students achieving substantially below

grade level, we will use educational materials that provide review and re-teach programs (e.g., Achieve 3000 and Khan Academy) that allow teachers to monitor and ensure student mastery.

Mayacamas also will use the Smarter Balanced Interim Assessments to support teaching and learning and preparation for the CAASPP. The Smarter Balanced Interim Assessments¹⁶¹ are specifically designed to provide the following:

- Meaningful information for gauging student progress throughout the year toward mastery of the skills measured by the Summative Assessments
- Assessments of the CCSS, which can be used at strategic points during the school year.

Teachers will also, with the help of published materials, create standards-aligned formative assignments and tests that are evaluated using rubrics. Individual and team projects will be evaluated using NTN and other rubrics.

Assessment	Purpose	Grade	Timeline
Internally-Created Tests and Performance Tasks (presentations, papers, experiments, etc.)	Measure standards mastery across all courses/subjects.	6-8	Daily and/or weekly
Publisher-Designed Assessments (including NTN)	Assess mastery of unit/lesson content.	6-8	End of unit/end of trimester or year.
CAASPP	State criterion-based Assessment in ELA and Math	6-8	In May
California Alternative Assessment (CAA)	Alternative assessment in ELA, Math and Science	6-8	In May
CAST Science	State criterion-based Assessment in	8	In May
NWEA MAP	National Normed-Referenced Assessment in ELA and Math; CDE source for “verified data”	6-8	Beginning, middle and end of year
ELPAC	Measure of English language acquisition	6-8	Initial Assessment: within 30 days of enrollment Summative Assessment: February to May

¹⁶¹ <http://www.cde.ca.gov/ta/tg/sa/sbacinterimassess.asp>

SBAC /Interim Assessment	CDE formative assessments to support teaching and learning	6-8	Throughout the year
FitnessGram Physical Fitness Test	Assess Students Fitness and Physical Health	7	February to May

B. Data Analysis And Reporting

As discussed extensively in Element I, in our MTSS model, teachers use standards-aligned formative assessments to continually monitor student progress and to adjust the curriculum and instructions when necessary and appropriate. Powerschool will give teachers real-time access to data that will help them effectively meet the needs of all students. The database also will make it possible for Mayacamas to track student demographic information, grades, attendance, and behavioral data.

Mayacamas’ Head of School and faculty will continuously analyze data both to assess individual student growth and progress over time and students’ specific needs for differentiation (including re-teaching, additional practice, tutoring, differentiated strategies, etc.), as well as to determine trends, significant changes, and anomalies. The Head of School will review whole school, grade level, subgroup, and classroom/teacher data. This will include state test data, NWEA MAP data, as well as ongoing in-class performance data. Following each administration of MAP, we will have student-free data days for all of the teachers to collaboratively review the data and collaboratively plan interventions, supports, and curriculum adjustments for specific students.

The Head of School will analyze assessment data at least monthly to determine PD and coaching needs for faculty. During summer PD, teachers will learn how to use our student information system as well as a variety of online curricula/assessment tools that will offer real-time, standards-aligned information that help drive instruction. Faculty will be trained during summer PD and early release days throughout the school year to collaboratively review student achievement data, interpret standardized test data and interim benchmark data, and engage in critical analysis of all assessment data in real-time, including that created and derived from their classroom activities, to determine how best to meet their students’ individual needs.

Advisors will be responsible for monitoring data from all classes for their advisees and will conduct one-on-one check-ins with each student monthly to review the data and update ILP goals, if needed. Advisors will help students problem-solve when issues arise, determine if additional supports might be needed, understand why issues are occurring, and refer students to the MTSS process as needed. As discussed in Element I, Advisor/teachers will collaborate in PLCs, ensuring each student has an engaged “advocate” on campus who knows him/her well, is actively tracking his/her data and progress, is communicating with his/her teachers to determine the most effective strategies for that student, and more.

Each teacher also will be responsible for monitoring the on-going performance of students in their classes, noting any significant changes and continuously differentiating instruction to meet student needs. As discussed in Element I, teachers will receive continuous PD and coaching and weekly “early release” sessions in using data to drive instruction and social-emotional learning strategies.

Data analysis will also include attendance, behavioral issues, referrals to the MTSS process, and efficacy of that process (e.g., % who “complete” MTSS at the first 4-6 week follow-up, % who are referred to the next Tier of intervention, etc.), and data about individual and group counseling services. School leaders and staff will use data from this analysis to address challenges and formulate strategies for improvement.

C. Mayacamas Will Share Assessment Results With the Community.

We will regularly distribute information about the student progress to all stakeholders, including summary data showing student progress toward the LCAP goals and outcomes and dissemination of the School Accountability Report Card (SARC). Annual stakeholder survey results will be disseminated to the entire school community as well. Access to information and transparency will be key for all stakeholders. Parents/guardians will have real-time access to their child’s grades, attendance, and other metrics via the Aeries and Echo systems. Computers and tech support for parents to access student information on the databases will be available on campus.

Staff will provide the SSC and ELAC with appropriate student achievement data to assist them in making recommendations to the Head of School and Board. The SSC and ELAC will also facilitate gathering stakeholder input during the annual LCAP update, goal setting, and resource allocation/budget process. (See Element IV for more information about the SSC and ELAC.)

D. Grading, Progress Reporting, And Promotion/Retention

The primary purpose for grading is to provide feedback to students and parents/guardians on the achievement of learning goals. Students will receive formal report cards at the end of each trimester, and parents can also access daily feedback on assignments, look at students work in their portfolios, and more on Aeries and Echo. Teachers share students’ academic, social, emotional, and physical progress with parents. Student-led conferences (SLCs) with teachers and parent/guardians will be held twice each year, at the end of the first two trimesters. End-of-year report cards are mailed home and include final grades that are reflected on student transcripts.

As noted in Element I, throughout the year, students will compile portfolios of the work they believe is representative of their accomplishments and progress. Teachers will guide them in selecting representative samples and in presenting this work during their SLCs.¹⁶² The portfolio work product will represent a sample of the student’s accomplishments, academic progress, interests, and reflections over the trimester. Teachers will guide students in rubrics for portfolio assessments at the of each trimester. In addition to academic content, portfolio assessments will allow for the assessment of more complex learning skills, such as critical thinking, problem solving, communication, and agency, in alignment with the rubric for that course. Portfolio review will also allow all parties to understand the student’s growth over time versus their performance on a given day. Mayacamas will use an online student portfolio for organizing and archiving student achievements from each grade; this will allow students to reflect on their own growth over time as they see how far they have come from early 6th grade to the end of 8th grade.

¹⁶² As detailed in Element I, students will have frequent opportunities to share their work – such as reciting poems or short works they have written; presenting research projects they have done with their peers which may include dramatizations, visual art or other media – at times to their classes, and even to the entire school during assemblies. Parents will be invited to assemblies that include “celebrations of learning” to see their child(ren) celebrated.

Before each SLC, teachers also will guide students as they reflect on their learning successes, challenges, and goals, create new goals in their ILPs moving forward, and prepare to lead their family member(s) and teachers through that work. Class instruction will allow preparation time for SLCs, so students are ready for the conference and derive meaningful learning from the experience.

At SLCs the student will review a self-reflection of their own learning and achievement of goals detailed in their ILP over the trimester, sharing and discussing test scores, reviewing samples of projects and schoolwork, and demonstrating areas in which they have achieved success. They will also discuss areas they have identified for improvement and their new goals going forward. At these meetings, home and school strategies will be discussed so that the student has the best chance of continuously improving his/her performance.

Course report card grades are based on in-class performance tasks (assessments, projects, assignments, and classroom participation), homework, responsibility, and in some instances, additional discretionary components. Faculty will work with the Head of School to develop specific and consistent weights for each component, to be shared with parents and students.

Mayacamas will follow a standard scale to assign letter grades for trimester work. Grading is based on a 4.0 (unweighted) scale.

Report cards also will contain narrative sections where teachers detail examples of a student's level of development and mastery based on observations, student-work, portfolio submissions, project rubrics, and/or various classroom-based and school-wide assessments. Report cards act as a teacher's commentary on a student's holistic accomplishments, performance, and growth areas for a given trimester, and students will have an opportunity to comment and reflect during their SLCs.

E. Retention

Despite various interventions and extra supports, if students are still far below grade level, another possible intervention is retention. Parents/guardians will be an integral part of the decision-making process for retaining their child through the SSPT meetings and in written reports of student progress. Parents/guardians will be informed about the possibility of retention by the end of March. Although parents will be informed throughout the process, the final decision for retention rests with the Head of School.

ELEMENT IV. FACILITY LOCATIONS

“The location of each charter school facility that the petitioner proposes to operate.” (Ed. Code § 47605.6(b)(5)(D).)

Mayacamas will locate its charter school facility within the jurisdictional boundaries of NVUSD at St. John the Baptist Church, 938 Napa Street in Napa. Notice has been provided to NVUSD pursuant to Education Code section 47605.6(a)(1)(B).

Up-valley students will be encouraged to attend Mayacamas at the City of Napa facility through the following means:

Outreach through up valley organizations and public events

Virtual and physical campus tours

Preference for admission (see description of Lottery.)

Transportation supports to the extent allowable by law and available funding.

ELEMENT V. GOVERNANCE STRUCTURE

“The governance structure of the charter school, including, but not limited to, the process to be followed by the charter school to ensure parental involvement.” (Ed. Code § 47605.6(b)(5)(E).)

I. MAYACAMAS COUNTYWIDE MIDDLE SCHOOL IS OPERATED BY A NONPROFIT PUBLIC BENEFIT CORPORATION

Mayacamas will be a direct-funded independent charter school operated by the Napa Foundation for Options in Education (NFOE), a California Nonprofit Public Benefit Corporation with 501(c)(3) status from the Internal Revenue Service, pursuant to California law. Mayacamas will be governed by the NFOE Board of Directors (Board) in accordance with California Education Code sections 47604 and 47604.1, and other applicable California law, the NFOE Bylaws, and the terms of this charter. Copies of the Articles of Incorporation, Bylaws, and Conflict of Interest Policy are included in Appendix E. NFOE has also adopted a conflict of interest code under the Political Reform Act. The Board delegates school management, such as hiring teachers and school staff, day-to-day school management and adherence to Charter School policy, to the Head of School of Mayacamas and lead school site staff.

A. Liability for Debts and Obligations

Mayacamas will operate autonomously from the authorizer, NCOE, apart from the supervisory oversight as required by statute, the conditions stated in the MOU, and other contracted services as negotiated between NCOE and Mayacamas. Pursuant to California Education Code section 47604(d), NCOE will not be liable for the debts and obligations of Mayacamas, operated by a California nonprofit public benefit corporation, or for claims arising from the performance of acts, errors, or omissions by Mayacamas, as long as NCOE has complied with all oversight responsibilities required by law.

B. Mayacamas Will Be Its Own Local Education Agency (LEA) For Special Education Purposes

As detailed in Element I, Mayacamas intends to operate as its own Local Education Agency (LEA) for purposes of providing and funding special education. Mayacamas has secured agreement from the Los Angeles County Office of Education (LACOE) SELPA to be granted membership, pending the approval of this petition by NCOE. See documentation in Appendix H.

C. Selection of the Mayacamas Board of Directors

The Founding Board will have six (6) directors, each with diverse experience and expertise, as described in the Executive Summary above and summarized below:

Name	Current Professional Title and Organization	Expertise or Experience
Jolene Yee, Esq., Board Co- President	General Counsel and Vice President - Government Affairs, Delicato Family	Legal, Business Management, Leadership, Organizational Development and

	Wines; University Professional Faculty	Strategy, Curriculum Development, HR/Employment Law, and Governance
Lauren Daley, Board Co-President	Senior Vice President, Chubb Group	Business Management, Leadership, Non-Profit Management and Governance, Organizational Development and Strategy, and Administration
Claire Silver, Board Secretary	Former Winery Owner/President; Customer Engagement for Wine Importer	Family and Community Outreach, Parent Engagement, Organizational Development and Strategy, and Administration
Richard Lang, Board Treasurer	Accounting and Finance Professional, Recently Retired	Accounting, Finance, Internal Controls, Human Resources, Systems, Relationships Management
Claudia Solorio, Board Member	Licensed Clinical Social Worker	Mental Health and Family Support Services; Family and Community Outreach; Parent Engagement
Deirdre Wheeler, Board Member	Parent and Community Member	Mental Wellbeing and Family Support, Parent Engagement, Art Therapy

Our diverse Board has decades of combined experience in a range of areas of expertise to fulfill the mission and vision of Mayacamas, including global business, law and governance, accounting and finance, non-profit management, mental health services, community development and engagement, parent engagement, business management, leadership development, and more. We are proud that our Board is reflective of the community Mayacamas will serve: one of our directors is Latina, one is Asian, and five are female. See expanded bios in Appendix F.

The authorized number of directors on the Board will not be less than five and not greater than nine, with the exact number to be determined from time to time by the Board. Pursuant to California Education Code section 47604(c), NCOE has the right to appoint a single representative to the Board. In the event NCOE does appoint a representative to the Mayacamas Board, the Board may seat another director to ensure an odd number of directors for voting purposes.

The standard term for new Board members will be two years and until a successor is elected, with no term limits. Initial Board members' terms will be staggered to establish continuity and sustainability. If a Board member resigns or is removed from office prior to the expiration of that Board member's term, his/her successor will complete the rest of that term. The Board Secretary will be responsible for maintaining a current roster of Board members and their individual term of service.

Mayacamas will strive to maintain a balanced composition of Board members with diverse skills, experience, and perspectives that can contribute to effective school governance and delivery of Mayacamas' mission. Consistent with this charter and the Bylaws, the Board may add Board members whenever it deems the addition of another member will further the Board's ability to fulfill its responsibilities and/or the mission of Mayacamas. Candidates for a new Board position will be reviewed on an application and interview basis and may be nominated by any member of the school community. Except for the initial

Board, directors will be elected by a majority of Board members attending a meeting at which a quorum is present. (See below for information about Board meetings.)

D. Role of Parents/Guardians in the Governance Structure of the School

Mayacamas believes that stakeholder involvement and collaboration is essential to the success of Mayacamas. Two groups with major governance responsibilities are the School Site Council and the English Learner Advisory Committee.

Mayacamas will establish a School Site Council (SSC) that meets the composition requirements of Title I in Education Code section 65900(c)(1) and includes the Head of School, teachers, parents, and classified employees, elected by their peers, as well as the top two 8th grader elected leaders of the ASB (e.g., President and Vice President, or Co-Directors) that will work with the Head of School to develop, review, and evaluate school programs, policies, and activities, including Title I programs and budgets (if applicable). The SSC also will participate in Mayacamas's annual reflection, review, and goal setting process for the LCAP. The SSC's major responsibilities may include:

- Facilitate parent engagement in reflections and goal setting, including the annual LCAP process and School Plan for Student Achievement, and provide recommendations to the NFOE Board
- Regularly monitor school expenditures and implementation of stated plans
- Participate in all local, state, and federal reviews of Mayacamas's program for compliance and quality
- Annually evaluate Mayacamas's progress towards meeting stated goals
- Meet at least twice annually during the school year.

The English Learner Advisory Committee (ELAC) will be formed at Mayacamas when Mayacamas has 21 or more EL students. The purpose of the ELAC is to provide recommendations to the Head of School regarding programs and services for EL students and families. Recommendations will be based on student performance data, parental involvement data, and other relevant data such as school attendance. These recommendations may also be used by the SSC in the School Plan for Student Achievement and in the LCAP. ELAC membership will include parents and guardians of ELs (at least the same percentage of the committee membership as their children represent the student body), and school staff and/or community members (such as the EL Coordinator, when hired) as long as the minimum percentage requirement for EL parents is maintained. The ELAC will participate in EL goal setting and evaluation of achievement and needs, especially in relation to the LCAP.

E. Local Control and Accountability Plan

Mayacamas will also engage all stakeholders to include students, parents, teachers, staff and administration in the annual development and review of the LCAP. In accordance with California Education Code section 52064.1, the LCAP will include an annual budget overview for parents that uses understandable and accessible language to show parents how our annual goals are tied to our budget. Mayacamas will comply with Education Code section 47606.5 regarding the process for adopting and amending its LCAP, including the requirements to hold at least one public hearing to solicit recommendations and comments from

members of the public and to post the LCAP on the homepage of Mayacamas’s website. The school will also conduct a mid-year LCAP progress review and present findings to the Board at a public meeting.

