Dear Superintendent and Board of Education Members,

It has been my greatest honor and privilege to work alongside the students and families of the East Montclair community, as well as the dedicated and hardworking staff that have supported and driven the work at Ashley Elementary. Having served as the principal at Ashley over the past six years, we have seen great success and experienced great challenge. Through these highs and lows our team has demonstrated a high ability to reflect, learn and grow. As a result, Ashley is now less than 3% to being a green school on the SPF and are officially off the CDE accountability clock, and no longer a turnaround school. This is incredible news for our school community and cultivated significant and excitement.

While we have much to do in order to close equity gaps and ensure all students receive a great education, we also have much to celebrate:

- High growth for the second consecutive year;
- Green overall on the equity indicator; the highest compared to neighboring schools;
- Top 10 early literacy data across DPS schools using iStation, the top title one school;
- Development and participation in DPS’ first innovation zone, the Luminary Learning Network.

These celebrations, and many others that are not listed, are due to the direct work of the teachers at Ashley Elementary. Innovation Status has cultivated the environment needed for our team to do this work. From increased financial resources, to flexibilities around curriculum & instruction, to waivers, our innovation status has allowed us to be more nimble and decentralized, supporting our students, families and teachers.

The following pages outline our innovation plan, which serves as the platform from which we make decisions about who we are as a school and where we aspire to be for kids. While not exhaustive, we hope that you are able to gain insight not only into our vision and mission, but, how we intend to do this challenging work.

In deep appreciation,

Zachary Rahn
Principal
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Mission Statement
Ashley Elementary School provides all students with a rigorous literacy, mathematics and science curriculum while nurturing the confidence and character needed to achieve their goals and succeed in the 21st century, positively impacting our community through excellence in thought and action. Preparing students for success through middle school, high school and college, Ashley Elementary School is a diverse community that embraces academic achievement as well as culture, language, arts & athletics.

Through innovation status, Ashley Elementary will provide a more rigorous curriculum in literacy and mathematics, technology-based teaching and learning with increased technology for every student, second language development, a full range of electives determined annually by the SLT, and extended time for academics, enrichments, and service learning. With an increased budget, Ashley Elementary when possible, will staff additional positions to support increases in differentiation and intensity of instruction. Partnerships with community organizations, such as those described in the supplemental programs section, can be used to expand enrichment and athletic opportunities for students.

School Culture & Student Engagement
Ashley Elementary School’s mission is to provide all of its students with a rigorous liberal arts education while nurturing the confidence and character needed for them to achieve their goals and succeed in the 21st century. Ashley’s goals of increasing student achievement and preparing students with 21st century skills strategically align with the goals of the Denver Plan.

Research shows that students learn more successfully within a strong culture of achievement where there are opportunities to build relationships and celebrate successes. Ashley Elementary will create this atmosphere through consistent and clear expectations, regularly communicating pride in the school community and through community meetings where students engage in the development of social and emotional competencies and come together to support the shared vision and mission of the school. All aspects of the Ashley Elementary culture focus on acknowledging and fostering excellence in thought, action and academics.

At the center of this culture are the Ashley Elementary Core Values currently framed as: TERRIFIC. The school culture team will meet regularly to monitor the implementation of our culture systems and core values, adjusting as needed.

All Ashley staff will explicitly teach and reinforce behaviors related to the school’s core values at all times as part of the regular academic program. Every portion of the educational plan, including class time, provide opportunities to support the Ashley Elementary Core Values.
**Greeting**

The culture at Ashley Elementary school becomes palpable as soon as students arrive each day. Being greeted by school leaders and teachers, each student will be welcomed with a smile, a good morning and a handshake. This routine each morning will not only explicitly teach this skill, but, allow the school leaders to have a pulse on how students are doing and potential supports needed for the day. From the start, a purposeful school culture is being created.

**Classroom Meetings** are community gatherings held within the classroom. Led by teachers, meeting is an opportunity for scholars to focus on character education surrounding the school values outlined above. Students have the opportunity to participate through interactive discussion, games and role-plays. Time for student celebrations is also included in the Morning Meeting; and in doing so, students learn to notice and celebrate the values exhibited by one another.

**Community Meeting** will take place every Friday to build a sense of the whole school community, pride in the school, a sense of belonging, and an opportunity to celebrate successes. Each Friday, at Ashley Elementary a “TERRIFIC” leader(s) will be honored for demonstration of the school’s values and exemplifying excellence in thought and action by receiving a trophy to hold onto for the week. The class with the highest weekly attendance will receive a banner to hang outside of their class. On the last Friday of the month, 21 scholars will be chosen as “Leaders of the Month.” They will be selected by meeting criteria from one of the following: TERRIFIC Scholarship, TERRIFIC Self-Growth or TERRIFIC Service. Each week a variety of awards will be given to recognize students, faculty and families.

In addition to daily class closing circles and weekly community meetings, school-wide pride will be a key component of the school’s culture. Occurring at least once a month, time will be allocated for students from an entire grade level, multiple grade levels or whole school event to convene in a common location to engage in positive school culture-building activities. Examples of what may occur during this time include: dancing, physical education games, or arts projects that all students complete. At the end of every month, the school will also host White Linen Lunch an event to spotlight students’ academic growth and/or achievement.

In order to serve all students, we will have multiple structures in place for differentiation, support and involvement. English Language Learners are a large and valued part of our community and thus all oral and written communications with families will be translated into
Spanish. In the classroom, English Language Development and Sheltered English Instructional strategies will be used to ensure all students are able to access the content and instruction.

Students with special needs and those in need of special education services will be supported through accommodations, modifications, and specialized instruction based on their individual needs. The special education teacher and the classroom teacher will meet weekly to collaborate on the needs of all students and plan strategies for future lessons. Both educators will monitor progress in order to ensure instruction and accommodations are successful.

Data analysis will be a critical piece of strong instruction, which will allow Ashley Elementary to observe trends in student successes and struggles. This analysis will be a driving point for a plan to remediate skills for students at risk of failure, as well as provide more challenging work for high performing students.
Section II: LEADERSHIP

Leadership Team Personnel
The Ashley Elementary School leader will require excellent leadership skills appropriate for an innovative elementary school undergoing significant educational reform.