F. Uniform Complaint Procedure

Mayacamas will provide annual notice of its Uniform Complaint Procedures to students, employees, and parents/guardians, and copies will be available in Mayacamas’s main office and on the website. For complaints that are outside the scope of the Uniform Complaint Procedures, the relevant complaint process will be communicated via the Employee Handbook, the Student/Family Handbook, the website, or other appropriate means.¹⁶³

G. Method for Conducting Board Meetings

Mayacamas will comply with the Ralph M. Brown Act and the additional Board meeting requirements under Education Code section 47604.1, as added by SB 126 (2019). Board members will annually receive Brown Act training from outside legal counsel or other qualified experts. Board members will also receive AB1234 ethics training within one year of joining the board and every two years thereafter, as required by AB 2158. Mayacamas Board members will hold regular Board meetings monthly during the school year and schedule additional special meetings as needed. Board meetings will generally take place at the school site or, if necessary, an alternative location within Napa County as set forth in the meeting agenda.

Board meeting notices will be posted electronically and in print as required by the Brown Act and to provide the greatest possible public access to Mayacamas community and the community at large. Prior to the beginning of each school year, Mayacamas administration will propose an annual calendar of regularly scheduled Board meeting dates and locations for approval by the Board. Mayacamas will hold a regular or special Board meeting upvalley beginning in Year 4. The annual Board calendar and meeting agendas will be posted on the Mayacamas website. Print notices will be posted at the main entrance to the school site or, if necessary, in an alternative location that is freely accessible to members of the public.

Agendas for regular meetings will be posted at least 72 hours in advance of the meeting, and agendas for special meetings will be posted at least 24 hours in advance of the meeting. The public Board packet will be available electronically or at Mayacamas’s main office or, if necessary, another location designated for this purpose. Board meeting minutes will be recorded by the Board Secretary or his or her designee according to the following process: 1) minutes taken at Board meetings, 2) approval of the minutes agendized on a subsequent Board meeting agenda and draft minutes included in the Board agenda packet, and 3) final Board approval of minutes.

H. Board Bylaws and Decision-making Procedures

The Board will not take action without a meeting. All actions taken by the Board members and deliberations of the Board will be conducted in compliance with the Brown Act.

A majority of the Board members then in office will constitute a quorum, as set forth in the Bylaws.

¹⁶³ Appropriate handbooks will be developed following charter authorization by the Head of School, working closely with outside legal counsel and other experts and approved by the NFOE Board.

The actions done and decisions made by a majority of the Board members present at a meeting duly held at which a quorum is present will be the actions and decisions of the Board, except when more than a majority vote is required for certain actions under the Bylaws or applicable law.

Any Board member may abstain from a vote. Abstentions will not reduce the number of affirmative Board member votes required for the Board to take action.

Although Board members will make efforts to attend all meetings, Mayacamas may utilize teleconferencing or online meetings provided that all Brown Act requirements for attendance by teleconference are satisfied, including:

- The agenda will be posted at all teleconference locations
- Each teleconference location will be identified on the agenda
- Each teleconference location will be accessible to the public
- At least a quorum of Board members will participate from locations within Napa County
- All votes will be taken by roll call
- The agenda will provide an opportunity for members of the public to address the Board from each teleconference location.

I. Major Roles and Responsibilities

Delineated roles and responsibilities for the Board and the administration are fundamental to accountability.

(i) Board of Directors

The Board will be responsible for governance of Mayacamas, including the responsibility to:

- Promote and guide the vision and mission of Mayacamas
- Monitor student achievement to ensure progress toward fulfillment of Mayacamas's mission, vision, and goals
- Hire, supervise, and evaluate the Head of School
- Approve major contracts, as defined in Mayacamas's fiscal policies and procedures
- Approve and monitor Mayacamas's LCAP (including the mid-year report), annual budget, budget revisions, and interim and unaudited financial reports
- Approve and amend Bylaws and Board policies
- Contract with an auditor to produce the annual independent financial audit
- Approve annual independent financial audit report
- Establish operational committees as needed¹⁶⁴
- Engage in ongoing strategic planning
- Approve the schedule of Board meetings

¹⁶⁴ We note that while the Mayacamas Bylaws include a mechanism for the establishment of Board committees, as a small Board with just six directors we do not at this time foresee forming any Board committees. In the event Board standing committees are established, they will follow the requirements of the Brown Act and other applicable requirements of California law and the Mayacamas Bylaws.

- Participate in the dispute resolution procedure and complaint procedures when necessary
- Approve requests for charter petition material revisions and renewals as necessary to NCOE for consideration
- Ensure compliance with all applicable laws, including but not limited to the Ralph M. Brown Act, Public Records Act, Political Reform Act, and Government Code section 1090.

(ii) Head of School

The Board will hire and supervise the Head of School who will have day-to-day general supervision, direction, and control of the affairs of Mayacamas and such other powers and duties as the Board may prescribe. The Head of School will not be a Board member but will generally attend all Board meetings.

The Head of School will be the operational and instructional leader of Mayacamas, responsible for recruiting, hiring, supervising, training, evaluating, and, as necessary, disciplining and terminating all staff. He or she will be responsible for supervising, training, and coaching all instructional staff; developing and implementing curriculum and assessments; ensuring implementation of programs for English learners and students with disabilities as described in this petition; and monitoring student achievement data including disaggregated data by subgroup, grade level, class, and more. S/he will work to ensure the fulfillment of Mayacamas’s mission and vision. He or she will be responsible for school compliance with all state, and County and applicable requirements, reporting directly to the Board. He/she will be the primary liaison to parents and community partners and lead establishment of a positive school culture. He/she will implement policies approved by the Board and work to fulfill the mission and vision of Mayacamas and to accomplish short- and long-term goals for student and school success.

J. Method for Resolving Conflicts of Interest for the Board

Mayacamas has adopted a Conflict of Interest Policy (see Appendix H). Further, NFOE has adopted a Conflicts of Interest Code that complies with the Political Reform Act. Mayacamas will also comply with the Public Records Act and all applicable conflict of interest laws, including those under Education Code section 47604.1 and the Corporations Code.

ELEMENT VI. STAFF QUALIFICATIONS

“The qualifications to be met by individuals to be employed by the charter school.” (Ed. Code § 47605.6(b)(5)(F).)

I. EQUAL EMPLOYMENT OPPORTUNITY

Mayacamas acknowledges and agrees that all persons are entitled to equal employment opportunity. The school will not discriminate against applicants or employees based on race, color, religion, sex, gender, gender expression, gender identity, sexual orientation, pregnancy, national origin, ancestry, citizenship, age, marital status, physical disability, mental disability, medical condition, genetic information, military and veteran status, or any other characteristic protected by California or federal law. Equal employment opportunity will be extended to all aspects of the employer-employee relationship, including but not limited to recruitment, selection, hiring, upgrading, training, promotion, transfer, discipline, layoff, recall, and dismissal from employment.

II. ESEA/ESSA AND CREDENTIALING REQUIREMENTS

Mayacamas will adhere to all requirements of the Elementary and Secondary Education Act (ESEA, also known as Every Student Succeeds Act, ESSA) that are applicable to teachers and paraprofessional employees. Mayacamas will ensure that all teachers are appropriately assigned and fully credentialed in accordance with applicable state requirements for certificated employment, including but not limited to the provisions of Education Code Section 47605.6(1). The Head of School will hold an administrative services credential. Mayacamas will consult with the NCOE about credentials and projected assignment prior to hiring and maintain current copies of all teacher credentials and make them readily available for inspection.

III. QUALIFICATIONS OF SCHOOL EMPLOYEES

Mayacamas will recruit professional, effective, and qualified personnel for all administrative, instructional, instructional support, and non-instructional support capacities who believe in the instructional philosophy outlined in its mission statement and vision. Mayacamas will adhere to California laws, including fingerprinting and prohibitions regarding the employment of any person who has been convicted of a serious or violent felony, a sex offense, or a controlled substance offense. All employees must furnish or be able to provide:

- Risk assessment or examination for Mantoux tuberculosis (TB.)
- Fingerprinting for a criminal record check. Applicants will be required to provide a full disclosure statement regarding prior criminal record. Prior to the first day of work for every employee, Mayacamas will process all background checks through the Department of Justice and ensure appropriate clearance.
- Documents establishing legal status to work in the United States.

All employees should possess the personal characteristics and knowledge base and/or relevant experiences in the responsibilities and qualifications identified in the posted job description as determined by Mayacamas. General job descriptions will be developed for the administrative staff, teachers, other certificated staff, office personnel, and classified staff. The following are descriptions of the responsibilities and qualifications for each position we anticipate at this time.

A. Head of School

The Head of School will be responsible for the day-to-day instructional and operational management of Mayacamas. He/she will oversee, embody, and advocate for the mission, vision, and strategic direction of Mayacamas. The Head of School will be passionate and completely dedicated to the Mayacamas mission and will have a steadfast belief that all students deserve an excellent public education emphasizing PBL and SEL to prepare students academically and emotionally for high school. The Head of School will have an unwavering belief that all students can achieve at the highest levels and can overcome challenges in a supportive school that is designed to meet students' individual needs. The Board will hire and supervise the Head of School, who will have day-to-day general supervision, direction, and control of the affairs of Mayacamas, and such other powers and duties as the Board may prescribe. The Head of School will not be a Board member but will generally attend all Board meetings.

The primary roles and responsibilities of the Head of School will include/but are not limited to:

Instructional Program

- Oversee adherence to Mayacamas's philosophy, mission, and vision and serve as the chief administrator and instructional leader of Mayacamas.
- Monitor instructional and administrative processes to ensure that program activities are related to program outcomes and use findings to take corrective actions.
- Hire, supervise, and evaluate the faculty and school site staff.
- Observe and provide feedback for classroom observations.
- Design and review professional growth plan goals.
- Facilitate weekly professional development/staff meetings, summer PD, and student-free PD days.
- Develop and implement a plan that ensures high levels of student achievement for all students and includes benchmarks, assessments, classroom data, and parent and student feedback.
- Develop and implement a plan to address students who are struggling, through an MTSS model.
- Collaborate with others to use appropriate data to establish rigorous, concrete goals in the context of student achievement and instructional programs.
- Provide individual student support by designing and evaluating ILPs, student intervention plans, attending IEPs, and designing a process for measuring and monitoring individual student growth both individually (including the MTSS process) and schoolwide/subgroup.
- Develop a plan based on the vision of the desired strong, positive, results-oriented school culture of Mayacamas that fosters strong relationships and meets the needs of all stakeholders (students, parents, and teachers) as it pertains to the Mayacamas culture,
- Lead via assessing and developing processes for continuously improving the Mayacamas school climate and culture.

- Ensure that programs for students with disabilities and English learners are implemented as described in this petition.
- Work with faculty and students to implement a student discipline management system that encourages positive student behavior and enhances the school climate.
- Ensure that school rules are uniformly observed and that student discipline is appropriate and equitable in accordance with the student handbook.
- Conduct conferences about student and school issues with parents, students, and teachers.
- Use appropriate and effective techniques to encourage community and parent involvement, collaborating with the parent liaison.
- Plan, facilitate, and attend school functions (in collaboration with counselor, parent liaison and other staff) such as parent meetings, open house, parent teacher conferences, sporting events, fundraisers, etc.

Operational Functions

- Make reports to the Board on all facets of Mayacamas operations; advise the Board on the need for new and/or revised policies and make policy recommendations based on data and input from stakeholders and expert consultants (back-office, legal, etc.); collaborate with the Board in strategic planning and goal setting for Mayacamas including preparing the initial LCAP and annual updates; provide input on the Board meeting agenda and help to ensure compliance with the Brown Act, Conflicts policy/code and other applicable laws in conjunction with the Board Co-Presidents.
- Develop the annual Mayacamas budget (including the LCAP) and any necessary revisions in collaboration with the administrative team, back-office services provider, and stakeholders, and submit to the Board for review and approval.
- Oversee operating budgets (as approved by the Board) and continuously review financials including cash flow; seek and identify sources of income and funding resources for Mayacamas.
- Approve all purchase orders and contracts in accordance with Board-approved policies.
- Develop, implement, and regularly update plans for student safety and well-being.
- Serve as the point person with NCOE, State, and other governmental entities/community partners, ensuring effective communication and timely reporting.
- Report to the NCOE when required.
- Attend NCOE Board meetings as necessary and serve as Mayacamas's primary contact with County representatives.
- Oversee legal matters in coordination with Mayacamas legal counsel and any outside consultants.
- Ensure compliance of Mayacamas site and through all operations with the applicable laws, regulations, and County/State policies regarding public charter schools.
- Compile, maintain, post on website, and/or file all physical and computerized reports, records, and other documents required by law and Mayacamas policy, including accurate and timely reporting to applicable state and county entities, overseeing operations manager and other staff.
- Oversee facilities development and management, for both short and long-term occupancy.
- Manage use of school facilities, supervising maintenance to ensure a clean, orderly and safe campus.
- Direct and manage before- and after-school programs, elective enrichments, and partnerships with community organizations that provide these programs (as applicable).
- Demonstrate awareness of school and community needs and initiate activities to meet those needs.

- Lead outreach and solicitation of fundraising and partnership efforts with foundations, corporations, universities, community services organizations, charter school advocates (e.g., CCSA, CSDC), and philanthropic partners for the purposes of establishing community connections for student projects and service, potential dual-enrollment programs, and college/career exploration.
- Lead community building and outreach to families, services partners, community leaders, etc. to establish Mayacamas as an important part of the Napa Valley community.
- Oversee the charter renewal process and any necessary material revision requests.
- Oversee all required reporting to NCOE, State, and other relevant entities (e.g., grant funders), including leading the annual LCAP review, goal setting, and budget allocation process.
- Other duties as assigned by the Board.

Minimum Qualifications:

- A bachelor’s degree from accredited college or university; advanced degree preferred.
- A California Administrative Credential or equivalent in experience.
- Evidence of successful administrative experience in a school serving a diverse student body, including EL, SWD, and SED students and foster/homeless youth.
- Demonstrated experience raising student achievement among a diverse group of learners, including low-income students, non-native English speakers, students of color, and other traditionally underserved populations.
- Teaching and/or supervisory experience in educational programs serving students and their families.
- Demonstrated track record of quality education and creative approaches to program management, development, and implementation.
- Demonstrated knowledge of the evidence-based curriculum for grade 6-8th, PBL and SEL strategies, and personalization/differentiation based on individual student needs.

Preferred Knowledge, Skills, Abilities, and Personal Characteristics:

- Demonstrated commitment to working with diverse students and families.
- Spanish proficiency.
- Five years of full-time teaching service.
- Knowledge of state and federal laws and regulations applicable to public charter schools.
- A commitment to the school’s mission and vision and to working collaboratively with staff, parents, and Board members to make the best policy decisions possible for the success and longevity of Mayacamas and its students.
- Experience conducting parent/community outreach.
- Knowledge of and skill in effective budgetary processes and charter school finance.
- Ability to establish and maintain cooperative working relationships with the community at large, including potential donors and community/stakeholders: staff, faculty, parents, Board, and NCOE.
- Ability to select, train, supervise and support, and evaluate staff and a commitment to continued staff development as a means to improve Mayacamas’s program.
- Entrepreneurial ability to manage change and be responsive to community needs.
- Excellent communication, interpersonal, and presentation skills.

- Excellent leadership and team building skills.
- Ability to productively organize, communicate, and disseminate policies, strategies, and tasks.
- Familiarity with the developmental, behavioral, social, and academic needs of students in middle grades.

B. Teacher(s)

The teacher reports to the Head of School and is responsible for the development of and student performance in the courses they instruct. The teacher fosters a collaborative and stimulating classroom environment for a diverse group of students, as well as fostering a strong collaboration between parents, faculty members, board members, and community partners.

The primary roles and responsibilities of teachers will include/but are not limited to:

- Foster a safe and nurturing learning environment in accordance with school policies and procedures focused on students' social-emotional needs and development of positive character traits
- Organize classroom systems/procedures and manage student behavior to ensure that all students are fully engaged in learning with consistent practices across Mayacamas
- Establish an environment where students are excited about learning through engaging, dynamic learning activities such as project- and problem-based learning
- Develop lesson plans according to the CA CCSS and CA State Content Standards, collaboratively planning with fellow teachers to ensure interdisciplinary project-based learning across the curriculum
- Lead an Advisory group with collaboratively planned lessons for Social-Emotional Learning and "life skills," as well as one-to-one monthly planning and review with students in creating and updating their ILPs
- Build strong relationships with students and parents, engaging in two SLCs for each student each year, trimester report cards, online access to real-time data about student performance and progress and home-school communications as needed
- Identify students' areas for improvement and short- and long-term learning and behavioral goals in their ILPs and be able to work with students, families, and internal resources to suggest options for improvement
- Support students in the PBL Mayacamas College/Career Explorers experience
- Participate in the annual LCAP evaluation and needs assessment
- Provide continual assessment of student progress and engage in collaborative data review on a weekly basis with peer teachers, counselor, EL coordinator, and other staff
- Maintain student records and complete assigned paperwork in provided timeframes
- Collaborate with special education teacher(s), counselor, SpEd therapists and consultants, and EL coordinator (starting Y3) to meet the needs of identified students
- Attend and implement PD training throughout and beyond the school year, including weekly PD and collaboratively planning time with peer teachers
- Demonstrate support and knowledge of school's goals and mission
- Attend and participate in school-based meetings and activities
- Additional duties as may be assigned by the Head of School

Minimum Qualifications

- Bachelor's degree from an accredited college or university; master's degree in subject matter field or education, strongly preferred
- Possession of, or in the process of completing, a current California teaching credential; CLAD or BLCAD strongly preferred
- Basic computer literacy and functionality with Microsoft Office Suite.

Preferred Knowledge, Skills, Abilities, and Personal Characteristics:

- Knowledge of and experience with CA CCSS, CA State Content Standards and subject-specific frameworks and assessments
- Ability to analyze qualitative and quantitative student data
- Ability to communicate effectively (verbal and written)

C. Special Education Teacher (Certificated)

A special education teacher works with students who have IEPs, adapting general education lessons and teaching various subjects to students with mild to moderate disabilities to be successful in mainstreamed classrooms.

The primary roles and responsibilities of the special education teacher will include/but are not limited to:

- Assess students' skills and determine their educational needs
- Adapt general lessons to meet students' needs
- Plan activities that are specific to each student's abilities
- Teach and mentor students in small groups and one-on-one
- Implement IEPs, assess students' performance, and track their progress
- Update IEPs and ILPs to reflect students' progress and goals in accordance with school policies and applicable laws
- Discuss student progress with parents, parent liaison, counselor, EL coordinator, teachers and other personnel, as appropriate
- Supervise and mentor instructional aides who work with students with disabilities
- Collaborate with outside services providers and consultants, as well as partner community service agencies, as needed
- Attend SSPT meetings as needed and ensure appropriate follow-up
- Assist Head of School in ensuring compliance with all applicable laws and policies related to Mayacamas' students with disabilities
- Prepare and help students transition from grade to grade and to high school
- Additional duties as may be assigned by the Head of School.

Minimum Qualifications:

- Bachelor's degree.
- Master's degree in subject matter field or in Education (strongly preferred)
- Must possess, or be in the process of completing, current California Education Specialist Instruction Credential
- Experience as a special education teacher or similar role

Preferred Knowledge, Skills, Abilities and Personal Characteristics

- Strong knowledge of current special education topics and methodologies
- Experience working with children with a wide range of disabilities
- Patient, resourceful, and resilient personality
- Excellent interpersonal and communication skills

D. Counselor

The counselor will work directly with students and staff to ensure that students' social and emotional needs are met, providing one-on-one assessment and referrals and group counseling and collaborating closely with teachers and other staff.

The primary roles and responsibilities of the counselor will include/but are not limited to:

- Identify and provide intervention strategies for students and their families, including counseling, case management, and crisis intervention
- Provide small group counseling and limited individual counseling to students regarding issues of social, emotional, and personal adjustment, as well as DIS counseling, if designated on student IEP)
- Work collaboratively with SSPT, teachers/advisors, and other support personnel regarding social and emotional needs of students
- Collaborate with outside agencies and organizations to provide referrals for students and families to needed services for counseling but also health, housing/food assistance and other supports
- Coordinate with foster/homeless youths' social workers and other supports
- Create and implement curriculum for Advisory regarding Social-Emotional Learning and collaborate with teachers to implement and differentiate as needed
- Be available for contact with parents, students, and staff to discuss student progress and problems after class, at night, or on weekends (via cell phone or in person)
- Counsel students to help them better understand themselves and others and to affect changes in behavior, attitudes, motivations, self-concepts, and other important areas of human behavior; assist students to plan realistic goals; help them discover their aptitudes and abilities, discuss goals and interests
- Help interpret test results for students and parents
- Provide individual and group counseling
- Maintain professional standards and a school environment that is productive, safe, and focused
- Participate in and provide professional development
- Participate in other events aimed at promoting or developing Mayacamas (e.g., student recruitment, partnerships with outside community service organizations, etc.)

- Other duties as may be assigned by the Head of School

Minimum Qualifications:

- Pupil Personnel Services Credential with authorization in Counseling
- Bachelor’s degree; master’s degree preferred
- Two or more years of prior counseling experience strongly preferred
- Experience with trauma-sensitive practices, including cognitive behavioral therapy, strongly preferred
- Bilingual Spanish preferred

E. Parent Liaison (Classified)

The parent liaison serves as a bridge between home and school, coordinates parent education and support programs, leads student recruitment/outreach efforts, leads community outreach to establish partnerships in the community to benefit Mayacamas families, and provides support to Mayacamas students and families to help meet their needs.

The primary roles and responsibilities of the parent liaison will include/but are not limited to:

- Lead student recruitment/outreach in the community including coordinating volunteer distribution of flyers, scheduling and hosting open houses, coordinating door-to-door canvassing (as needed), hosting other outreach events in the community, and representing Mayacamas at community events
- Assist office staff in collecting lottery application forms and enrollment packets and in responding to prospective parent/guardian questions
- Conduct outreach in the community to establish partnerships for Mayacamas with community services organizations such as health clinics, legal clinics, housing, food, and other services providers; maintain list of partners and referral agencies and refer families as needed
- Coordinate and collaboratively plan with Head of School and other staff a series of parent education workshops (at least one monthly) on topics of interest to parents, including supporting their children’s development, positive communication strategies, supporting academic success at home, high school A-G requirements, college readiness/awareness, drug/alcohol awareness, and more. Promote events to parents/guardians, encourage attendance, and track parent sign-ins
- Support Head of School in planning and implementing school events including Orientation, Back-to-School Night, monthly cafecitos with the Head of School, SLCs, celebrations of learning, assemblies, etc.; promote events to the school community, invite parents and community members (as appropriate) to events, and collect sign-in sheets.
- Serve as first point of contact between school and home regarding attendance issues for unexcused absences, in accordance with Mayacamas policy; contact parent/guardians as needed regarding unexcused absences and follow-up as needed to request meeting between parents/guardians and school leader
- Implement the school timeline for activities to reduce/eliminate chronic absenteeism
- Assist school leaders in creating and distributing school newsletters, flyers, report cards, email blasts, website updates, and other information

- Schedule and request parent participation in conferences, meetings, and other activities as requested by school leaders and counseling staff
- Serve as an informational resource to parents, staff, and others concerning school programs, services, attendance issues, and other matters
- Train parents/guardians in using Aeries and Echo and ensure computers are available on campus for parents use to check student information
- Help distribute and collect annual stakeholder surveys and encourage participation.

Minimum Qualifications:

- Associate’s degree; bachelor’s degree preferred
- Two years’ experience working with students or families in a social services or educational environment or similar experience
- Bilingual in Spanish
- Excellent communication and presentation skills

F. Instructional Aide(s)

Instructional aide(s) will support teachers in the classroom in differentiating learning and meeting individual student needs, with a focus on students with disabilities, English Learners, and others with particular needs.

The primary roles and responsibilities of the instructional aide(s) will include/but are not limited to:

- Assisting students on an individual basis or in small groups
- Supporting students in use of tutor.com, khanmigo, or similar online support services
- Assisting classroom teacher(s) in implementing instructional materials, following classroom and school-wide discipline plans, and general supervision of students
- Monitoring students on the play yard, on field trips, and during lunch to ensure health and safety
- Other duties as assigned

Minimum Qualifications:

- Possess high school diploma or equivalent
- Complete at least 48 trimester units of college units or an AA degree
- Mastery of written and spoken English
- Bilingual strongly preferred

G. Operations Manager

The operations manager will support the Head of School in daily operations of Mayacamas. The operations manager will be selected by and report to the Head of School.

The primary roles and responsibilities of the operations manager will include/but are not limited to:

- Planning, establishing, and supervising the implementation of clerical procedures to insure timely preparation and submission of reports and records
- Supervising clerical work related to such matters as enrollment, attendance, curriculum, personnel, organization, budgeting, student grades, special programs, time reporting, and requisitions and purchase orders for supplies and equipment
- Reviewing communications, bulletins, reports, and other items, and providing information to school personnel, parents, students, and others
- Interpreting NCOE and school policies; coordinating and providing approved information to parents, students, school personnel, and the public
- Preparing a variety of letters, memos, forms, reports, arithmetical summaries, and other material, typically using computer software
- Compiling, interpreting, and coding data from various sources; entering data utilizing computer systems and programs for functions such as procurement, finance, student attendance, and personnel; and preparing related reports
- Assisting parents with volunteer opportunities
- Checking forms and records for completeness and accuracy
- Maintaining files, records, and other information
- Responding to employee/public inquiries by telephone and in person to provide or request information
- Ordering, receiving, and distributing office supplies, instructional materials, etc.
- Organizing files and keeping accurate records
- Preparing school reports such as attendance reports and payroll, in collaboration with back-office services provider
- Dealing tactfully with administrators, employees, parents, students, and the public
- Demonstrating initiative and good judgment while working under pressure with frequent interruptions
- Other duties as may be assigned by the Head of School.

Minimum Qualifications:

- Commitment to the mission and vision of Mayacamas and the success of Mayacamas
- A.A. degree required; bachelor’s preferred
- Two years of experience in office managerial work; experience in a school office preferred
- Proficient with Microsoft Office and Google programs
- Bilingual Spanish/English strongly preferred
- Strong organizational skills, time management skills and the ability to work both independently and with a team.

IV. STAFF EVALUATION

Mayacamas will develop a Board-adopted comprehensive annual evaluation policy and procedure for all staff. The Head of School will be evaluated at least once annually by the Board of Directors. All staff will

be trained at the start of the school year regarding the evaluation policy, specific annual goals and objectives, and procedures for evaluation, including formal and informal classroom observations.

V. PROFESSIONAL DEVELOPMENT

Please refer to the section in Element I that contains extensive details about our planned comprehensive and targeted professional development and support of all educators at Mayacamas.

ELEMENT VII. HEALTH AND SAFETY PROCEDURES

“The procedures that the charter school will follow to ensure the health and safety of pupils and staff. These procedures will require all of the following:

(i) That each employee of the charter school furnish the charter school with a criminal record summary as described in Section 44237.(ii) For all schools, the development of a school safety plan, which will include the safety topics listed in sub paragraphs (A) to (K), inclusive, of paragraph (2) of subdivision (a) of Section 32282. For schools serving pupils in any of grades 7 to 12, inclusive, the development of a school safety plan shall also include the safety topic listed in subparagraph (L) of paragraph (2) of subdivision (a) of Section 32282.

(iii) That the school safety plan be reviewed and updated by March 1 of every year by Mayacamas.” (Ed. Code § 47605.6(b)(5)(G).)

I. PROCEDURES FOR BACKGROUND CHECKS

All employees of Mayacamas, all volunteers who will be performing services that are not under the direct supervision of a credentialed Mayacamas employee, and any onsite independent contractors or vendors having unsupervised contact with students will be required to submit to criminal background checks and fingerprinting in accordance with Education Code sections 44237 and 45125.1. All non-credentialed applicants for employment must submit two sets of fingerprints to the California Department of Justice for the purpose of obtaining a criminal record summary. Mayacamas will not hire any person, in either a certificated or classified position, who has been convicted of a violent or serious felony except as otherwise provided by law, pursuant to Education Code sections 44830.1 and 45122.1. Volunteers who will be outside the direct supervision of a credentialed employee will be fingerprinted and receive background clearance prior to volunteering on campus. The Head of School will monitor compliance with this policy (the Board President will monitor fingerprinting and background clearance of the Head of School) and make regular reports to the Board. Mayacamas will maintain on file and available for inspection evidence that Mayacamas has performed criminal background checks for all employees and documentation that vendors have conducted required criminal background checks for their employees prior to any unsupervised contact with students. Mayacamas will also ensure that the Head of School receives subsequent arrest notifications of all individuals subject to background checks from the Department of Justice to ensure the ongoing safety of its students.

II. FACILITIES COMPLIANCE WITH FEDERAL REQUIREMENTS, INCLUDING THE AMERICANS WITH DISABILITIES ACT

Mayacamas will comply with all federal requirements for public charter school facilities, including applicable provisions of the Americans with Disabilities Act.

III. MAYACAMAS’ SAFETY AND DISASTER PLANS

The health and safety of Mayacamas staff and students is the highest priority for Mayacamas. As such, Mayacamas will adopt and implement full health and safety policies and procedures and risk management policies at its school site in consultation with its insurance carriers and risk management experts.

Mayacamas will train all staff at least annually in these Policies and Procedures. Emergency response drills will be held regularly for all students and staff. Mayacamas will periodically review, and modify as necessary, our Health and Safety Policies and Emergency Policies and Procedures, and Safety Plan, and keep these documents readily available for use and review upon request.

The Health and Safety Policies and Procedures will address, at a minimum, the following:

- Child abuse reporting
- Child predators (gates, walls, pick-up and drop-off, etc.)
- Sexual/other harassment reporting
- Asbestos management
- ADA adherence
- Food service safety
- Blood borne pathogens
- Pest management
- FERPA
- Immunizations
- Tuberculosis risk assessment and examination
- Medication in school
- Vision, hearing, and scoliosis screening
- Student illness & injury Policies

Emergency Policies and Procedures will address, at a minimum, the following:

- Earthquake
- Fire
- Terror threats
- Hostage situations
- School lock-down procedures
- Evacuation plans
- Safety drills
- Annual testing of sprinkler systems, fire extinguishers, and fire alarms

The following is a summary of the Health and Safety Policies and Procedures of Mayacamas. Mayacamas may implement temporary instructional or operational changes as necessary to respond to emergencies (including but not limited to fire, flood, earthquake, actual or threatened war or terrorism, civil disorder, epidemics or health outbreaks) and/or to comply with applicable federal, state, and local orders. These changes will not require a material revision.

School Safety Plan

Pursuant to Assembly Bill 806, Mayacamas will develop its comprehensive school safety plan pursuant to the requirements of AB 806 and the relevant Education Code requirements, including Education Code Section 32282, and will review and update the plan annually by March 1.

Disaster procedures included in the School Safety Plan shall address and include adaptations for students with disabilities. To the extent an employee, parent/guardian, educational rights holder, or student brings concerns regarding the procedures to the Executive Director and, if there is merit to the concern, the Executive Director shall direct the School Safety Plan to be modified accordingly.

Workplace Violence Prevention Plan

By July 1, 2024, the Charter School shall establish, implement, and maintain, at all times in all work areas, an effective workplace violence prevention plan consistent with the requirements of Labor Code Section 6401.9.

Role of Staff as Mandated Child Abuse Reporters

In accordance with state law, all Mayacamas employees will be mandated to report any suspected child abuse and will follow all applicable reporting laws. Staff members will annually receive in-service training in accordance with Education Code section 44691 and sign a document verifying notification and understanding regarding this responsibility.

Blood-borne Pathogens

Mayacamas will meet state and federal standards for dealing with blood-borne pathogens and other potentially infectious materials in the workplace. Mayacamas will 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). Whenever exposed to blood or other body fluids through injury or accident, students and staff should follow the latest medical protocol for disinfecting procedures.

Tuberculosis Risk Assessment and Examination

Employees and volunteers who have frequent or prolonged contact with students will be assessed and examined (if necessary) for tuberculosis prior to commencing employment and working with students, and for employees, at least once each four years thereafter, as required by Education Code section 49406. Mayacamas will maintain TB clearance records and certificates on file.

Immunizations

Mayacamas will adhere to all laws related to legally required immunizations for entering students as is required of public schools pursuant to Health and Safety Code sections 120325-120375, and Title 17, California Code of Regulations section 6000-6075. All rising 7th grade students must be immunized with

a pertussis (whooping cough) vaccine booster. Mayacamas will also monitor for pertussis booster completion and comply with all federal and state or county mandates regarding COVID vaccines.

Upon a student's admission or advancement to 6th grade, the Charter School shall submit to the student and their parent or guardian a notification that advises students to adhere to current immunization guidelines regarding human papillomavirus ("HPV") before admission or advancement to 8th grade, consistent with the requirements of Education Code Section 48980.4 and Health and Safety Code Section 120336.

Medication in School

Mayacamas will adhere to Education Code section 49423 regarding administration of medication in school. Mayacamas will adhere to Education Code section 49414 regarding epinephrine auto-injectors and training for staff members; per AB 1651, the Charter School shall store emergency epinephrine auto-injectors in an accessible location upon need for emergency use and include that location in annual notices required by law. To the extent the Charter School maintains a stock of albuterol inhalers to respond to respiratory distress in students, the Charter School shall comply with the requirements of Education Code Section 49414.7, including with respect to training, notices, and the stocking of albuterol inhalers.