The Ashley Elementary Principal is Academically and Instructionally Focused. This Leader…

- Demonstrates a passion for preparing students to be successful in the global world of the 21st century.
- Has a deep understanding of the importance of instructional leadership and model the use of best practices in meeting the learning needs of all students.
- Engages the staff in shared study of the research to bring the best ideas to their learning community in order to support student success.
- Models a self-reflective, continuous improvement disposition for their own growth and value it for all members of the learning community.
- Understands and demonstrates the leadership skills necessary for effective planning and alignment of resources to meet academically and instructionally focused goals for all students as well as professional development for the staff.
- Utilizes a clinical approach to the supervision of instruction supporting all staff in reaching the highest levels of performance.
- Understands interdisciplinary instruction and support the teachers in creating cross-disciplinary connections that foster strong literacy and numeracy development as well as use the arts as a vehicle for learning.

The Ashley Elementary Principal is a Proficient Thinker and Problem Solver. This Leader…

- Uses creative problem solving skills and resourcefulness to act on the needs of individual students, colleagues and the school community.
- Utilizes current research and data, both qualitative and quantitative, for effective decision-making as part of a system of continuous improvement.
- Understands and engages complex problems, collects, analyzes and synthesizes information from a range of sources, tolerates ambiguity and uncertainty, and produces viable solutions as they relate to the success of the learning community.
- Advises and advocates for students to support their successes and help them overcome challenges.
The Ashley Elementary Principal is Culturally Aware. This Leader…

- Recognizes, values, and respects the broad spectrum of ethnicities and cultures represented in the school community, utilize these assets in further internationalizing the school culture, and assist members of the community in valuing each other.
- Recognizes her/his responsibility to encourage a continuing diversity in the recruitment and sustainability of a diverse faculty and student body.
- Intentionally creates and hones a school culture that supports the attainment of the goals of Ashley Elementary.

The Ashley Principal is a Collaborative Leader. This Leader…

- Is an excellent communicator, valuing her/his role as a listener, evidence gatherer, coach and supporter of high caliber learning for all students.
- Understands that change is a process not an event and allows time and provides support for innovation to be tested and developed into sustainable practice.
- Shares authentic decision making opportunities with members of the staff in order to build their capacity as teacher leaders.
- Builds the collective efficacy of all school community members to become purposeful in conceptualizing and achieving the goals of the school.
- Participates actively in DPS, collaboratively sharing ideas and searching for solutions to contribute to the field of education.
- Provides the necessary leadership, time and resources for job-embedded continuous, intentional professional development that meets the expressed instructional needs of the school community.

The Ashley Principal is an Effective User of Technology. This Leader…

- Models the use of technology to support her/his learning as well as the managerial functions of leadership.
- Uses technology to support data driven decision-making and facilitate ongoing communication with the school community.
- Provides the necessary training and resources for equitable access to technology and new media for all students to support their learning.

The Ashley Principal is a Responsible and Ethical. This Leader…

- Makes decisions that are fair and equitable and keeps the students and their learning in the center of all she/he does.
- Acts ethically and responsibly to support the school, its students, DPS, and the community.

The Ashley Elementary School principal is Zachary Rahn. Rahn has spent the last eleven years working within Denver Public Schools as a successful 3rd and 4th grade ELA-S teacher, Assistant Principal at Denver’s flagship innovation school, Cole Arts and Science Academy, and a year-
long residency at STRIVE Preparatory Schools through the Office of School Reform and Innovation’s Residency for the Educational Development of DPS Intrapreneurs (REDDI) and most recently as the principal of Ashley Elementary since 2013. An alumnus of Teach For America and the Ritchie Program for School Leaders at DU, Rahn has a track record of success as a teacher and leader. As a teacher he saw continually high growth from his students. As a leader supporting the turnaround efforts at Cole, he helped to turn a school from “red” or unsatisfactory to “green” or meets expectations on the School Performance Framework within three years.

Leadership Succession Plan
By providing many leadership opportunities, Ashley Elementary School’s leadership pipeline expands the leadership capacity at the school and prepares multiple people to take on the role of the school principal, either at Ashley or another school. Teachers have opportunities to take on a variety of teacher leader roles. Teacher leaders also have opportunities to serve as a dean, taking on additional aspects of principal leadership such as teacher supervision and evaluation. Principal interns and residents will also be welcome to join the Ashley leadership team. Institutional knowledge will be passed from the existing principal to any new principal through school policies and practices and the distributed leadership approach.

The Luminary Learning Network (LLN), in collaboration with the Ashley Elementary School SLT and an established principal selection committee, will manage the principal selection process and will recommend two candidates to the district superintendent for hiring. The Ashley Elementary SLT, with support from the LLN, will create a committee of Ashley teachers and families who will serve as the Principal selection committee.

Candidates will be provided to the principal selection committee from the district’s principal hiring pool. The superintendent may redirect the committee to continue the search for a better-qualified candidates but may not appoint a principal to the school without the approval of the principal selection committee. The principal will assume the administrative responsibility and instructional leadership of the school under the supervision of the superintendent and in accordance with the innovation plan. In the event that the principal position is vacant, the superintendent shall hire an interim principal until such time that the district approves a principal candidate put forward by the SLT.

The selection process will include:

- Posting of position on DPS’ website and other external outlets.
- Development of interview questions and selection criteria rubric based on job description and key leader attributes.
- Application screening and scoring.
- Conduct interviews including performance tasks, such as classroom observations and feedback sessions.
- Reference checks on top candidates.
- Host a public symposium for finalists.
- Conduct site visits to finalists’ current schools.
- SLT selects final candidates and submit recommendations to DPS Superintendent for hiring.
- Announce position acceptance to staff, students, parents, and community.

While the school will recruit principal candidates from a variety of national and local sources, the school’s assistant principal will be a well-prepared candidate as they will have taken on multiple aspects of the school’s leadership in their roles on the school leadership team, including teacher supervision and evaluation. In addition, they will already have relationships with the staff, students, and community members and will be well versed in the school’s vision, mission, and goals as set forth in the innovation plan.

**Leadership Team Coaching & Evaluation**

The Ashley Elementary Principal will report to the Board of the Luminary Learning Network. Leadership performance will be evaluated primarily on the effectiveness of the implementation of the innovation plan and the achievement of the innovation plan goals. The DPS Leadership Effectiveness rubric will be used to provide focused feedback to the principal on leadership competencies and to identify leadership goals and professional development needs.