Auxiliary Services

School staff will conduct annual reviews to ensure all auxiliary services are safe by developing appropriate policies and awareness training.

Vision/Hearing/Scoliosis Screenings

Mayacamas will adhere to Education Code section 49450, et seq, to provide screening of students' vision, hearing, and scoliosis to the same extent required of non-charter public schools, as applicable to the grade levels served by Mayacamas.

Diabetes

Mayacamas provides 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 includes, but is not limited to, all of the following:

- A description of type 2 diabetes.
- A description of the risk factors and warning signs associated with type 2 diabetes.
- 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.
- A description of treatments and prevention methods of type 2 diabetes.
- A description of the different types of diabetes screening tests available.

Suicide Prevention Policy

Mayacamas will maintain a policy on student suicide prevention in accordance with Education Code section 215. Mayacamas will review, at minimum every fifth year, its policy on student suicide prevention and, if

necessary, update its policy. Pursuant to AB 58 (2021-22), Mayacamas will also review and update its suicide prevention policy by January 1, 2025 to incorporate best practices identified by the California Department of Education's model policy, as revised.

Emergency Preparedness

Mayacamas will adhere to our Emergency Policies and Procedures containing procedures for safety, drafted specifically to the needs of the school facility and approved by the Board. These policies will include but not be limited to the following responses: fire, flood, earthquake, terrorist threats, and hostage situations. All staff members will receive detailed training on emergency procedures. The policies will be kept on file for review.

Staff will receive training in emergency response, including appropriate "first responder" training or its equivalent.

Drug Free/Alcohol Free/Smoke Free Environment

Mayacamas will function as a drug, alcohol and tobacco-free environment.

Feminine Hygiene Products

Mayacamas will always stock the school's restrooms with an adequate supply of menstrual products which will be available, accessible, and free of cost. Mayacamas will post a notice regarding the requirements of this section in a prominent and conspicuous location in every restroom. This notice will include the text of this section and contact information, including an email address and telephone number, for a designated individual responsible for maintaining the requisite supply of menstrual products.

Facility Safety and Compliance with State Requirements

Mayacamas will comply with Education Code section 47610 by utilizing facilities that are either compliant with the Field Act or facilities that are compliant with the California Building Standards Code. Mayacamas agrees to test sprinkler systems, fire extinguishers, and fire alarms annually at its facilities to ensure that they are always maintained in an operable condition. Mayacamas will conduct fire drills as required under Education Code section 32001.

See City of Napa Inspection record for October 2023 in Appendix H.

All Gender Restrooms

On or before July 1, 2026, the Charter School shall provide and maintain at least one all-gender restroom for voluntary student use at each of its schoolsites that has more than one female restroom and more than one male restroom designated exclusively for student use. The restroom shall have signage identifying the bathroom as being open to all genders, it shall remain unlocked, unobstructed, and easily accessible by any student, and be available during school hours and school functions when students are present. The Charter

School shall designate a staff member to serve as a point of contact and to post a notice regarding these requirements.

Nutritionally Adequate Free or Reduced-Price Meal

Mayacamas will provide each needy student, as defined in Education Code Section 49552, with one nutritionally adequate free or reduced-price meal, as defined in Education Code Section 49553(a), during each schoolday.

Mayacamas will provide breakfast and lunch free of charge during each school day to any student who requests a meal without consideration of the student's eligibility for a federally funded free or reduced-price meal, with a maximum of one free meal for each meal service period. The meals provided under this paragraph will be nutritionally adequate meals that qualify for federal reimbursement.

The Charter School shall provide each student adequate time to eat as determined by the Charter School in consideration of available guidance.

FERPA

Mayacamas, its employees and officers, will always comply with FERPA.

Student Records

Mayacamas will establish and adhere to procedures related to confidentiality and privacy of student records. Mayacamas will keep student records in a locked file cabinet to which only designated staff will have keys, in accordance with Mayacamas policies. Student special education files will be kept in separate locked cabinets to which only designated staff will have keys. Electronic student information systems will use password protected accounts to ensure the same limits on access to student files. When a student transfers from an existing district school, the student's records will be requested from the respective district.

Custodian Of Records

In accordance with California Department of Justice requirements, the Head of School will serve as Mayacamas's Custodians of Records.

Immigration Policy

Mayacamas will comply with the requirements of Education Code section 234.7 by adopting policies consistent with the guidance and model policies issued by the California Attorney General.

California Healthy Youth Act

Mayacamas will comply with the California Healthy Youth Act (Education Code sections 51933-51934), which requires charter schools to teach sexual education and HIV prevention to students in grades 7 to 8 at least once.

Student Debts

The Public School Fair Debt Collection Act (Education Code section 49014, Assembly Bill 1974 [2018]) mandates that a student can never owe or be billed for a debt owed to a charter school. Mayacamas school will comply with all provisions of the Public Schools Fair Debt Collection Act, including the prohibition on taking any negative actions against a student because of a debt, prohibiting a debt collector from making a negative credit report for such a debt, and prohibiting a charter school from selling debt to debt collector.

Mental Health Services

Mayacamas will notify parents and students at least two times per school year about how to access student mental health services on campus or in the community or both per the requirements of Assembly Bill 2022 (Education Code section 49428).

Mental Health Education

If Mayacamas offers one or more courses in health education to students in grades 7-8, Mayacamas will include instruction in mental health that meets the requirements of Education Code Section 51925, et seq.

Mental Health Information

Mayacamas will create and post a poster at the schoolsite identifying approaches and resources addressing student mental health in compliance with Education Code Section 49428.5. The poster will be displayed in English and the primary language(s) spoken by 15 percent or more of students enrolled at the schoolsite. The poster will be prominently and conspicuously displayed in appropriate public areas that are accessible to, and commonly frequented by, students at the schoolsite. The poster will also be digitized and distributed online to students through social media, internet websites, portals, and learning platforms at the beginning of each school year.

Recess

To the extent the Charter School offers recess, consistent with Education Code Section 49056, the Charter School shall provide supervised and unstructured recess, distinct from physical education courses and mealtimes, of at least 30 minutes on regular instructional days and at least 15 minutes on early release days. The Charter School shall not restrict a student's recess unless there is an immediate threat to the physical safety of the student or one or more of their peers.

Pregnant And Parenting Students

Mayacamas will provide an annual notice to students about their rights regarding pregnancy or when parenting in compliance with Assembly Bill 2289 (Education Code sections 221.5, 222.5, and 46015).

Bullying

Mayacamas will adopt procedures for preventing acts of bullying, including cyberbullying, and will make available to certificated school site employees and all other school site employees who have regular interaction with students an online training module developed by the California Department of Education regarding bullying and bullying prevention in compliance with Assembly Bill 2291 (Education Code sections 234.4, 234.6 and 32283.5).

Sexual Health And HIV Prevention

Mayacamas will provide “age appropriate” comprehensive sexual health and HIV prevention education at least once in middle school.

Anti-Discrimination And Harassment Policies And Procedures

Mayacamas is committed to providing a school experience that is free from discrimination and sexual harassment, as well as any harassment based upon the actual or perceived characteristics of race, religion, creed, color, gender, gender identity, gender expression, nationality, national origin, immigration status, ancestry, ethnic group identification, genetic information, age, medical condition, marital status, sexual orientation, sex and pregnancy, physical or mental disability, childbirth or related medical conditions, military and veteran status, denial of family and medical care leave, immigration status, or on the basis of a person’s association with a person or group with one or more of these actual or perceived characteristics, or any other basis protected by federal, state, local law, ordinance or regulation. Mayacamas will develop a comprehensive policy to prevent and immediately remediate any concerns about discrimination or harassment at Mayacamas (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 Mayacamas’s anti-discrimination and harassment policies.

A copy of the policy will be provided as part of any orientation program conducted for new and continuing students at the beginning of each quarter, semester, or summer session, as applicable, and to each faculty member, all members of the administrative staff, and all members of the support staff at the beginning of the first quarter or semester of the school year, or at the time that there is a new employee hired.

Mayacamas will require all employees to undergo sexual harassment and abusive conduct training for the duration and frequency as required by California law.

Safe Place To Learn Act

Mayacamas will comply with all applicable requirements of the Safe Place to Learn Act, Ed. Code section 234 et seq., including the posting of the required school policies on its website.

Tribal Regalia/Objects of Religious or Cultural Significance

Mayacamas will allow students to wear traditional tribal regalia or items of religious, cultural and tribal significance to school promotion ceremonies held by Mayacamas, and would allow the school, under specific circumstances as set forth in the law (Education Code section 35183.1), to limit items that would create a substantial disruption of, or material interference with, the school ceremony.

Human Trafficking

Pursuant to the requirements of Assembly Bill 1861 (2018) and Senate Bill 1104 (2018) (Education Code section 51934), Mayacamas will provide information to its students about how social media and mobile device applications are used for human trafficking and will identify the most appropriate methods of informing parents and guardians of students of human trafficking prevention resources and implement these methods.

Child Hunger Prevention and Fair Treatment Act

The Child Hunger Prevention and Fair Treatment Act of 2017 (Education Code section 49557.5), among other things, requires certain local educational agencies, as defined, that provide school meals through the federal National School Lunch Program or the federal School Breakfast Program to ensure that a student whose parent or guardian has unpaid school meal fees is not shamed, treated differently, or served a meal that differs from what a student whose parent or guardian does not have unpaid school meal fees would receive under that local educational agency's policy.

Mayacamas will ensure that a student whose parent or guardian has unpaid school meal fees is not denied a reimbursable meal of the student's choice because the student's parent or guardian has unpaid meal fees and ensure that the student is not shamed or treated differently from other students.

Hotlines

Existing law (Education Code section 215.5) requires a public school, including a charter school, or a private school, that serves students in any of grades 7 to 12, inclusive, that issues student identification cards, and a public or private institution of higher education that issues student identification cards, to have printed on the identification cards the telephone number for the National Suicide Prevention Lifeline, and authorizes those schools to have printed on the identification cards certain other suicide-prevention and emergency-response telephone numbers.

If Mayacamas issues student identification cards, Mayacamas will have printed on the identification cards the telephone number for the National Suicide Prevention Hotline.

Migratory Children

Mayacamas will allow a student who is a migratory child to continue attending their school of origin regardless of any change of residence of the student. Mayacamas will inform a student who is a migratory child and that student's parent or guardian of the impact of remaining in the school of origin on the eligibility of that student to receive migrant education services.

Compliance with State and Federal Environmental Laws

Mayacamas will comply with all applicable state and federal environmental laws pertaining to its charter school operations and facilities.

Homicide Threats

Mayacamas will comply with all requirements under Education Code Sections 49390-49395 regarding mandatory reporting in response to homicidal threats. All employees and Board members who are alerted to or who observe any threat or perceived threat in writing or through an action of a student that creates a reasonable suspicion that the student is preparing to commit a homicidal act related to school or a school activity will make a report to law enforcement.

Supporting LGBTQ Students

Commencing with the 2025-26 school year and ending with completion of the 2029-30 school year, the charter school shall use an online training delivery platform and curriculum to provide at least 1 hour of required LGBTQ cultural competency training annually to teachers and other certificated employees and maintain records of such training as required by Education Code Section 218.

Gun Safety Notice

At the beginning of the first semester, Mayacamas will distribute a notice to the parents/guardians of each student addressing California's child gun access prevention laws and laws related to firearm safety utilizing the most updated model language published by the California Department of Education.

Athletic Programs

Mayacamas will comply with all applicable laws related to health and safety policies and procedures surrounding athletic programs at charter schools, including but not limited to providing information to athletes regarding sudden cardiac arrest and annually providing each athlete an Opioid Factsheet for Patients. In the event Mayacamas participates in any interscholastic athletic programs, it will comply with all applicable requirements, including, but not limited to, adopting a written emergency action plan for sudden cardiac arrest or other medical emergencies related to athletic programs, and acquiring at least one automated external defibrillator. Further, Charter School's emergency action plan shall describe the location of emergency medical equipment and include a description of the manner and frequency at which the procedures to be followed in the event of sudden cardiac arrest and other medical emergencies, including concussion and heat illness will be rehearsed. By July 1, 2024, coach training shall include recognition of the signs and symptoms of and responding to concussions, heat illness, and cardiac arrest.

In the event the Charter School participates in the California Interscholastic Federation it shall, on or before April 1, 2025, post on its website a standardized incident form as developed by the CDE to receive complaints of racial discrimination, harassment, or hazing alleged to occur at high school sporting games or sporting event and shall include instructions on how to submit a completed incident form consistent with Education Code Section 33353.

Transportation Services

Effective July 1, 2025, the Charter School shall comply with the requirements of Education Code Section 39875(c), if applicable, relating to background checks and testing for individuals providing transportation services for students.

ELEMENT VIII. BALANCE REFLECTIVE OF GENERAL POPULATION

“The means by which the charter school will achieve a balance of racial and ethnic pupils, special education pupils, and English learner pupils, including redesignated fluent English proficient pupils, as defined by the evaluation rubrics in Section 52064.5, that is reflective of the general population residing within the territorial jurisdiction of the county board of education to which the charter petition is submitted. Upon renewal, for a charter school not deemed to be a local educational agency for purposes of special education pursuant to Section 47641, the chartering authority may consider the effect of school placements made by the chartering authority in providing a free and appropriate public education as required by the federal Individuals with Disabilities Education Act (Public Law 101-476), on the balance of pupils with disabilities at the charter school.” (Ed. Code § 47605.6(b)(5)(H).)

While we cannot predict our enrollment demographics with specificity, particularly since enrollment is determined by lottery as a public charter school detailed in Element I, our goal is to create an intentionally diverse, mixed socio-economic, mixed race/ethnicity learning environment so that our students can benefit from learning from different peers in a setting that is reflective of the diversity in our local community and the world at large.

The public school population in Napa County is as follows:

- Total enrollment 18,625
- Race/ethnicity
 - Hispanic/Latino: 60%
 - Asian/Filipino: 8%
 - Black: 2%
 - White: 25%
 - 2+ races: 5%

English learner

- EL: 24%
- RFEP: 19%

Students with disabilities: 12%

Low income (SED): 61%

We have conservatively budgeted for an “unduplicated” student count of SED, EL and Foster Youth of 43%, increasing over time. We expect a significant number of EL students and anticipate that most of our EL students will be LTELs, along with some newcomers. We anticipate that approximately 12% of our students will be students with disabilities, .5% will be foster youth (who will be given enrollment preference), and at least 60% will be SED, reflective of the county average.

How the School Leaders Ensure Enrollment Reflects Napa County Public Schools

Mayacamas is working hard to ensure our school enrollment is reflective of Napa County in race/ethnicity, EL status (ELs and reclassified students), SWD, SED status and other characteristics. As detailed in Element I, Mayacamas’s student-centered, personalized, and engaging model is designed to serve these

students' needs, including those students who have not had success in traditional schools to date. Mayacamas has been and will continue to use a variety of strategies (limited by the pandemic) for outreach in the community in order to ensure that families – including those who are “hard-to-reach” – learn about our new school and the opportunity to enroll.

In 2023, we had preliminarily enrolled a total of 160 students for the district charter. However, given the delayed opening due to the appeal timeline, many families opted out, resulting in an enrollment of approximately 75 students in 2023-24. Those students were not demographically reflective of Mayacamas outreach plan or strategies, given the unique circumstances surrounding the generation of that student body.

In 2023-24, throughout the fall and into our initial Open Enrollment period (see Element VIII, below), we will launch a much more robust public relations campaign and to engage in more targeted community outreach, which may include posts, blog posts, articles and interviews on social media and our website community outreach events at the farmers' markets, parks, and libraries, posting and distributing flyers throughout the County on bulletin boards and at community gatherings and events using direct mail contact with families having children in the target age range engaging parents and community members to reach out to friends, relatives, and neighbors.

All communications will be in Spanish and in English.

Additionally, we will offer admission preferences for students residing in Napa County, based on zip code clusters as described herein.