The principal will also be provided with executive coaching. The focus of that coaching will be established at the beginning of each year through a series of meetings between the principal and the coach.

Professional development opportunities will include school visits within and outside Denver Public Schools, professional development opportunities offered by the district (when determined by the principal and his coach to be appropriate), and other leadership development aligned to the school’s vision, mission, and goals (e.g. blended learning, literacy instruction, change leadership, etc.). Twice annually, the LLN Executive Director will complete a formal evaluation of the principal using the DPS School Leadership Framework and the Innovation Plan. The Ashley Elementary SLT will also provide feedback to the principal related to the leadership responsibilities outlined in the innovation plan and will provide input into the principal’s evaluation.

The principal, faculty and staff will engage in ongoing collaborative evaluation of the performance of the school. This evaluation includes an innovative school review process where two representatives of the LLN, the school leaders’ executive coach and three
external evaluators. This review team completes a minimum of two school reviews a year. Through SPF analysis, classroom observations, student, parent, teacher and administrator interviews, the review team gathers a wide range of data and perform a SWOT analysis and work to assist school leaders in identifying clear action steps to address areas of growth. After each round of school reviews, school leaders present the review teams’ findings to the LLN Board, as well as the action steps their schools will be taking to address those findings.

LLN school leaders are evaluated under the DPS LEAD Framework. The LLN Executive Director will complete the evaluation based on observations, input from the school leader’s executive coach, input from school staff, and data focused on student achievement (including overall student performance and student achievement growth).

School Personnel Structure
Ashley Elementary will make several changes to personnel structures to effectively and efficiently implement the Innovation Plan. The staffing structure will be determined annually in consultation with the School Leadership Team with input from a survey taken by all staff.

Employment Policies
Ashley Elementary School employment policies will remain consistent with existing policies, with the exception of the specific waivers to District Policies, State Statutes and Rules, and Collective Bargaining Agreements presented in Section VI below. Any Ashley Elementary Teacher, including teachers on annual contracts, may choose to join and be represented by the Denver Classroom Teachers’ Association (DCTA).

The Ashley Elementary School innovation plan includes changes to hiring, employment terms, staff member schedules and assignments to ensure: 1) commitment to the implementation of the school’s vision, mission, and innovation plan, 2) effective teachers in every classroom, and 3) expanded learning time for students. By ensuring that Ashley Elementary students have more and better instruction from teachers who are committed and capable, the innovation plan will result in significant increases in student academic achievement and a culture of excellence. The school will recruit from sources beyond the DPS system, will hire when positions are open, not necessarily on the district hiring cycle, and will not accept direct or temporary placements from the district. Ashley will provide teachers and staff members with professional development to support their individual professional growth as well as the school wide implementation of the innovation plan.

Annual contracts and the expectation of an annual commitment to the Ashley Innovation Plan will be used to ensure that every staff member is committed to the implementation of the
school’s vision, mission, and strategic plan. Staff members hired after the innovation plan is approved will be hired on annual contracts. Founding staff members will retain their existing employment terms and years for reaching probationary or non-probationary status with the district and will make an annual commitment to the implementation of the innovation plan.

Ashley Elementary teachers employed after the adoption of the innovation plan will be hired on annual contracts and will not be considered probationary or eligible to earn non-probationary status. Years of service and formal evaluations using DPS systems will be tracked and monitored by the school. If the teacher accepts a mutual consent position at a non-innovation DPS school, the teacher’s probationary or non-probationary status will be governed by the District’s guidelines at that time. The District’s guidelines are described in an FAQ on Probationary and Non-Probationary Status in the DPS Employment Manual published with the DPS Policies.

Teacher salaries and benefits will be based on the district salary scale and ProComp system. Teachers may be required to work an extended day schedule and will be compensated via a predetermined stipend should the SLT vote to approve this within the annual budgeting process and as codified in the Compensation Philosophy. At any time, the SLT can revisit this during their meetings if concerns arise. Paraprofessionals working an extended day will also be compensated for the additional time at or above the district salary scale. ECE paraprofessionals will work the full student contact day. Stipends for extended time are pensionable earnings and will be included in the annual base pay. The amount of time will be determined by the SLT annually based on student scheduling needs and availability of funding. The amount of compensation will be based on the amount of additional time and/or level of additional responsibilities and compensation for comparable work. Teachers will also have opportunities to take on additional leadership and responsibilities and receive additional compensation.

Other non-teaching positions necessary to implement the innovation plan will have unique job descriptions and will be compensated based on competitive salaries for similar positions in other schools or organizations.

Placement of teachers will be based on teacher effectiveness and student learning needs to ensure that the most effective teachers are working with the students with the greatest needs. In addition, Ashley will expand the reach of its most effective teachers through a variety of strategies including reducing the amount of non-academic duties and increasing the amount of time that they are providing instructional coaching and feedback to peers.

The Ashley Elementary personnel policies are outlined in the replacement language in the waivers and in the employment policies section of the innovation plan. The employee handbook will be revised to reflect these waivers following approval of the innovation plan.
Section III: EDUCATION PROGRAM

Curriculum & Instruction
The mission of Ashley Elementary is to prepare students for success in middle school, high school and college by providing all students with a rigorous liberal arts education and exposure to the arts, sciences and technology. The curriculum at Ashley Elementary is the cornerstone to carry out this mission successfully. The below discussed curricular materials are drawn from the best practices of schools across the country serving similar demographics and achieving excellent results. Ashley will use research-based programs that are proven effective working with similar student populations. All instruction, curricula and assessments at Ashley Elementary will be aligned with the Common Core State Standards and Colorado Academic Standards.

Instructional Leadership Team
The purpose of the instructional leadership team is to include teacher voice in all instructional and academic decisions at the school as well as coaching of teachers. The ILT meets at least monthly.

The Instructional Leadership Team will:
- Analyze and evaluate data to make short and long-term decisions.
- Plan and evaluate professional development.
- Recommend and design the school master schedule.
- Conduct classroom observations as needed to determine school-wide trends.
- Communicate recommendations and decisions to the faculty on a regular basis.
- Recommend, plan for and support in the facilitation of Ashley Institute.
- Collaborate with the SLT when needed and appropriate.
- Recommend the use of funds for curricular and instructional materials that support school priorities.
- Coach teachers across the building.