Community Partners

As detailed in Element I, Mayacamas will partner with community organizations to help spread the word about Mayacamas and the opportunity for families with middle grades children, as well as provide services for our students and families. Potential partners include the following:

- Mentis Napa
- Boys and Girls Club of Napa Valley
- Girls on the Run
- Napa Parks and Recreation
- Napa County Regional Parks
- Clinic Ole
- Cope Family Center
- Aldea Family and Children's Services
- Community Action of Napa Valley (CANV)
- Napa Food Bank
- Angwin Pantry
- St. Helena Community Food Pantry
- Calistoga Cares Food Pantry
- Napa CASA
- Napa Emergency Women's Services
- Community Resources for Children

- Napa Valley Community Foundation
- Napa Chamber of Commerce
- Angwin Community Council/Chamber of Commerce
- Calistoga Chamber of Commerce
- St. Helena Chamber of Commerce
- Youth sports leagues
- Napa County libraries

Outreach Strategies

The following strategies will help us reach out to families in the target groups:

Flyers: We will create flyers in English and Spanish, briefly noting our school’s mission and some key highlights of interest to families (e.g., student-centered, personalized model with customized support for each student, and engaging PBL and tech integration; time daily for one-on-one and small group tutoring and support with teachers and aides, including for English Learners and SWD; on-site counseling and a schoolwide focus on SEL; safe and welcoming environment where every student is well known.) Fliers will include how to apply, links to our school website, a phone number, open house dates, and invitations to community meetings (which will be held on Zoom as needed).

Flyers will be distributed at the organizations listed above, as well as local parks, libraries, laundromats, markets, faith-based organizations, community events, and door-to-door, as need determines.

Electronic Media: We will utilize a website and social media to provide information about Mayacamas’s instructional model, the lottery application and enrollment process, upcoming informational sessions (held via Zoom as needed, or outdoors), Board members and school staff, job openings, and more. The website will include contact information. All information on the website will be provided in English and Spanish.

Community Meetings: Mayacamas will hold community meetings open to the public, throughout the County to inform families about Mayacamas. Open house meetings will be held at least monthly during the open enrollment period for families to see and tour the Napa school site. At each meeting, an Mayacamas representative will collect interested families’ information including name, address, telephone number and email address for future communications about student matriculation and other activities.

Advertising/Media: As needed, Mayacamas will purchase advertising in local print, radio and online media in Spanish and English to advertise our school and open enrollment. Banners may be displayed in the area near Mayacamas. Our Head of School will seek to have local media feature positive news stories about our students and staff to highlight Mayacamas in the community.

Outreach by Families. We know that the most powerful driver of outreach and enrollment will be our families and word of mouth. While this will not take the place of the foregoing activities, our families will be encouraged to spread the word about Mayacamas during open enrollment and invited to distribute flyers at their favorite businesses and locations in the community, talk to their friends about Mayacamas, and encourage families to visit our website. Students may be asked to participate in helping to give tours and presentations and helping design flyers and social media posts about Mayacamas.

The Mayacamas Board will review outreach efforts annually, including reviewing outreach material content and languages, locations, and frequency of recruiting activities, and compare with geographic information of applicants. The Board will direct Mayacamas staff to broaden outreach efforts as needed to achieve the goal of enrolling a student population that is reflective of the county.

Additionally, at the first regular NCOE Board meeting after petition approval, Mayacamas will present an analysis of current demographic data and our plan to adjust our outreach efforts to produce a student body as closely aligned to Napa County middle school age students as possible. Depending on the significant gaps identified, actions to do so may include the following:

If there is under-enrollment of Hispanic/Latino and/or English learner students:

- increase outreach to Hispanic/Latino serving organizations
- send targeted Spanish-language flyers via direct mail
- buy advertising time on Spanish-language radio stations
- enlist Hispanic/Latino current parents and graduates of River School to reach out to their networks.

If there is under-enrollment of low-income students:

- seek permission to include English/Spanish flyers in mailings by organizations also targeting low-income students
- seek permission to put attractive English/Spanish posters in laundromats
- partner with local health clinics to provide waiting room brochures at all sites.

If there is under-enrollment of students with disabilities:

- arrange presentations at service and advocacy organizations' group meetings of parents of students with disabilities
- send direct mail brochures to the organization members if allowed
- ask families of current students with disabilities to reach out to their networks
- consult with contract service providers about students with disabilities in elementary school who might be interested in Mayacamas.

ELEMENT IX. INDEPENDENT FINANCIAL AUDIT

“The manner in which annual, independent financial audits will be conducted, in accordance with regulations established by the state board, and the manner in which audit exceptions and deficiencies will be resolved.” (Ed. Code, § 47605.6(b)(5)(I).)

An annual independent financial audit of the books and records of Mayacamas will be conducted as required by Education Code sections 47605.6(b)(5)(I) and 47605.6(m). The books and records of Mayacamas will be kept in accordance with generally accepted accounting principles, and as required by applicable law, the audit will employ generally accepted accounting procedures. The audit will 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.

I. ANNUAL AUDIT PROCEDURES

Each fiscal year an independent auditor will conduct an audit of the financial affairs of Mayacamas to verify the accuracy of Mayacamas’s financial statements, attendance and enrollment accounting practices, and internal controls.

Procedures:

- The Board of Directors appoints an Audit Committee by January 1 of each year.
- The Audit Committee may include persons who are not members of the board, but may not include any Mayacamas staff, including the Head of School. In addition, any person with expenditure authorization or recording responsibilities within the organization may not serve on the committee.
- The Audit Committee is responsible for contracting with an audit firm from the State Controller’s list of approved charter school auditors by March 1 of each year, unless the existing contract is a multi-year contract. The Head of School is responsible for working with the auditor to complete the audit.
- The Audit Committee is responsible for reviewing the results of the annual audit and developing a corrective action plan to address all relevant findings noted by the auditor.
- The Board of Directors reviews and approve the audit no later than December 15.
- The Head of School is responsible for submitting the audit to all required agencies no later than December 15.
- If needed, the Head of School will submit responses to the corrective action plan.

Qualifications Used in Selection of the Auditor

Pursuant to our Fiscal Policies, the selected audit firm must be familiar with the Financial Accounting Standards, and, if applicable, the U.S. Office of Management and Budget’s Circular A-133, as well as related State of California and Charter School regulations and the Standards and Procedures for Audits of California K-12 Local Education Agencies Audit Guide.

The Audit Committee will consult the list of audit firms provided by the California Department of Education and will request quotes and references from audit firms with extensive California charter schools experience.

Resolving Audit Exceptions and Deficiencies

The audit committee will review any audit exceptions or deficiencies and report recommendations on resolution to the Board of Directors. The Board will report to NCOE regarding how exceptions and deficiencies have been or will be resolved. It is understood that exceptions and deficiencies will be resolved to the satisfaction of NCOE on the timeline established.

Manner in Which Audit Will Be Made Public

Upon completion of the audit each year, the audit will be accepted by the NFOE Board of Directors at a public meeting and made available upon request.

Manner in Which Mayacamas Will Provide NCOE Board With Regular Financial Updates

As detailed under the section, Financial Planning, Reporting and Accountability under “Miscellaneous Charter Provisions” following Element XVI, below, Mayacamas will provide NCOE with all required financial updates and reporting.

ELEMENT X. SUSPENSION AND EXPULSION POLICY AND PROCEDURES

“The procedures by which pupils can be suspended or expelled from the charter school for disciplinary reasons or otherwise involuntarily removed from the charter school for any reason. These procedures, at a minimum, will include an explanation of how the charter school will comply with federal and state constitutional procedural and substantive due process requirements that is consistent with all of the following:

(i) For suspensions of fewer than 10 days, provide oral or written notice of the charges against the pupil and, if the pupil denies the charges, an explanation of the evidence that supports the charges and an opportunity for the pupil to present the pupil’s side of the story.

(ii) For suspensions of 10 days or more and all other expulsions for disciplinary reasons, both of the following:

(I) Provide timely, written notice of the charges against the pupil and an explanation of the pupil’s basic rights.

(II) Provide a hearing adjudicated by a neutral officer within a reasonable number of days at which the pupil has a fair opportunity to present testimony, evidence, and witnesses and confront and cross-examine adverse witnesses, and at which the pupil has the right to bring legal counsel or an advocate.

(iii) Contain a clear statement that no pupil will be involuntarily removed by the charter school for any reason unless the parent or guardian of the pupil has been provided written notice of intent to remove the pupil no less than five schooldays before the effective date of the action. The written notice will be in the native language of the pupil or the pupil’s parent or guardian, or, if the pupil is a homeless child or youth, or a foster child or youth, in the native language of the homeless or foster child’s educational rights holder. In the case of a foster child or youth, the written notice will also be provided to the foster child’s attorney and county social worker. If the pupil is an Indian child, as defined in Section 224.1 of the Welfare and Institutions Code, the written notice will also be provided to the Indian child’s tribal social worker and, if applicable, county social worker. The written notice will inform the pupil, the pupil’s parent or guardian, the homeless child’s educational rights holder, the foster child’s educational rights holder, attorney, and county social worker, or the Indian child’s tribal social worker and, if applicable, county social worker of the right to initiate the procedures specified in clause (ii) before the effective date of the action. If the pupil’s parent or guardian, the homeless child’s educational rights holder, the foster child’s educational rights holder, attorney, or county social worker, or the Indian child’s tribal social worker or, if applicable, county social worker initiates the procedures specified in clause (ii), the pupil will remain enrolled and will not be removed until the charter school issues a final decision. For purposes of this clause, “involuntarily removed” includes disenrolled, dismissed, transferred, or terminated, but does not include suspensions specified in clauses (i) and (ii).

(iv) A foster child’s educational rights holder, attorney, and county social worker and an Indian child’s tribal social worker and, if applicable, county social worker will have the same rights a parent or guardian of a child has to receive a suspension notice, expulsion notice, manifestation determination notice, involuntary transfer notice, and other documents and related information.” (Ed. Code § 47605.6(b)(5)(J).)

Maintaining Attendance and Discipline Records

Mayacamas will maintain all attendance and discipline records in accordance with applicable laws and regulations regarding public charter schools.

School Discipline Policy

As we have reiterated throughout this charter petition, we believe students learn best in a safe and healthy environment where they are well known by caring adults, where there are clear expectations about behavior, and when the culture of the school values and respects all stakeholders. To set clear expectations for students, the student discipline policies at Mayacamas will be further refined as Mayacamas solicits and encourages input from parents, teachers, and students, particularly through the School Site Council. These policies will be distributed in the Mayacamas Student/Family Handbook and will describe Mayacamas's expectations regarding mutual respect, safety, personal responsibility, work habits, attendance, violence, and substance abuse, among other topics. Each family will receive a copy of these policies and be required to verify that they have reviewed them with their children at the time of enrollment or at the beginning of the school year.

Mayacamas staff will develop a detailed and comprehensive set of student discipline policies through the work of a group formed by the Head of School that will include interested parents, students, teachers, counselor, and staff. Mayacamas will implement a behavior system that emphasizes and recognizes positive behavior, based on research that indicates that positive behaviors are associated with positive academic outcomes,¹⁶⁵ while negative behaviors (e.g., inattention, distractibility, and withdrawn behaviors) are associated with negative academic outcomes.¹⁶⁶ As discussed in Element I, Mayacamas will work to establish a positive school culture framed by our school's core values. School leaders and teachers will introduce students to expected behaviors, the core values, and different procedures during Orientation and the first days of school.

Mayacamas's discipline policy will be rooted in our whole child model of support and PBIS, with restorative justice practices underlying peer communication, support, and conflict resolution. Through our MTSS program, our SSPT will utilize a number of behavioral interventions to promote the types of behaviors that will allow our students to be successful at Mayacamas and throughout secondary school, college, and beyond and to make every effort to keep students in class. The SSPT will lead efforts to support individual student's needs and provide differentiated behavioral support for students who need it. This will include identifying the students who are in the most need of behavioral support (based on classroom behavior data and teacher input) and implementing behavior monitoring and coordinated behavior plans, including target goals included in their ILPs (Tier 1), behavior trackers/plans (Tier 2), and frequent communication with parents/guardians. For more involved cases, Mayacamas will take a problem-solving approach, developing contracts with students and families which include reinforcements for success and consequences for continuing problems. Additionally, our Counselor will help support our students' social-emotional needs and collaborate with staff in supporting individual student needs, including, as needed, coordinating with other social workers, agencies and organizations supporting the student/family.

¹⁶⁵ Birch & Ladd, 1997; Feshbach & Feshbach, 1987; Wentzel, 1993.

¹⁶⁶ Akey, 2006; Kane, 2004.

- There are a variety of other alternatives to suspension that will be used on a case-by-case basis, such as:
- Alternative programming, such as student schedule changes (where feasible)
- Appropriate in-school alternatives in which students receive academic tutoring and behavior coaching to help them learn skills for more positive behaviors moving forward
- Mini-courses/modules on topics related to social-emotional behavior to provide opportunities for self-reflection on behavior
- Parent/guardian meetings to confer and develop appropriate behavior interventions to support the student and inform different decision-making in the future
- Targeted support for students with attendance-related concerns.

Students who do not live up to their responsibilities and who violate the school rules may expect some consequences for their behavior, such as:

- Warning
- Loss of privileges
- Notices to parents by phone or letter
- Referral to the Head of School
- Request for parent conference
- In-school limitations
- Suspension
- Expulsion.

Implementing Discipline Policy in Classrooms; Teaching Strategies to Ensure Students are On Task and Focused On Learning

As detailed in Element I in the Section on Instructional Strategies, Mayacamas’s teachers will implement a variety of differentiated strategies in the classroom to meet each individual student’s needs in our highly personalized program. Through our student-centered approach, the intent is that students will be engaged and focused through approaches that are designed based on their needs, rather than the needs of the teacher, or some other measure.

Discipline policy will be implemented transparently, equitably and with fidelity across classrooms. Through ongoing coaching by both school leaders and counseling staff, teachers will develop expertise in “reading the room,” and identifying signals from students who are acting out, diffusing escalations, and other strategies in a continuous effort to avoid the need for formal discipline and redirect behavior to a more positive and effective outlet. Teacher/staff compassion and understanding will be a hallmark of our trauma-sensitive approach.

Minority Students and Students with Disabilities

As detailed extensively in Element I, Mayacamas will implement various strategies to help ensure that no one student group is disproportionately represented in discipline, including but not limited to:

Social-Emotional Learning: Our model is focused both on students’ academic and intellectual development, as well as their social-emotional development during this crucial adolescent stage. We anticipate that many of our student population will have encountered numerous “adverse childhood experiences” (ACEs) or traumas in their young lives. Particularly when multiple and/or ongoing ACEs are involved, students often exhibit a “flight, fight, or freeze” response to stimuli that would not cause a similar reaction in a child who has not experienced ACEs. One of the fundamental components of our discipline framework will be an emphasis on understanding students’ social/emotional needs, including a policy of compassionate communication. Teachers and staff will work to help students develop a sense of belonging while cultivating critical communication, conflict resolution and character skills.

MTSS: The SSPT will lead a collaborative approach of highly trained teachers and a counselor to provide tiered behavioral supports to ensure that every student receives specifically targeted intervention and support for their psychosocial needs.

Small School Environment: The enhanced social relationships of small school environments have shown to increase trust and positive attitudes among students and staff, while decreasing violence and conflict. Mayacamas will be a relatively small school and will create small learning communities where relationships between adults and students are sustained over time ensuring that no child, regardless of their background, falls through the cracks.

Positive School Culture: Through our trauma sensitive, PBIS approach, we will also use principles of Restorative Justice to teach students how to grow and learn from a mistake. Using a combination of methods learned in the Wayfinder program and the New Tech Network learning outcomes, we will expressly teach students how to develop and express conditions of empathy, respect, kindness, and love throughout our school community. Students will see the respect with which adults at Mayacamas hold one another and learn to communicate with one another in the same ways. The humanity and dignity of every student is paramount; our discipline and safety policies will always be reflective of this deeply held belief.

Discipline data, including the number of suspensions and expulsions, will be tracked and monitored regularly by Mayacamas’s school leaders and adjustments to strategies will be implemented as needed.

Periodic Review

The Discipline Policy, including the lists of offenses for which students are subject to suspension and expulsion, will be periodically reviewed by the School Site Council in collaboration with the Head of School, and it may be amended from time to time without the need to amend the charter so long as the amendments are within the legal requirements. Changes to the Mayacamas Discipline Policy will be approved by the Board of Directors. The Head of School also will consult with outside legal counsel regularly regarding any appropriate updates to school policies, including discipline, based on amendments to state or federal laws.

Suspension and Expulsion

This Discipline Policy has been established to promote learning and protect the safety and wellbeing of all students. When the Policy is violated, it may be necessary to suspend or expel a student from regular classroom instruction.

Mayacamas staff will enforce disciplinary rules and procedures fairly and consistently among all students. This Policy will be printed and distributed as part of Mayacamas Student Handbook and will clearly describe discipline expectations.

Corporal punishment will not be used as a disciplinary measure against any student. Corporal punishment includes the willful infliction of or willfully causing the infliction of physical pain on a student. For purposes of the Discipline 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.