The Instructional Leadership Team is comprised of the most effective teachers within the building as to ensure those with the strongest student academic data and overall LEAP ratings are recommending decisions around curriculum and instruction. Pending student data and/or LEAP Ratings, the ILT should when possible be comprised of a representative from each team across the school serving a one-year commitment. All efforts should be made to provide compensation for members of the ILT pending SLT approval of the budget. This potentially would look like:

- ECE Representative
- K/1 Representative
- 2/3 Representative
- 4/5 Representative
- Intervention Team
• Special Education Team
• Specials Team

The Administrative Team will use student data and LEAP ratings to determine who qualifies for this role. Should there be more than one faculty member within a band, the team will come to consensus on one representative. Should there be a problem with the composition of the membership, the current ILT will meet to help solve the problem and determine membership. The ILT could also indicate a desire to include a more novice teacher on the ILT for additional insight.

The Instructional Leadership Team will recommend decisions to the school principal for consideration. Whenever possible the principal will support the recommendation. If the principal does not support the recommendation, he/she will provide the ILT will rationale. The ILT will always move forward when decisions are made as a unified team. Times and dates for these meetings will be determined at the start of the school year by the team and all Ashley staff are encouraged to talk with their representative directly should additional topics for discussion emerge.

Literacy
At Ashley Elementary School, students will engage in significant literacy instruction each day. Annually, the Principal, in collaboration with the SLT, will set the Ashley Schedule, including the number of minutes spent in all content areas, based on data and best practice. This schedule will be adjusted as needed, and as data confirms, throughout the year. At Ashley, we use Wit & Wisdom, a CCSS-aligned curriculum for ELA.

Mathematics
Ashley Elementary uses EngageNY as the math curriculum for students and staff. The EngageNY curriculum modules in mathematics are marked by in-depth focus on targeted concepts for all of our Kindergarten-Fifth grade scholars. The curriculum integrates CCSS (Common Core State Standards), rigorous classroom reasoning, extended classroom time devoted to practice and reflection through extensive problem sets, and high expectations for mastery. The time required to complete a curriculum module will depend on the scope and difficulty of the mathematical content that is the focus of the module (first priority cluster area for a given grade level). This program develops a scholar’s understanding of increasingly difficult math concepts throughout elementary, middle and high school years.

Engage NY includes four components in each daily lesson: 1) Daily fluency practice to strengthen computation fluency and strategies, 2) a real-world application problem 3) Concept development, the core instruction of the lesson which includes a problem set for gradual release, and 4) a student debrief to share learning, clarify misunderstandings, and reteach as necessary.
The daily lessons are organized into modules, which in addition to the daily exit tickets include a mid-module and end of module assessment.

**Electives**
Ashley Elementary School will provide a variety of electives and enrichment opportunities for students. Examples of this opportunities include:

- Denver School of the Arts Clubs (theatre, band, creative writing, video cinema, dance);
- Destination Imagination;
- Kind Club;
- Violin Club;
- Shakespeare Festival;
- Kids with a Conscious Club.

**School Calendar**
Ashley Elementary School will develop a school calendar annually that meets or exceeds district and state length of time requirements and supports the implementation of the innovation plan. The plan will be developed by February of each year with the SLT of Ashley Elementary voting to approve the calendar.

The Ashley Elementary School Leadership Team will determine extra duty compensation for additional hours and additional roles and responsibilities based on the amount of additional time and/or level of additional responsibilities coupled with the available budget. The determination of this will happen annually during the budgeting and staffing period and will be codified in the school’s compensation philosophy.

**Student Schedule**
The first draft of the daily schedule will be developed in collaboration with the SLT by February annually, with input from parents and teachers. The schedule will continue to be modified and updated to reflect student and staff need.

**Teacher Schedule**
Teacher schedules will be developed annually by February and approved by the SLT. The teacher schedule is created with a focus on meeting the needs of students coupled with the planning needs of teachers.

**Assessments**
At Ashley elementary, student achievement is our top priority. Therefore, regular student assessment is our biggest tool to ensure our students catch up and keep up academically. Ashley Elementary is planning to use an array of different assessments throughout the year to evaluate the progress of students and the performance of the school. We believe in continuous and varied
forms of assessment to best understand the unique strengths and opportunities in every student. Formal and informal assessments are implemented daily to monitor student progress and develop a body of evidence. Teachers meet as teams regularly to analyze student data and plan upcoming instruction to meet the needs of students. Formal assessments at Ashley Elementary include:

- ANet – Interim Assessment for Math and ELA (2nd-5th grade)
- iStation – Benchmark and Progress Monitoring Assessment for ELA (1st-5th Grade)
- WIDA ACCESS for English Language Development
- CMAS for Math, ELA, Science, Social Studies (varies by year) – also known as PARCC

Ashley Elementary will adhere to the district recommended timeline for PARCC and WIDA-ACCESS testing as an absolute bar of progress and point of comparison with other schools.

**Progress Monitoring**
Performance goals for the school will be established by the school principal and clearly communicated to students and staff at the beginning of the year. Individual growth targets will also be set for students. Progress monitoring data will be used to implement corrective actions for underperforming students and teachers as necessary.

Ashley Elementary is committed to frequent assessment of students because it allows us to intervene with struggling students immediately and frequently. Interventions will include close parental communication and using the Response to Intervention process to troubleshoot. As indicated in the previous section, classroom assessments and progress monitoring happens on a weekly basis and data is used constantly to inform instruction and better hone educational practice.

**Response to Intervention**
The core elements addressed in each classroom are: instructional coherence across grades, implementation of sound instructional practices, progress monitoring standards based education, and prompt referral to MTSS when lack of progress is indicated. Data driven instruction is an essential component of the RTI model, where the use of common language and expectations horizontally and vertically are implemented. The goal is to support, critique, and improve quality, assessment driven instruction. Intervention teachers provide a continuum of support including both pull out and push-in models. Additionally, intervention teachers gather, organize, track, and share student data with core teachers. Based on data, in partnership with the core classroom teachers, the intervention teachers establish the type of support that is needed for each individual student.

**Promotion & Retention Policies**
Retention decisions for students performing below grade-level in core content areas will be made based on reading and math achievement levels as determined by multiple metrics. The principal, assistant principals, teachers, and parents will confer prior to the end of the school year about the
student’s progress. If students are making insufficient progress, an academic plan will be prepared and grade retention may be recommended. Parents do not have the ability to override the decision of the school principal around retention, except as required by the READ Act, c.r.s. 22-7-120 through 1213. Parents will be made aware of this policy at orientation, at the time of registration for all mid-year enrollees. The school will regularly communicate student performance to parents/guardians.

Performance Goals
Reaching the following performance goals will ensure that Ashley Elementary School meets or exceeds district and state expectations for school performance, resulting in significantly increased academic achievement and growth for students and a rating of “meets expectations” or “green” on the School Performance Framework (SPF). Ashley Elementary goals include:

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<thead>
<tr>
<th></th>
<th>2017-2018 Baseline Data</th>
<th>2018-2019 Year One</th>
<th>2019-2020 Year Two</th>
<th>2020-2021 Year Three</th>
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</thead>
<tbody>
<tr>
<td><strong>CMAS ELA Status &amp; Growth</strong></td>
<td>● 25.2% Meets or Exceeds Expectations ● 45 MGP</td>
<td>● 30% Meets or Exceeds Expectations ● 50 MGP</td>
<td>● 35% Meets or Exceeds Expectations ● 50 MGP</td>
<td>● 40% Meets or Exceeds Expectations ● 50 MGP</td>
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<td><strong>CMAS Math Status &amp; Growth</strong></td>
<td>● 15.1% Meets or Exceeds Expectations ● 52 MGP</td>
<td>● 20% Meets or Exceeds Expectations ● 50 MGP</td>
<td>● 25% Meets or Exceeds Expectations ● 50 MGP</td>
<td>● 30% Meets or Exceeds Expectations ● 50 MGP</td>
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<tr>
<td><strong>ACCESS MGP</strong></td>
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<td>● 50 MGP</td>
<td>● 50 MGP</td>
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<tr>
<td><strong>Read Act</strong></td>
<td>● 64% At or Above Grade Level</td>
<td>● 70% At or Above Grade Level</td>
<td>● 75% At or Above Grade Level</td>
<td>● 80% At or Above Grade Level</td>
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**ELD Curriculum**
The EL Achieve is a curriculum is used to provide systematic English Language Development instruction to all English Language Learners. The EL Achieve curriculum requires a dedicated block of time daily coupled with targeted language instruction. Instruction is organized by English proficiency level that follows a continuum of linguistic skills. There is an emphasis on oral and written language in grade-appropriate and relevant tasks, as well as ample opportunities for structured and purposeful interaction and collaboration. The two ELD teachers at Ashley provide the instruction and regularly use data to inform groupings of students, working in conjunction with the classroom teachers to ensure targeted instruction to student need.
ELA Strategies
Ashley Elementary School will use a significant number of whole-school strategies that strongly support the English Language Development of its students. These strategies are supported by the SIOP model and best practices in sheltered English instruction:

- Reading comprehension activity from the previous day, and it serves as both an anticipatory set and scaffold for new learning. Literary texts selected for their ability to create an immediate connection to the language and cultural experiences of our EL students.
- Flexible student groupings and opportunities to collaborate and cooperate in small groups.
- L1 (native language instruction) used to supplement direct instruction for content skill and concept recognition.
- Oral fluency and expression and reading comprehension skill development through modeled, shared, interactive, and guided instruction.
- Consistent school culture that maximizes time on task in each class.
- Strong vocabulary instruction within the reading blocks.
- Regular direct instruction in reading and writing content.
- Strong visual culture (word walls, picture-rich packets, etc.).
- Goal of every student speaking in every class every day.
- Safe space to learn (no making fun of others or fear of being mocked).

The principal of Ashley Elementary will be responsible for overseeing the ELA program in conjunction with the ELD teachers. The ELD team will lead professional development for all staff regarding appropriate assessment and implementation of the ELA program focused explicitly on techniques for building language development with individual students, when and how to provide native language supports, and understanding the SIOP model. All teachers must have an endorsement in linguistically diverse education.

Monitoring Exited/Redesignated ELLs.
Monitoring is required for two years after a student exits ELL program services and appropriate records of student progress will be maintained by the ISA Team. Monitoring may include any or all of the following:

- Trimester review of grades
- Local and interim assessments
- Required state assessments
- Teacher observation
- Teachers may offer support to monitored students as they would for any student seeking additional assistance with classroom work, instruction, or assessment.
- Monitoring is not an extension of the language instructional program.
• Students who are monitored will not be counted as ELLs in any state or federal data collection systems for the purpose of acquiring state or federal funding. Ashley will follow all district requirements under the consent decree for serving English Language Learners.

**Academic Intervention & Acceleration**
Ashley Elementary School is committed to the academic achievement and growth of all students. The data driven instructional model will ensure that students who need extra support as well as students that require academic acceleration receive the appropriate instruction. The six week data analysis cycle allows for a body of evidence to be collected on student performance levels and determination of specific academic strategies to be employed. Ashley Elementary will differentiate instruction to meet these individualized needs through the following: small pull out groups, differentiated push in supports, and varied academic activities so each student is challenged according to his/her skill level.

In addition to special education services provided to student with IEPs, Ashley Elementary will implement Multi Tiered Support Systems (MTSS) to help meet the needs of all students with the goal that every student will be given the instructional supports they need to succeed. The purpose of MTSS is that of a proactive prevention model to limit or prevent academic failure for students who are having difficulty learning by providing scientific research-based interventions, to close gaps, and show adequate growth from the interventions provided, as well as to identify Gifted and Talented students so they can achieve their potential.

Each tier provides increasingly individualized support, continuous monitoring of progress to calculate gains, and criteria for changing interventions and/or tiers through a regularly-scheduled, and systematic team decision-making process. Ashley Elementary plans to implement the Colorado Multi-Tiered Model of Instruction and Intervention as outlined by the Colorado MTSS Framework provided by the Colorado Department of Education (CDE):

- **Tier I** – for all students - high quality instruction, regular assessment and behavioral supports provided in general education classrooms that incorporate universal screening, progress monitoring and prescriptive assessment to design instruction. Expectations are taught, reinforced and monitored in all settings by all adults. Discipline and other data inform the design of interventions that are preventative and proactive.