Mayacamas administration will ensure that students and their parents/guardians are notified in writing upon enrollment of all discipline policies and procedures. The notice will state that this Discipline Policy is available on request at Mayacamas's main office.

Suspended or expelled students will be excluded from all school and school related activities unless otherwise agreed during the period of suspension or expulsion.

Grounds for Suspension and Expulsion

Discretionary Offenses

A student may be suspended or recommended for expulsion for committing any of the following offenses:

1. Caused, attempted to cause, or threatened to cause physical injury to another person
2. Willfully used force or violence upon the person of another, except in self-defense
3. 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 student had obtained written permission to possess the item from a certificated school employee, which is concurred in by the Head of School
4. 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
5. 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 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
6. Committed or attempted to commit robbery or extortion

7. Caused or attempted to cause damage to school property or private property (includes, but is not limited to, electronic files and databases)
8. Stole or attempted to steal school property or private property (includes, but is not limited to, electronic files and databases)
9. Possessed or used tobacco, or any products containing tobacco or nicotine products, including, but not limited to, cigarettes, electronic cigarettes, cigars, miniature cigars, clove cigarettes, smokeless tobacco, snuff, chew packets, and betel (exception made for use or possession by a student of his or her own prescription products)
10. Committed an obscene act or engaged in habitual profanity or vulgarity
11. 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
12. Knowingly received stolen school property or private property (includes, but is not limited to, electronic files and databases)
13. Possessed an imitation firearm, as defined in Education Code Section 48900(m)
14. 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
15. Harassed, threatened, or intimidated a student who is a complaining witness or a witness in a school disciplinary proceeding for the purpose of either preventing that student from being a witness or retaliating against that student for being a witness, or both
16. Unlawfully offered, arranged to sell, negotiated to sell, or sold the prescription drug, Soma
17. Engaged in, or attempted to engage in, hazing, as defined in Education Code Section 48900(q)
18. Engaged in an act of bullying, as defined in Education Code Section 48900(r)

The Head of School may use discretion to provide alternatives to suspension or expulsion for any student who is truant, tardy, or otherwise absent from school activities, including, but not limited to, counseling and an anger management program.

A student may be suspended or expelled for the above prohibited misconduct if the act is related to school activity or school attendance occurring at any time including but not limited to: a) while on school grounds; b) while going to or coming from school; c) during the lunch period, whether on or off the school campus; or d) during, going to, or coming from a school sponsored activity.

Mandatory Offenses

A student will be immediately suspended and recommended for expulsion for committing any of the following offenses at school or at a school activity off school grounds:

1. Possessing, selling, or otherwise furnishing a firearm
2. Brandishing a knife at another person
3. Unlawfully selling a controlled substance listed in Chapter 2 (commencing with Section 11053) of Division 10 of the Health and Safety Code
4. 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
5. Possession of an explosive

Suspension Procedures

Suspensions from Mayacamas will be initiated according to the following procedures:

1. Conference

Suspension will be preceded, if possible, by a conference conducted by the Head of School or a designee with the student and his or her parent and, whenever practical, the teacher, supervisor or school employee who referred the student to the Head of School. The conference may be omitted if the Head of School or designee determines that an emergency exists. An "emergency" involves a clear and present danger to the lives, safety, or health of students or school personnel. If a student is suspended without this conference, both the parent/guardian¹⁶⁷ and student will be notified of the student's right to return to school for the purpose of a conference.

At the conference, the student will be informed of the reason for the disciplinary action and the evidence against him or her and will be given the opportunity to present his or her version and evidence in his or her defense. This conference will be held within two school days, unless the student waives this right or is physically unable to attend for any reason including, but not limited to, incarceration or hospitalization. No penalties may be imposed on a student for failure of the student's parent or guardian to attend a conference with school officials. Reinstatement of the suspended student will not be contingent upon attendance by the student's parent or guardian at the conference.

2. Notice to Parents/Guardians

At the time of the suspension, the Head of School or designee will make a reasonable effort to contact the parent/guardian by telephone or in person. Whenever a student is suspended, the parent/guardian will be notified in writing of the suspension and the date of return following suspension. This notice will state the specific offense committed by the student, the date and time when the student may return to school, and the right to appeal. If the Head of School wishes to ask the parent/guardian to confer regarding matters pertinent to the suspension, the notice may request that the parent/guardian respond to such requests without delay. If the student denies the charges, Mayacamas will provide an explanation of the evidence that supports the charges and an opportunity for the student to present the student's side of the story.

3. Suspension Time Limits/Recommendation for Placement/Expulsion

Suspensions, when not including a recommendation for expulsion, will not exceed five (5) consecutive schooldays per suspension. Suspension will not exceed twenty (20) schooldays in a single school year. Upon a recommendation of Expulsion by the Head of School or designee, the student and the student's guardian or representative will be invited to a conference to determine if the suspension for the student should be extended pending an expulsion hearing. This determination will be made by the Head of School or designee upon either of the following determinations: 1) the student's presence will be disruptive to the education process; or 2) the student poses a threat or danger to others. Upon either determination, the student's suspension will be extended pending the results of an expulsion hearing.

¹⁶⁷ Mayacamas will ensure that a homeless child or youth's educational rights holder; a foster child or youth's educational rights holder, attorney, and county social worker; and an Indian child's tribal social worker and, if applicable, county social worker have the same rights as a parent or guardian to receive a suspension notice, expulsion notice, manifestation determination notice, involuntary transfer notice, involuntary removal notice, and other documents and related information. For purposes of this Policy and its Procedures, the term "parent/guardian" will include these parties.

Upon request of a parent, a student who has been suspended for two or more schooldays will be provided with homework that the student would otherwise have been assigned. If a homework assignment that is turned into the teacher upon the student's return to school or within the timeframe originally prescribed by the teacher, whichever is later, is not graded before the end of the academic term, that assignment will not be included in the calculation of the student's overall grade in the class.

4. Suspension Appeal Process

The parent or guardian of a suspended student or the suspended student himself or herself may appeal the suspension by submitting a written request to the Head of School within five (5) schooldays of the first day of suspension. A certificated staff member other than the Head of School will expeditiously review the case with the parent and/or student in question within five (5) schooldays of receipt of the appeal. The certificated staff member may uphold the suspension, modify the suspension (e.g., reduce suspension duration, if possible), or overturn the suspension and expunge the suspension from the student's record. The certificated staff member's decision will be final. A student will remain suspended during an appeal but may return to school at the end of the scheduled suspension while an appeal is pending. If a student is also recommended for expulsion, any suspension appeal will be considered concurrently with the expulsion process.

Expulsion Procedures

A student may be expelled by a single, neutral Hearing Officer after a hearing and upon the recommendation of the Head of School. The Hearing Officer will be assigned by the Head of School as needed and will be certificated and neither a teacher of the student nor a Board member. The Hearing Officer may recommend expulsion of any student found to have committed an expellable offense.

Students recommended for expulsion are entitled to a hearing to determine whether the student should be expelled. Unless postponed for good cause, the hearing will be held within thirty (30) school days after Mayacamas Head of School or designee determines that the student has committed an expellable offense. The hearing will be held in a confidential setting. Written notice of the hearing will be forwarded to the student and the student's parent/guardian at least ten (10) calendar days before the date of the hearing. Upon mailing the notice, it will be deemed served upon the student. The notice will include:

1. The date and place of the expulsion hearing
2. A statement of the specific facts, charges, and offenses upon which the proposed expulsion is based
3. A copy of Mayacamas's disciplinary rules which relate to the alleged violation
4. Notification of the student's or parent/guardian's obligation to provide information about the student's status at Mayacamas to any other school district or school to which the student seeks enrollment
5. The opportunity for the student or the student's parent/guardian to appear in person or to employ and be represented by counsel or a non-attorney advisor
6. The right to inspect and obtain copies of all documents to be used at the hearing
7. The opportunity to confront and question all witnesses who testify at the hearing
8. The opportunity to question all evidence presented and to present oral and documentary evidence on the student's behalf including witnesses.

If a foster youth, as defined in Education Code section 48853.5, is recommended for expulsion, the notice of hearing must also be provided to the student's attorney and an appropriate representative of the Napa County child welfare agency at least ten (10) days prior to the date of the hearing. The notice may be made using the most cost-effective method possible, which may include, but is not limited to, electronic mail or a telephone call.

If a homeless youth, as defined in 42 USC section 11434a(2), is recommended for expulsion, the notice of hearing must also be provided to Mayacamas's designated homeless liaison at least ten (10) days prior to the date of the hearing. The notice may be made using the most cost-effective method possible, which may include, but is not limited to, electronic mail or a telephone call.

The Hearing Officer will make a final decision whether to expel.

Procedures for expulsion hearings involving sexual assault/battery offenses

Mayacamas may, upon a finding of good cause, determine that the disclosure of either the identity of the witness or the testimony of that witness at the hearing, or both, would subject the witness to an unreasonable risk of psychological or physical harm. Upon this determination, the testimony of the witness may be presented at the hearing in the form of sworn declarations, which will be examined only by Mayacamas or the Hearing Officer. Copies of these sworn declarations, edited to delete the name and identity of the witness, will be made available to the student.

1. The complaining witness in any sexual assault or battery case must be provided with a copy of the applicable disciplinary rules and advised of his/her right to (a) receive five days' notice of his/her scheduled testimony; (b) have up to two (2) adult support persons of his/her choosing present in the hearing at the time he/she testifies, which may include a parent, guardian, or legal counsel; and (c) elect to have the hearing closed while testifying.
2. Mayacamas must also provide the victim a room separate from the hearing room for the complaining witness' use prior to and during breaks in testimony.
3. At the discretion of the Hearing Officer, the complaining witness will be allowed periods of relief from examination and cross-examination during which he or she may leave the hearing room.
4. The Hearing Officer may also arrange the seating within the hearing room to facilitate a less intimidating environment for the complaining witness.
5. The Hearing Officer may also limit time for taking the testimony of the complaining witness to the hours he/she is normally in school, if there is no good cause to take the testimony during other hours.
6. Prior to a complaining witness testifying, the support persons must be admonished that the hearing is confidential. Nothing in the law precludes the Hearing Officer from removing a support person whom the Hearing Officer finds is disrupting the hearing. The Hearing Officer may permit any one of the support persons for the complaining witness to accompany him or her to the witness stand.
7. If one or both of the support persons is also a witness, Mayacamas must present evidence that the witness' presence is both desired by the witness and will be helpful to Mayacamas. The Hearing

Officer will permit the witness to stay unless it is established that there is a substantial risk that the testimony of the complaining witness would be influenced by the support person, in which case the Hearing Officer will admonish the support person or persons not to prompt, sway, or influence the witness in any way. Nothing will preclude the Hearing Officer from exercising his or her discretion to remove a person from the hearing whom he or she believes is prompting, swaying, or influencing the witness.

8. The testimony of the support person will be presented before the testimony of the complaining witness, and the complaining witness will be excluded from the courtroom during that testimony.
9. Especially for charges involving sexual assault or battery, the complaining witness will have the right to have his/her testimony heard in a confidential setting. The alternative procedures may include videotaped depositions or contemporaneous examination in another place communicated to the hearing room by means of closed-circuit television.
10. Evidence of specific instances of a complaining witness' prior sexual conduct is presumed inadmissible and will not be heard absent a determination by the Hearing Officer that extraordinary circumstances exist requiring the evidence be heard. Before such a determination regarding extraordinary circumstance can be made, the witness will be provided notice and an opportunity to present opposition to the introduction of the evidence. In the hearing on the admissibility of the evidence, the complaining witness will be entitled to be represented by a parent, legal counsel, or other support person. Reputation or opinion evidence regarding the sexual behavior of the complaining witness is not admissible for any purpose.

Record of Hearing

A record of the hearing will be made and may be maintained by any means, including electronic recording, if a reasonably accurate and complete written transcription of the proceedings can be made.

Involuntary Student Disenrollment, Dismissal, or Transfer

No student will be involuntarily removed by Mayacamas for any reason unless the parent or guardian of the student has been provided written notice in-person and/or by mail or email of intent to remove the student no less than five (5) schooldays before the effective date of the action. The written notice will be in the native language of the student or the student's parent or guardian or, if the student is a foster child or youth or a homeless child or youth, the student's educational rights holder, and will inform the student, and the student's parent/guardian of the basis for which the student is being involuntarily removed, and the student's parent/guardian's right to request a hearing to challenge the involuntary removal adjudicated by a neutral officer before the effective date of the action. If a hearing is requested, the student will remain enrolled at Mayacamas until Mayacamas issues a final decision. For purposes of this charter, "involuntarily removed" includes disenrolled, dismissed, transferred, or terminated but does not include suspensions for disciplinary reasons.

Presentation of Evidence

While technical rules of evidence do not apply to expulsion hearings, evidence may be admitted and used as proof only if it is the kind of evidence on which reasonable persons can rely in the conduct of serious affairs. A decision to expel must be supported by substantial evidence that the student committed an expellable offense.

Findings of fact will be based solely on the evidence at the hearing. While hearsay evidence is admissible, no decision to expel will be based solely on hearsay, except as provided herein. Declarations may be admitted as testimony from witnesses of whom the Hearing Officer determines that disclosure of their identity or testimony at the hearing may subject them to an unreasonable risk of physical or psychological harm. Copies of these declarations, edited to delete the name and identity of the witness, will be made available to the student.

The final decision of the Hearing Officer will be in the form of written findings of fact and will be made within ten (10) schooldays following the conclusion of the hearing.

If the Hearing Officer decides not to recommend expulsion, the student will immediately be returned to his/her educational program.

Written Notice

Following a decision of the Hearing Officer to expel, the Head of School or designee will send written notice of the decision to expel, including the findings of fact, to the student or parent/guardian. This notice will also include the following:

- Notice of the specific offense committed by the student
- Notice of the student's or parent/guardian's obligation to inform any new district in which the student seeks to enroll of the student's status with Mayacamas.

Mayacamas Head of School or designee will send a copy of the written notice of the decision to expel to NCOE. This notice will include the following:

- The student's name
- The specific expellable offense committed by the student.

Additionally, in accordance with Education Code Section 47605.6(e)(3), upon expulsion of any student, Mayacamas will notify the superintendent of the school district of the student's last known address within 30 days and will, upon request, provide that school district with a copy of the cumulative record of the student, including a transcript of grades or report card and health information.

Expulsion Appeals

A decision to expel may be appealed within five (5) calendar days of the date of the Hearing Officer's written decision to expel. The parent must submit the appeal request in writing to the Head of School. A meeting of Mayacamas's Expulsion Appeal Panel will be convened within thirty (30) school days of receipt of the written appeal request. The student's parent will be provided notice of the meeting and must either

attend to present his/her appeal verbally or submit written documentation supporting the appeal. Language support will be provided upon request. The Expulsion Appeal Panel will have three (3) members appointed by the Board's presiding officer (i.e., the Chairperson or Board President) at least annually. At least one (1) Panel member will be certificated but not a teacher of the student, while the other two (2) members may be school employees, Board members, or other neutral individuals. The scope of review of the Panel will be limited to whether substantial evidence presented at the expulsion hearing supports the Hearing Officer's determination. The appeal is not a new or second evidentiary hearing. The decision of the Expulsion Appeal Panel will be final. Parents will be notified of the Expulsion Appeal Panel's decision, in writing, within two (2) schooldays of the meeting. In the event the Expulsion Appeal Panel reverses the expulsion, the student will be immediately reinstated and returned to his/her educational program.

If an expulsion appeal is not requested within ten (10) calendar days, the Hearing Officer's decision will be final.

Disciplinary Records

Mayacamas will maintain the confidentiality of student records of all student suspensions and expulsions. Such records will be made available to NCOE upon request.

Expelled Students/Alternative Education

In the event of a decision to expel a student from Mayacamas, the Head of School will work cooperatively with the district of residence, NCOE, and/or other schools to assist with the appropriate educational placement of the student who has been expelled.

Rehabilitation Plans

Students who are expelled from Mayacamas will be given a rehabilitation plan upon expulsion as developed by Hearing Officer at the time of the expulsion order, which may include, but is not limited to, periodic review as well as assessment at the time of review for readmission. The rehabilitation plan should include a date not later than one year from the date of expulsion when the student may reapply to Mayacamas for readmission. Expulsions will not exceed one year in length.

Readmission

The decision to readmit a student or to admit a previously expelled student from another school district, private school, or charter school will be in the sole discretion of the Head of School following a meeting with the student and the student's parent to determine whether the student has successfully completed the rehabilitation plan, if any, and to determine whether the student poses a threat to others or will be disruptive to the school environment. The student's readmission is also contingent upon Mayacamas's capacity at the time the student seeks readmission.