- **Tier II** – targeted small group instruction - intensive specialized interventions for students identified as at-risk of academic, social or behavioral challenges or identified as underachieving who require specific supports to make sufficient progress in general education. This also applies to students who are in need of gifted and talented supports. Supports are provided with consistency by highly trained teachers and include progress monitoring and assessments presented at students’ instructional levels to measure growth towards benchmarks.
- **Tier III** - individualized intervention by specialists and/or referral for special education or gifted programs based on ongoing progress monitoring and/or diagnostic assessment.

A variety of interventions will be offered by teachers to support academic needs.

There will also be multiple support systems built into the school to ensure student’s mental, emotional, social, developmental, and health needs are met, and both health and mental health personnel will be assigned to the school to coordinate these services. Student needs will be assessed and appropriate support will be scheduled in collaboration with the classroom teacher and support staff.

Ashley Elementary will use an MTSS team to work with all general education teachers to support differentiation and Tier II & II interventions. The MTSS team will implement targeted and specific goals based on data collection of each individualized student to meet their needs using data tools and standards based measures to track and monitor growth for students in need of Tier II/III interventions. These Tier II interventions include, but are not limited to, small group instruction within the general education classroom, ELL supports and programming, affective education, and research based programs. The progress of students receiving Tier II interventions will be monitored weekly by the MTSS team. If students aren’t achieving their aim-line or responding to these Tier II interventions (6 week period), they will be referred for Tier III interventions and the MTSS team will work to identify a root cause of the academic struggle and create a full MTSS plan to address this need. All Tier III interventions will be research proven and strive to be standards based as much as possible. These interventions may include, but are not limited to, Wilson Reading System, Fundations, Spellography, ALEKS and Why Try. All MTSS plans will be closely monitored and measured for efficacy; the team will make alterations when necessary and give referrals to Special Education when appropriate.

**Gifted and Talented Students**

The blended learning design, data-driven instructional grouping, and enrichments offered at Ashley Elementary School are uniquely suited to challenging and empowering of gifted and talented students through differentiated curriculum and assessments, enrichment, and advanced learning opportunities. Collaborative projects will also encourage students to take action on real world problems and to make their work public in meaningful ways. Because students identified as gifted and talented (G/T) will not be isolated in classes with others identified as G/T, they will learn to work in diverse groups and to collaborate with students who have other talents and interests.

Ashley Elementary School employs a centrally hired GT specialist. The GT specialist is responsible for GT assessment and identification, developing and monitoring progress on
Advanced Learning Plans, consulting with teachers on curriculum extensions, and providing direct support to students. The GT teacher is evaluated jointly by the school and the district GT Director.

The top performing students at Ashley will receive advanced learning opportunities such as curriculum compacting or acceleration, clustering of high performing students for instruction, and enrichment opportunities even if they are not all identified as gifted and talented.

A nomination form describing the district HGT magnet program and information about the nomination process will be distributed each fall to all students in the Denver Public Schools. This district HGT magnet program is available for all students who qualify based on demonstrated achievement, tested potential, teacher recommendations, identifiable characteristics and/or demonstrated need. These students make up approximately 2% of the student population. Each identified gifted and talented student will receive an Advanced Learning Plan (ALP). Gifted and talented students often have unique social/emotional needs coupled with advanced intellectual abilities. Advanced Learning Plans can provide avenues for gifted students to realize their potential and experience success. The ALP will provide documentation for gifted education services in the student’s areas of strengths, the student’s yearly growth, and the ways that the student’s academic, social, and emotional needs will be addressed. This establishes a partnership among the gifted student, the classroom teacher, the parent/guardian, and the gifted education specialist at the school.

Student progress toward ALP goals will be monitored throughout the year and goal attainment will be documented at the end of each year in collaboration with the classroom teacher, parent/guardian, and GT specialist. GT student achievement data and growth will be reviewed throughout the year and adjustments made according to the ALP and the student instructional levels indicated in student achievement data.
Teacher Recruitment, Hiring, & Retention
At Ashley Elementary we know that good teaching matters. Research consistently shows effective teaching is the single most important school-based factor that advances student learning. Therefore, Ashley will aggressively recruit top candidates based on our primary criteria for hiring teachers; mission compatibility, demonstrated student achievement with a similar student population, the capacity to communicate and work effectively across differences of race, class, gender, and sexual orientation (among others), communication skills, and work ethic/resilience. In addition, the hiring team will screen deeply at every stage for cultural competence, specific experience with the target demographics and review a variety of factors and experiences that predict authentic relationships and success with students.

Ashley Elementary will not adhere to the district staffing cycle; it will post vacancies when they become open. The school will work with the district HR office to post positions through the district website. In addition to this posting, the school will engage in independent outreach efforts to recruit candidates outside of the centralized recruitment channels. Recruiting efforts will take full advantage of our local and national partners and online job boards. Some of these include: Teach for America, Denver Public Schools and a variety of local and national universities and schools of education.

Ashley Elementary school classroom teachers will be required to hold a Colorado license. Students will receive core academic instruction by teachers who meet the qualification criteria of the). Licensed or non-licensed personnel may be hired to provide supplemental instruction and enrichment. Fingerprinting and background checks will be required for anyone who supervises students.

The school will consider all eligible applicants, including district teachers who apply to transfer for vacancies. Transfers will not receive priority consideration. Ashley Elementary will not accept limited term assignments from the district or assignment of unassigned non-probationary teachers. The Ashley Elementary principal, in consultation with the SLT, will make decisions related to Reduction in Building Staff (RIBS) and selection of candidates for vacancies.

A temporary hiring committee will be constructed for each vacant position. The hiring committee will make recommendations on candidates with final determination to be made by the school principal. To the extent possible, the hiring committee will include representatives from all staffing areas that will be affected by the new hire, such as the teaching team, an administrator, special education, and support staff. Applicants with promising resumes complete written questions, and then will be called for 30-minute phone screens, and applicants that pass this screen will be invited for in-person, full-day interviews that involve teaching a sample
lesson, observing a lesson and meeting with members of the hiring committee. All candidates will be required to pass a DPS background check, which will be conducted through the district HR process.