Suspension and Expulsion of Students with Disabilities

Notification of SELPA

Mayacamas will immediately notify the SELPA and coordinate the procedures in this Discipline Policy with the SELPA for the discipline of any student with a disability or student who Mayacamas would be deemed to have knowledge that the student had a disability.

Services During Suspension

Students suspended for more than ten (10) school days in a school year will continue to receive services so as to enable the student to continue to participate in the general education curriculum, although in another setting, and to progress toward meeting the goals set out in the child's IEP/504 Plan; and receive, as appropriate, a functional behavioral assessment or functional analysis, and behavioral intervention services and modifications, that are designed to address the behavior violation so that it does not recur. These services may be provided in an interim alternative educational setting.

Procedural Safeguards/Manifestation Determination

Within ten (10) school days of a recommendation for expulsion or any decision to change the placement of a child with a disability because of a violation of the Mayacamas discipline policies, Mayacamas, the parent, and relevant members of the IEP/504 Team will 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; or
2. If the conduct in question was the direct result of the local educational agency's failure to implement the IEP/504 Plan.

If the student is a foster youth, as defined in Education Code Section 48853.5, and Mayacamas has proposed a change of placement due to an act for which a decision to recommend expulsion is at the discretion of the Head of School, the student's attorney and an appropriate representative of the Napa County child welfare agency will be invited to participate in IEP or Section 504 team meeting that makes a manifestation determination. The invitation may be made using the most cost-effective method possible, which may include, but is not limited to, electronic mail or a telephone call.

If the student is a homeless youth, as defined in 42 USC Section 11434a(2), and Mayacamas has proposed a change of placement due to an act for which a decision to recommend expulsion is at the discretion of the Head of School, the designated homeless liaison for Mayacamas will be invited to participate in the IEP or Section 504 team meeting that makes a manifestation determination. The invitation may be made using the most cost-effective method possible, which may include, but is not limited to, electronic mail or a telephone call.

If Mayacamas, the parent, and relevant members of the IEP/504 Team determine that either of the above is applicable for the child, the conduct will be determined to be a manifestation of the child's disability. If Mayacamas, the parent, and relevant members of the IEP/504 Team make the determination that the conduct was a manifestation of the child's disability, the IEP/504 Team will:

Conduct a functional behavioral assessment or a functional analysis assessment, and implement a behavioral intervention plan for such child, provided that Mayacamas had not conducted such assessment prior to such determination before the behavior that resulted in a change in placement;

If a behavioral intervention plan has been developed, review the behavioral intervention plan if the child already has such a behavioral intervention plan, and modify it, as necessary, to address the behavior; and

Return the child to the placement from which the child was removed, unless the parent and Mayacamas agree to a change of placement as part of the modification of the behavioral intervention plan.

If Mayacamas, the parent, and relevant members of the IEP/504 team determine 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 Mayacamas may apply the relevant disciplinary procedures to students with disabilities in the same manner and for the same duration as the procedures would be applied to students without disabilities.

Due Process Appeals

The parent of a child with a disability who disagrees with any decision regarding placement or the manifestation determination may request an expedited administrative hearing through the Special Education Unit of the Office of Administrative Hearings. Mayacamas may also request an expedited administrative hearing if the school believes that maintaining the current placement of the child is substantially likely to result in injury to the child or to others. When an appeal relating to the placement of the student or the manifestation determination has been requested by either the parent or Mayacamas, the IEP/504 Team will decide on the student's placement in an interim alternative educational setting, pending the decision of the hearing officer or until the expiration of forty-five (45) days, whichever occurs first, unless the parent and Mayacamas agree otherwise.

Special Circumstances

Mayacamas personnel may consider any unique circumstances on a case-by-case basis when determining whether to order a change in placement for a child with a disability who violates Mayacamas's discipline policies.

The Head of School may remove a student to an interim alternative educational setting for not more than forty-five (45) days without regard to whether the behavior is determined to be a manifestation of the student's disability in cases where a student:

1. Carries or possesses a weapon, as defined in 18 USC 930, to or at school, on school premises, or to or at a school function;
2. Knowingly possesses or uses illegal drugs, or sells or solicits the sale of a controlled substance, while at school, on school premises, or at a school function; or
3. Has inflicted serious bodily injury, as defined by 20 USC 1415(k)(7)(D), upon a person while at school, on school premises, or at a school function.

Interim Alternative Educational Setting

The student's interim alternative educational setting will 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 as an individual with disabilities pursuant to IDEIA and who has violated the Mayacamas disciplinary policies may assert the procedural safeguards granted under this Discipline Policy only if Mayacamas had knowledge that the student was disabled before the behavior occurred.

The school will be deemed to have knowledge that the student had a disability if one of the following conditions exists:

1. The parent/guardian has expressed concern in writing, or orally if the parent/guardian does not know how to write or has a disability that prevents a written statement, to Mayacamas supervisory or administrative personnel, or to one of the child's teachers, that the student is in need of special education or related services.
2. The parent has requested an evaluation of the child.
3. The child's teacher, or school personnel, has expressed specific concerns about a pattern of behavior demonstrated by the child directly to the special education case manager or to other school supervisory personnel.

If Mayacamas knew or should have known the student had a disability under any of the three (3) circumstances described above, the student may assert any of the protections available to IDEA-eligible children with disabilities, including the right to stay-put.

If Mayacamas had no basis for knowledge of the student's disability, it will proceed with the proposed discipline. The school will conduct an expedited evaluation if requested by the parents; however, the student will remain in the education placement determined by Mayacamas pending the results of the evaluation.

Mayacamas will not be deemed to have knowledge that the student had a disability if the parent has not allowed an evaluation, refused services, or if the student has been evaluated and determined to not be eligible.

ELEMENT XI. RETIREMENT SYSTEMS

“The manner in which staff members of the charter school will be covered by the State Teachers’ Retirement System, the Public Employees’ Retirement System, or federal social security.” (Ed. Code § 47605.6(b)(5)(K).)

All Mayacamas full-time employees (certificated and classified) may elect to participate in a qualified 403b retirement contribution plan, with a matching contribution from Mayacamas (up to 3%). Social Security payments will be contributed for all qualifying employees. The NFOE Board of Directors will retain the option to consider any other public or private retirement plans and to coordinate such participation with existing programs, as it deems appropriate. All full-time eligible employees will be covered by the Federal Social Security program.

The Operations Manager, in collaboration with our back-office services provider, will be responsible for ensuring that appropriate arrangements for the retirement coverage have been made, including the completion of a 403b plan.

ELEMENT XII. DISPUTE RESOLUTION

“The procedures to be followed by the charter school and county board of education to resolve disputes relating to provisions of the charter.” (Ed. Code § 47605.6(b)(5)(N).)

Disputes Between Mayacamas and NCOE

Mayacamas recognizes that it cannot bind NCOE to a dispute resolution procedure to which NCOE does not agree. The following policy is intended as a starting point for a discussion of dispute resolution procedures for disputes between NCOE and Mayacamas (i.e., disputes not involving third parties). Mayacamas is willing to consider changes to the process outlined below as suggested by NCOE and will agree to include the finalized process in the MOU.

Mayacamas and NCOE will be encouraged to attempt to resolve any disputes amicably and reasonably without resorting to formal procedures.

In the event of a dispute between Mayacamas and NCOE, Mayacamas staff, employees, and Board members of Mayacamas and NCOE agree to first frame the issue in written format (“dispute statement”) and to refer the issue to NCOE Superintendent and Mayacamas Head of School, or their respective designees. If NCOE believes that the dispute relates to an issue that could lead to revocation of the charter in accordance with Education Code Section 47607, Mayacamas requests that this will be noted in the written dispute statement, although it recognizes it cannot legally bind NCOE to do so. However, participation in the dispute resolution procedures outlined in this section will not be interpreted to impede or act as a prerequisite to the ability to proceed with revocation in accordance with Education Code Section 47607 and its implementing regulations.

The Superintendent and Head of School, or their respective designees, will informally meet and confer in a timely fashion to attempt to resolve the dispute, not later than five (5) business days from receipt of the dispute statement. If this informal meeting fails to resolve the dispute, both parties will identify two Board members from their respective boards who will jointly meet with the Superintendent and Head of School, or their respective designees, and attempt to resolve the dispute within fifteen (15) business days from receipt of the dispute statement.

If this joint meeting fails to resolve the dispute, the Superintendent and Head of School, or their respective designees, will meet to jointly identify a neutral third-party mediator to engage the parties in a mediation session designed to facilitate resolution of the dispute. The format of the mediation session will be developed jointly by the Superintendent and Head of School, or their respective designees. Mediation will be held within sixty (60) business days of receipt of the dispute statement. The costs of the mediator will be split equally between NCOE and Mayacamas. If mediation resolves the dispute, then there is no need for any appeal rights. If mediation does not resolve the dispute either party may pursue any other remedy available under the law including their rights to any appeals available under the law. All timelines and procedures in this section may be revised upon mutual written agreement of NCOE and Mayacamas.

Internal Disputes

Mayacamas will have an internal dispute resolution process to be used for all internal disputes related to Mayacamas's operations, including disputes among and between students, staff, parents, volunteers, advisors, partner organizations, and governing board members of Mayacamas. Such process may apply to Mayacamas's disputes with "third parties" (i.e., parties who are not NCOE). Mayacamas will also maintain a Uniform Complaint Policy and Procedures as required by state law. Parents, students, Board members, volunteers, and staff at Mayacamas will be provided with a copy of Mayacamas's policies and internal dispute resolution process. NCOE will promptly refer all disputes not related to a possible violation of the charter or law to the Mayacamas Board or Head of School for resolution pursuant to Mayacamas's policies, and NCOE will not intervene in any such internal disputes without the agreement of the Mayacamas Board. A copy of all application forms, enrollment packets, waitlists, and lottery results will be kept on file in the Mayacamas main office and will be readily available for inspection by County representatives.

ELEMENT XIII. ADMISSIONS POLICY AND PROCEDURES

“Admission policies and procedures, consistent with subdivision (e).” (Ed. Code § 47605.6(b)(5)(M).)

I. NON-DISCRIMINATION

Mayacamas will not require a parent/legal guardian/student to provide information regarding a student’s actual or perceived disability, gender, gender identity, gender expression, nationality, legal or economic status, primary language or English learner status, race or ethnicity, religion, sexual orientation, immigration status, or any other characteristic that is contained in the definition of hate crimes set forth in section 422.55 of the Penal Code, including immigration status, association with an individual who has one or more of such actual or perceived characteristics, or any other information that would violate federal or state law, prior to admission, participation in any admissions or attendance lottery, or pre-enrollment event or process, or as a condition of admission or enrollment. Mayacamas may request, at the time of, and as part of, conducting its lottery process, the provision of information necessary to apply specific admissions preferences set forth in this charter.

In accordance with Education Code Sections 49011 and 47605.6(e)(2)(B)(iv), admission preferences will not require mandatory parental volunteer hours as a criterion for admission or continued enrollment.

In accordance with Education Code Section 47605.6(e)(4)(A), Mayacamas will not discourage a student from enrolling or seeking to enroll in Mayacamas for any reason, including, but not limited to, academic performance of the student or because the student exhibits any of the characteristics described in Education Code Section 47605.6(e)(2)(B)(iii), including students with disabilities, academically low-achieving students, English learners, neglected or delinquent students, homeless students, or students who are economically disadvantaged, as determined by eligibility for any free or reduced-price meal program, foster youth, or students based on nationality, race, ethnicity, or sexual orientation. Similarly, in accordance with Section 47605.6(e)(4)(C), Mayacamas will not encourage a student currently attending Mayacamas to disenroll from Mayacamas or transfer to another school for any reason, including, but not limited to the academic performance of the student or because the student exhibits any of the characteristics described in Education Code Section 47605.6(e)(2)(B)(iii), as listed above.

Pursuant to Education Code Section 47605.6(e)(4)(D), Mayacamas will post a notice developed by the CDE on Mayacamas website, outlining the requirements of Section 47605.6(e)(4), and make this notice available to parents.

II. ADMISSION REQUIREMENTS

Mayacamas will be an open enrollment, tuition-free public school. Mayacamas will admit all students who wish to attend Mayacamas as outlined in Education Code section 47605.6(e)(2)(A), up to enrollment capacity. Enrollment to Mayacamas will be open to any resident of Napa or adjacent counties, but there are

no specific admission requirements for Mayacamas (e.g., minimum grade point average, test scores, discipline records, etc.). The Application Form will request:

- the student’s first and last name, birthdate, grade level entering
- parent/guardian’s first and last name, address, phone number, alternate phone number, email address, and preferred method of contact (phone, text or email)
- for purposes of enrollment preferences (as detailed below):
 - whether the student is a resident of Napa County
 - The zip code within which the student resides
 - whether the student has a sibling who attends or is applying to Mayacamas, and if so, his/her grade name and grade level
 - whether the student is the child of an Mayacamas teacher or staff member
 - whether the student is a foster or homeless youth¹⁶⁸
 - whether the student resides within the attendance boundaries of Shearer Elementary School¹⁶⁹

No other information about the student will be requested prior to the lottery.

Parents and students admitted to Mayacamas will be requested to attend an orientation session to review school policies and procedures and learn about the opportunities provided by Mayacamas, but their attendance or lack of attendance does not impact their student’s admission. The Head of School will work to ensure that all families understand these expectations and that they are aware of the different ways they can be involved in Mayacamas.

Mayacamas will comply with Education Code section 47605.6(e)(4)(D) by posting the appropriate notice on Mayacamas’s website and providing a copy to a parent, guardian, or student as required.

III. LOTTERY PREFERENCES AND PROCEDURES

Application forms will be accepted during a publicly advertised open enrollment period, which will typically be from November to late February. An explanation of the timeline, rules, and procedures to be followed during the open enrollment and lottery processes will be available on our website in English and Spanish (and additional languages if needed) and in Mayacamas’s main office. The process also will be verbally explained to any families who call or hand-deliver a paper application form in-person. Parents can also apply online.

Following the open enrollment period each year, and after accounting for existing students who are guaranteed enrollment in the following school year,¹⁷⁰ applications will be counted to determine whether Mayacamas has received more applications than it has availability. If the number of students applying for

¹⁶⁸ A detailed definition of “homeless” will be provided in accordance with the McKinney-Vento Homeless Assistance Act, see, e.g.,: <https://www2.ed.gov/programs/homeless/guidance.pdf>, Question A-3.

¹⁶⁹ Our first location at St. John the Baptist church facility qualifies for funding under Mayacamas Facility Grant Program SB 740, giving preference to residents of the attendance zone for the NVSD elementary school (Shearer Elementary) in which the Mayacamas facility is located.

¹⁷⁰ For the 2024-25 school year (or otherwise, the first school year in which Mayacamas operates), students admitted to the charter school approved by the State Board of Education in September 2022, named Mayacamas Charter Middle School, will be received a one-time preference for admission for initial year only.

enrollment exceeds Mayacamas's capacity, admission will be determined by random public drawing (lottery).

Public notice of the lottery will be posted in Mayacamas's main office, on the Mayacamas website, and on distributed informational flyers/emails to applicant families. The notice will include the date, time, and location of the lottery (typically early March) and will encourage families to attend. The lottery will be held on a weekday evening to maximize attendance at an easily accessible public location that can accommodate all interested families, such as the Mayacamas school site. Parent attendance at the lottery is not required to secure enrollment for a student.

The lottery will be conducted by a non-interested member of the staff (i.e., one with no family member participating in the lottery) who draws the student names and verifies lottery procedures are fairly executed.

The Board of Directors will make all necessary efforts to ensure lottery procedures are fairly executed. Lottery spaces will be pulled in order of grade level by the designated lottery official. Separate lotteries will be conducted for each grade in which there are fewer vacancies than students interested in attending. All lotteries will take place on the same day in a single location. Lotteries will be conducted in ascending order beginning with the lowest applicable grade level. There is no weighted priority assigned to the preference categories; rather, within each grade level, students will be drawn from pools beginning with all applicants who qualify for the first preference category and will continue with that preference category until all vacancies within that grade level have been filled. If there are more students in a preference category than there are spaces available, a random drawing will be held from within that preference category until all available spaces are filled. If all students from the preference category have been selected and there are remaining spaces available in that grade level, students from the second preference category will be drawn in the lottery, and the drawing will continue until all spaces are filled and preference categories are exhausted in the order provided above. Those individuals whose names are drawn after all spaces have been filled will be placed on the waitlist in the order drawn.

Application forms, the record of all lottery participants and their assigned lottery numbers, and other lottery-related documents will be retained on campus, and lottery results and waitlists (determined in the order names are drawn in the lottery) will be readily available in the school's main office for inspection upon request. Each applicant's application form is kept on file for the academic year with his or her assigned lottery number in the school database and on his or her lottery application.