Ashley Elementary focuses on cultural competence at each stage of the hiring process as well as in professional development of new and existing staff. Through written questions, phone screens, and in-person interviews, staff members are asked to demonstrate cultural competence, as defined as the capacity to work effectively across differences. Examples may include positive experiences across lines of race, gender, class, and sexual orientation among colleagues, knowledge of privilege and racism and a commitment to anti-racist teaching and actions, and effective coalition building among families and community. Once a part of the team, all Ashley Elementary staff members will participate in cultural competence training sessions at multiple times throughout the course of the year.

Teacher Coaching
Feedback, coaching, and professional development are an integral part of the success of the Ashley Elementary innovation plan. Coaches support teachers by reviewing student academic data, supporting management, and supporting implementation of school-wide cultural and instructional norms. Ashley Elementary will use the LEAP teacher effectiveness rubric as a framework for prioritizing growth goals and providing professional development, coaching, and support.

Teachers will receive feedback at least every two weeks. The principal, assistant principals and teacher leaders will be the assigned evaluators conducting formal observations and providing feedback throughout the year. Teachers will receive frequent informal observations and feedback as well as coaching and support from the principal, assistant principals, and teacher leaders. Review of instructional plans and student achievement data will be a regular part of the supervision and coaching conversations.

Professional Development
Ashley Elementary is committed to offering comprehensive professional development to staff prior to the academic school year. The professional development topics will be determined based on school-wide goals, individual teacher goals, and student achievement data identified throughout the year.
Weekly Observation and Feedback
Teachers will be provided with frequent feedback on instruction through a weekly observation and feedback cycle with their assigned evaluator and teacher leaders / coaches. Individualized professional growth plans will be guided by information from observations, analysis of lesson plans, and student progress data.

Weekly Early Release Time
One afternoon a week, students will be released early. This early dismissal for students will allow for educators to analyze data, meet in grade level groups, participate in professional learning and or plan.

Additional PD Options
Ashley Elementary teachers and staff are able to take advantage of centralized DPS trainings of which Ashley will opt into and or pay those fees should content be aligned with the needs of teachers. Additionally, teachers can participate in local and national conferences depending on scholarships and budget available.

Evaluation of PD
The professional development program will be evaluated regularly by the school Instructional Leadership Team. The evaluation of the professional development program will include analyzing its impact on teacher effectiveness and student achievement. If teacher effectiveness and/or student achievement are not increasing at an adequate rate to reach the school’s goals, the ILT will determine necessary changes to the professional development program.
Section V: GOVERNANCE & FINANCE

School Governance
Ashley Elementary believes that by revising the typical governance structure, the School Leadership Team (SLT) takes on a new and innovative role that will best meet the needs of Ashley’s students. The School Leadership Team will provide a collaborative decision-making structure that involves parents, teachers and community representatives. The School Leadership Team will also have increased responsibilities within Ashley Elementary. The goal of the School Leadership Team is to unite Ashley’s stakeholders, including its principal, parents, teachers, support staff, and community members around the common goal of planning and implementing strategies in a collaborative method to significantly increase student achievement.

The CSC will be replaced with the Ashley Elementary School Leadership Team (SLT). The SLT will comply with State Law on School Accountability Committees. Information from the SLT will be presented monthly to the Ashley Parent Organization, and posted on the school website to ensure timely, transparent conversation and decisions. Agendas for meetings will be sent monthly to the Ashley faculty and are set by the school leader. Should a family or faculty member like to add additional items to the agenda, they will approach the school leader or a member of the SLT with the school leader ultimately addressing the item in the most appropriate manner. The membership of the SLT will include 14 voting members determined through the following process:

Positions assigned by the principal:
- 1 Principal
- 3 Other Administrative Positions

Positions elected by majority vote (serving 1 year terms):
- 4 Teachers
- 5 Parents
- 1 Support Staff Member

The SLT shall have the following responsibilities:
- Meet in September, October, November, December, January, February, March, April and May
- Recommending final candidates to the LLN & DPS for the principal position when a vacancy exists
- Providing guidance and recommendations to the principal regarding all responsibilities of the CSC detailed in Policy BDFH in addition to the following:
  - Approving the school’s annual budget
  - Determining and approving the school’s master calendar and schedule
○ Making recommendations regarding the school’s culture and behavior, services for special populations, and use of school facilities
○ Annual review of the School Innovation Plan using data to identify successes, challenges, areas for growth and changes in the coming year.
○ Directly communicate decisions and information to the faculty to ensure transparency and voice. All faculty are encouraged to talk with the school leader directly should a topic for discussion emerge.

When significant changes are being proposed to the calendar, schedule, or educational programs, the school leader and the SLT will seek input from teachers and parents. In addition to its other duties and responsibilities, the SLT will provide input on the evaluation of: the educational programs, the SLT, the principal, and the innovation plan. Evaluations will include an annual, formal review focused on accountability for implementation of the innovation plan and progress toward achievement goals. Annually, the Ashley staff will receive a survey from the SLT which asks them to provide feedback on the school year - culture, schedule, PD and or any other item agreed upon by the SLT. This feedback will then be used by the SLT in their decision making as they evaluate the implementation of our school plan. The Ashley SLT believes that review of this feedback and data will guide the continued evolution and implementation of the plan.

In the event that an annual review of the innovation plan surfaces a needed change that requires a substantive revision to the innovation plan, including a change that would require additional waivers, the SLT will make the decision to go forward and will lead the revision process. The revision process would include: researching the proposed changes; gathering input from stakeholders; obtaining consent from the majority of teachers, administrators, and the school leadership team; documenting support from other school employees, students and parents of students enrolled in the school, and the community surrounding the school; submitting the revisions to the district for review, and obtaining approval from the DPS and state boards of education.

The **School Principal** is the Instructional and Administrative Leader at Ashley Elementary and oversees the day-to-day operations of the school. The principal, working collaboratively with the SLT and with input from faculty, staff, parents, and community representatives, is responsible for decisions on curriculum, instruction, assessment, the selection, assignment and evaluation of all faculty and staff, development of the budget and compensation system, as well as general administrative duties. The principal's responsibilities are to the students and faculty of Ashley Elementary School. In order to be an effective leader, the principal, with input from the SLT, must be able to make full use of the school’s resources (time, money, and people) to implement the innovation plan and reach its goals.
Budget and Policy Narrative
Ashley Elementary will strategically identify and allocate financial resources to ensure the effective implementation of its innovation plan.