IV. ADMISSION PREFERENCES

After the first year, students who are already enrolled will be exempt from the lottery and automatically retain their enrollment for the next year. Admission preferences in the case of a public random drawing will be given to the following students in the following order:

1. Siblings of admitted or enrolled students
2. Children of teachers, staff, and founding parents of Mayacamas (up to 10% of enrollment)
3. Foster youth and/or homeless youth residing in Napa County
4. Students who are currently enrolled in or reside in the attendance area of Shearer Elementary School

5. Students based on zip code cluster allotment: Clusters A and B shall each receive 50% of the remaining seats.

(Clusters A and B encompass all students residing in Napa County, so therefore all students in residing in Napa County receive a preference as required by 47605.6(e)(2)(B).

No other exemptions or preferences will be given. Our reasoning for including these preferences is as follows:

- The exemptions for existing students and preference for residents of Napa County are required by law.
- The preference for siblings of admitted students is meant to help families ensure their eligible children attend the same school and help to build community at Mayacamas.
- The preference for children of teachers and staff is meant to honor our hardworking teachers and staff who contribute to the successful planning and implementation of Mayacamas.
- We are offering a preference for foster and/or homeless youth to ensure these high-need students can enroll at Mayacamas if they so desire.
- The preference for students based on their zip code is designed to give up-valley residents who may have very limited choices for middle school a greater opportunity to enroll and to reflect the diversity of Napa County. Zip code Cluster A will include all zip codes south of, but not including, 94574. Cluster B will include the 94574 zip code and all Napa County zip codes to the north. Preference in admission will be as follows: Residents of Cluster A will receive a preference for 50% of available seats, and residents of Cluster B will receive preference for 50% of available seats.

Students commuting more than 10 miles to the school may also be offered a monthly bus pass or transportation support as permitted by applicable law and available funding.

The preference for students who live in the attendance boundaries of the designated local elementary school (currently Shearer Elementary), is required by law to ensure Mayacamas is eligible for SB 740 facilities funds. The preference for founding parents applies only to those identified in this charter petition.

The above preferences do not limit access for students with disabilities, academically low-achieving students, English Learners, neglected or delinquent students, foster youth or homeless students, or students who are economically disadvantaged as determined by eligibility for any free or reduced-price meal program, or students based on nationality, race, ethnicity, or sexual orientation.

V. ENROLLMENT PROCESS

Within two weeks of the lottery, families will be notified in writing of their enrollment status (offered enrollment or placement on the waitlist). Each student offered a space in the following year will be required to complete an enrollment packet within two weeks to secure their child's spot at Mayacamas. Mayacamas will hold a pre-enrollment informational session after the lottery and before the registration date to supply additional information and to assist families in filling out forms.

The enrollment packet is comprised of at least the following:

- Student Enrollment Form (including a variety of mandated information about the student)
- Proof of Immunizations
- Home Language Survey
- Emergency Medical Information Form
- Release of records¹⁷¹

The waitlist will include contact information of the families not admitted through the lottery. If a position becomes available, Mayacamas will contact the family of the student on the top of the waitlist by phone and in writing by email to offer their child admission to Mayacamas. If a family is notified prior July 15th, the family will have five (5) calendar days from sending the written notice to confirm enrollment and return a completed enrollment packet. If a student is notified after July 15th, they will have 48 hours from sending the written notice to confirm enrollment and return a completed enrollment packet. Should the family decline the position, the next family on the waitlist will be contacted until the open position is filled. The waitlist for the current school year remains active until the end of the school year and does not “roll over”; applicants must reapply for the lottery annually if Mayacamas is unable to offer admission for the current year.

¹⁷¹ In accordance with Education Code Section 47605.6(e)(4)(B), Mayacamas will not request a student’s records or require a parent, guardian, or student to submit the student’s records to Mayacamas before enrollment.

ELEMENT XIV. PUBLIC SCHOOL ATTENDANCE ALTERNATIVES

“The public school attendance alternatives for pupils residing within the county who choose not to attend the charter school.” (Ed. Code § 47605.6(b)(5)(N).)

Mayacamas will be a school of choice; no student will be required to attend Mayacamas. Students who choose not to attend Mayacamas may choose to attend other public schools in their attendance area or pursue intra- or inter-district transfers in accordance with existing enrollment and transfer policies of the district in which they reside or wish to attend.

ELEMENT XV. EMPLOYEE RETURN RIGHTS

“The rights of an employee of the county office of education upon leaving the employment of the county office of education to be employed by the charter school, and any rights of return to the county office of education that an employee may have upon leaving the employment of the charter school.” (Ed. Code § 47605.6(b)(5)(O).)

All employees of Mayacamas will be considered the exclusive employees of Mayacamas and not of NCOE.

No public school district employee will be required to work at Mayacamas. Employees of NCOE who choose to leave the employment of NCOE to work at Mayacamas will have no automatic rights of return to NCOE after employment by Mayacamas unless specifically granted by NCOE through a leave of absence or other agreement. Mayacamas employees will have any right upon leaving NCOE to work in Mayacamas that NCOE may specify, any rights of return to employment in a school operated by NCOE after employment in Mayacamas that NCOE may specify, and any other rights upon leaving employment to work in Mayacamas that NCOE determines to be reasonable and not in conflict with any law.

Sick or vacation leave or years of service credit at NCOE or any other school district will not be transferred to Mayacamas. Employment by Mayacamas provides no rights of employment at any other entity, including any rights in the case of closure of Mayacamas.

ELEMENT XVI. CLOSURE PROCEDURES

“The procedures to be used if the charter school closes. The procedures will 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. If the charter school leases or rents its facility from a related party or subsidiary, as identified in its audited financial statements according to generally accepted accounting principles in the United States, or owns its facility, the charter school shall include a statement describing its plans for the use of the facility in its final audit.” (Ed. Code § 47605.6(b)(5)(P).)

The following procedures will constitute the “Closure Protocol” and will apply in the event Mayacamas ceases to be a charter school or otherwise closes for any reason.

Any decision to close Mayacamas as a charter school operating pursuant to this Charter will be documented by official action of the Mayacamas Board (“Closure Action”) and will identify the person or entity responsible for all closure-related activities and actions. For example, the Board may designate the Mayacamas Head of School as the school’s closure agent. The action will identify the reason for closure (e.g., decision not to renew as a charter school). The Closure Action will be deemed to have been automatically made if any of the following occur: the Charter is revoked or non-renewed and Mayacamas has exhausted all appeal procedures to the school governing body votes to close Mayacamas, or the Charter lapses. In the event of a Closure Action, the following steps will be implemented, in accord with the requirements set forth in Education Code section 47605.6(b)(5)(P) and the California Code of Regulations sections 11962 and 11962.1.

Mayacamas governing body will notify the authorizer of the determination of the Closure Action and of the effective date of the closure as a charter school within 72 hours of the Closure Action.

Mayacamas will provide written notification to the home districts of the list of returning students within 72 hours of the determination of the Closure Action.

Mayacamas will promptly notify parents and students of Mayacamas, the home districts, the Napa County Office of Education, the school’s SELPA, the retirement systems in which Mayacamas’s employees will participate (e.g., State Teachers’ Retirement System, and federal social security), and the California Department of Education of the closure as well as the effective date of the closure. This notice will also include the name(s) of and contact information for the person(s) to whom reasonable inquiries may be made regarding the closure; the students’ school districts of residence; and how parents/guardians may obtain copies of student records, including specific information on completed courses and credits that meet graduation requirements.

Mayacamas will ensure that the notification to the parents and students of Mayacamas 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 Mayacamas.

Mayacamas will also develop a list of students in each grade level and the classes they have completed, together with information on the students' districts of residence, which they will provide to the entity responsible for closure-related activities.

As applicable, Mayacamas will provide parents, students, and the receiving districts copies of all appropriate student records and will otherwise assist students in transferring to other schools. All transfers of student records will be made in compliance with the Family Educational Rights and Privacy Act ("FERPA"), 20 USC §1232g. Mayacamas will ask NCOE to store as necessary original records of Mayacamas students. All student records will be transferred to NCOE upon school closure. If NCOE will not or cannot store the records, Mayacamas will work with County to determine a suitable alternative location for storage.

As soon as is reasonably practical, Mayacamas will prepare final financial records. Mayacamas will also have an independent audit (which may also serve as the annual audit) completed by an independent auditor as soon as is reasonably practical, but in no case later than six months after closure. The audit must include at least the following (i) All information required of in an annual audit; (ii) An accounting of all assets, including cash and accounts receivable and an inventory of property, equipment and supplies; (iii) 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; (iv) An assessment of the disposition of any restricted funds received by or due to Mayacamas; and (v) A delineation of the disposition of all assets and liabilities. Any liability or debt incurred by Mayacamas will be the responsibility of Mayacamas and not NCOE. Mayacamas understands and acknowledges that Mayacamas will cover the outstanding debts or liabilities of Mayacamas. Any unused special education funds will be returned to NCOE or the SELPA, as appropriate, and other categorical funds will be returned to the source of funds as required by applicable law. To the extent Mayacamas leases or rents its facility from a related party or subsidiary, as identified in its audited financial statements according to generally accepted accounting principles in the United States, or owns its facility, Mayacamas will include a statement describing its plans for the use of the facility in its final audit.

On closure of Mayacamas, all assets of Mayacamas, including but not limited to all leaseholds, personal property, intellectual property and all ADA apportionments and other revenues generated by students attending Mayacamas, remain the sole property of the nonprofit public benefit corporation. Upon the dissolution of the Mayacamas nonprofit public benefit corporation, all net assets will be distributed in accordance with the Articles of Incorporation. Any assets acquired from NCOE or County property will be promptly returned upon Charter School closure to NCOE. The distribution will 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, Mayacamas will remain solely responsible for all liabilities arising from the operation of Mayacamas.

As Mayacamas is operated as a non-profit public benefit corporation, should the corporation dissolve with the closure of Mayacamas, 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.

For a minimum of six calendar months from the date of the Closure Action or effective date of the closure, whichever comes first, sufficient staff as may be allowed by the budget and remaining assets will maintain employment to take care of all necessary tasks and procedures required for smooth closing of Mayacamas and student transfers.

In addition to the final audit, Mayacamas will also submit any required year-end financial reports to the California Department of Education and the Napa County Superintendent of Schools, in the form and timeframe required, including, but not limited to, those required by Education Code §47604.33.

Mayacamas will use budget reserves normally maintained for contingencies and emergencies to fund closure proceedings.

MISCELLANEOUS CHARTER PROVISIONS

I. FACILITIES

“[T]he facilities to be used by the charter school ...” Ed. Code § 47605.6(h).

For its first campus in Napa, Napa Foundation has entered into a lease with the Diocese of St John the Baptist for the use of the St. John the Baptist Catholic School facility located at 983 Napa Street, Napa, CA 94559 beginning in July 2023. Because the facility was operated as a school for more than one hundred years, it is the perfect site for Mayacamas. The facility has 11 traditional classrooms, a library, extended care space, an art lab, a conference/Board room, an outdoor meeting area, a staff area, several small conference or meeting areas, storage areas throughout the facility, a gym/multipurpose room, a room for music, a commercial kitchen, and an outdoor play area, plus a Head of School’s office and adjoining administrative office space. With the supplemental space (art lab, music room, gym, etc.) we are confident the facility will accommodate our full enrollment of 324 students in Y4. If for some reason Mayacamas requires additional facilities, we will identify and secure sufficient space for our needs.

II. ADMINISTRATIVE SERVICES

“[T]he manner in which administrative services of the charter school are to be provided.” Ed. Code § 47605.6(h).

Mayacamas will procure its own administrative services through an appropriately qualified third-party contractor. Mayacamas plans to contract with qualified experienced charter schools back-office provider (currently ExEd, an acclaimed non-profit charter school back-office provider that currently works with more than 100 charter schools in California). Mayacamas will ensure that its back-office organization has capacity to provide the following services:

- Budgeting
- Financial reporting and forecasting
- Accounting and bookkeeping services
- Cash management
- Payroll processing and retirement reporting
- Compliance and data management services

Mayacamas affirms that the back-office provider will provide timely submissions of those reports and items specified on the “calendar of due dates” in the MOU, as well as request for information items.

Mayacamas will ensure that all contractors perform in accordance with the terms, conditions, and specifications of their contracts or purchase orders. Mayacamas will approve only responsible contractors possessing the ability to perform successfully under the terms and conditions of a proposed procurement, and in compliance with conflict of interest laws referenced herein. Consideration will be given to matters such as contractor integrity, compliance with public policy, record of past performance, and financial and technical resources.

III. CIVIL LIABILITY IMPACT

“[P]otential civil liability effects, if any, upon the charter school, any school district where the charter school may locate, and upon the county board of education.” Ed. Code § 47605.6(h).

Mayacamas will be operated as a California non-profit 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 a charter school operated by or as a non-profit public benefit corporation will not be liable for the debts or obligations of Mayacamas or for claims arising from the performance of acts, errors, or omissions by Mayacamas if the authority has complied with all oversight responsibilities required by law. Mayacamas will work diligently to assist NCOE in meeting any and all oversight obligations under the law, including monthly meetings, reporting, or other County -requested protocol to ensure NCOE and the school districts where Mayacamas operates will not be liable for the operation of Mayacamas. Mayacamas’ operation will cause no liability upon any school district where it may operate.

Further, Mayacamas will have a memorandum of understanding with NCOE, wherein Mayacamas will indemnify NCOE for the actions of Mayacamas under this charter.

The corporate bylaws of Mayacamas will provide for indemnification of the Mayacamas Board, officers, agents, and employees, and Mayacamas will purchase general liability insurance, Board Directors and Officers insurance, and fidelity bonding to secure against financial risks.

As stated below, insurance amounts will be determined by recommendation of NCOE and Mayacamas’ insurance company for schools of similar size, location, and student population. NCOE will be named an additional insured on the general liability insurance of Mayacamas.

The Mayacamas Board will institute appropriate risk management practices as discussed herein, including screening of employees, establishing codes of conduct for students, and dispute resolution.

IV. FINANCIAL PLANNING, REPORTING AND ACCOUNTABILITY

“The petitioner or petitioners will also be required to provide financial statements that include a proposed first-year operational budget, including startup costs, and cashflow and financial projections for the first three years of operation.” Ed. Code § 47605.6(h).

Attached, as Appendix G, please find the following documents:

- A five-year projected budget with three-year monthly cash flow projections
- A budget narrative

These documents are based upon the best data available to Mayacamas at this time.

Mayacamas will provide reports to NCOE Superintendent of Schools as follows in accordance with Education Code section 47604.33, and will provide additional fiscal reports as requested by NCOE:

- By July 1, a preliminary budget for the current fiscal year. For a charter school in its first year of operation, financial statements submitted with the charter petition pursuant to Education Code section 47605.6(g) will satisfy this requirement.
- By July 1, a local control and accountability plan and an annual update to the local control and accountability plan required pursuant to Education Code section 47606.5.
- By December 15, an interim financial report for the current fiscal year reflecting changes through October 31. Additionally, on December 15, a copy of Mayacamas's annual, independent financial audit report for the preceding fiscal year will be delivered to NCOE Superintendent of Schools, State Controller, and California Department of Education.
- By March 15, a second interim financial report for the current fiscal year reflecting changes through January 31.
- By September 15, a final unaudited report for the full prior year. The report submitted to NCOE will include an annual statement of all Mayacamas's receipts and expenditures for the preceding fiscal year.

Mayacamas will provide reporting to NCOE as required by law and as requested by NCOE 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 47605.6(m), the SARC, and the LCAP. Mayacamas will annually develop an LCFF budget overview for parents in accordance with Education Code section 52064.1.

Mayacamas agrees to and submits to the right of NCOE to make random visits and inspections to carry out its statutorily required oversight in accordance with Education Code sections 47604.32 and 47607.

Pursuant to Education Code section 47604.3, Mayacamas will promptly respond to all reasonable inquiries including, but not limited to, inquiries regarding its financial records from NCOE.

V. INSURANCE

Mayacamas will acquire and finance general liability, workers compensation, and other necessary insurance of the types and in the amounts required for an enterprise of similar purpose and circumstance. Coverage amounts will be based on recommendations provided by NCOE and Mayacamas' insurer. NCOE will be named as an additional insured on all policies of Mayacamas.

VI. TRANSPORTATION

Mayacamas will not provide transportation to and from school, except as required by law. However, students residing in Napa County and living more than 10 miles from the school may be offered a monthly bus pass or transportation support as permitted by applicable law and available funding.