Salaries
Ashley Elementary will budget based on actual v. average salaries. The current difference between Ashley Elementary salaries and the DPS average is estimated by the DPS budget office to be $300,000. This amount is included in the proposed innovation budget as revenue and is reduced each year to reflect the potential diminishing of this revenue source if the school does not experience staff turnover and the actual school salaries increase over time. Ashley Elementary will adopt a salary schedule that will meet or exceed the district’s. Teachers will be provided with additional compensation for additional time, additional responsibilities, and/or additional level of performance as determined by the school SLT consistent with the innovation plan and available funds.

Other Revenue
Ashley Elementary leadership will work with the School Leadership Team to identify and pursue other grants, donations, and fundraising opportunities.
### Policy Waived

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<thead>
<tr>
<th>School Proposal</th>
<th>BDF and BDF-R4: Collaborative School Committees</th>
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<tbody>
<tr>
<td><strong>Policy</strong></td>
<td><strong>Area of Impact</strong></td>
</tr>
<tr>
<td>There shall be at each school a collaborative school committee with representation from parents, community, faculty, administrators and classified staff.</td>
<td>School Governance</td>
</tr>
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</table>

**Purposes and Scope:**
- to enhance student achievement and school climate by engaging the school community in collaborative efforts supporting the school and District's goals.
- to provide strategic direction in support of the school's mission and vision as stated in the School Improvement Plan (SIP). The SIP, with the school's program design, should serve as the strategic plan for the school.
- to be in compliance with state and federal law, regulations of the Colorado Department of Education, applicable U.S. District Court orders, the District Affirmative Action plan, the DPS/DCTA Agreement, other contracts and District mandates.

The collaborative school committee will:
- work collaboratively with the school community that includes the building principal, teachers, staff, students, parents, civic and business leaders, service and neighborhood representatives, and other community members;
- focus on the SIP as its primary responsibility at the school;
- use Multiple Measures and align resources to support the SIP and the school's program design;
- provide guidance, evaluation and approval for the SIP;
- provide guidance, evaluation, and approval for the annual school budget to insure its alignment with the SIP and the school's program design;
- act as the School Improvement and Accountability Council (SIAC) for the building;
- establish relationships with parents, community members, civic, service and neighborhood organizations to increase involvement in the school and provide a forum for community input;
- provide guidance, evaluation, and approval for the use of the staffing allocations provided by the District as it relates to the SIP, school budget, and school program design, including consultation regarding adjustments that may be made due to pupil-count issues;
- participate in the principal-selection process by interviewing candidates and recommending candidates to the superintendent;
- participate in the principal's annual evaluation by giving input on the principal's involvement in and support of the collaborative committee process;
- review, and when appropriate, approve discipline and safety procedures;
- review, and when appropriate, revise the school calendar and/or schedule;
- make recommendations regarding any changes to the school design to the District Board of Education through the building principal.

**The collaborative school committee will not:**
- participate in the day-to-day operations of the school;
- be involved in issues relating to individuals (staff, students, or parents) within the school;
- be involved in personnel issues.

**Replacement Policy**

Ashley will maintain a CSC, or an equivalent, as described in their school’s innovation plan, that will make recommendations on school-based school leader hiring, school budget, and school calendar to the LLN Board on an annual basis.

The CSC will be replaced with the Ashley Elementary School Leadership Team (SLT). The SLT will comply with State Law on School Accountability Committees. The membership of the SLT will include 14 voting members determined through the following process.

**Positions assigned by the principal:**

1 Principal
3 Administrative Positions

**Positions elected by majority vote (serving 1 year terms):**

4 Teachers  
5 Parents  
1 Support Staff Member

The SLT shall have the following responsibilities:

- Meeting at least once a month
- Recommending final candidates to the LLN Board for the principal position (when a vacancy exists)
  - Providing guidance and recommendations to the principal regarding all responsibilities of the CSC detailed in Policy BDFH in addition to the following:
    - Recommending the school’s annual budget to the LLN Board
    - Determining and approving the school’s master calendar and schedule, in alignment with LLN wide commitments
    - Making recommendations regarding the school’s curriculum and instruction, culture and behavior, services for special populations, and use of school facilities

Additionally, each IZone member school will have representation on an IZone-wide “Council” that will make recommendations to the LLN staff and LLN Board on intra-IZone activities and priorities each year.

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<tr>
<th>School Proposal</th>
<th>KHBA: Revenue from Non Tax Sources</th>
<th>Budget</th>
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<tbody>
<tr>
<td>Policy</td>
<td>It is the policy of Denver Public Schools to aggressively seek to enhance revenue from non-tax sources through negotiated sponsorship agreements between the school district and commercial entities. While the district benefits financially from such a relationship, commercial entities in return may receive certain mutually beneficial considerations.</td>
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</table>
In a sponsorship agreement, a company pays a premium or provides some economic benefit to the district in exchange for recognition. In a preferred provider contract, a company pays a premium or provides economic benefit in exchange for the right to be the sole provider, at the most competitive prices, for goods or services purchased by the district. Sales of goods and services to the district and contributions or donations made to the district that do not include additional, negotiated conditions are not covered by this policy and are governed by the purchasing and gifts and donations policies.

1. Obtain a Sponsorship Proposal form from the Community Partnership Office, complete, and submit to the office with any appropriate materials to illustrate the type of sponsorship requested.
2. Upon submission, the Community Partnership Office will review the proposal to determine that it does not jeopardize current or pending sponsorship agreements, and that the corporate entity is an appropriate district affiliate.
3. The Community Partnership Office will refer the proposal to the Superintendent for review. If appropriate, the Superintendent will present the proposal to the Board of Education for approval.
4. Following Board of Education approval, the Superintendent will direct that a "Memorandum of Agreement" be developed between the school district and the sponsor that clearly defines the benefits to, and responsibilities of, both parties.
5. The appropriate district staff will review and, if appropriate, execute the Agreement.
6. The school(s) will be notified of approval and provided with a copy of the Memorandum of Understanding. The Secretary of the School District will keep the original agreement on file.
7. The school(s) will proceed with the terms of the sponsorship agreement.

**Replacement Policy**

The School shall have the ability to request and secure school-based sponsorships independent of the district according to the following policies:

1. The sponsorship must not compromise or show inconsistency with the beliefs, values of the district and school.
2. The sponsorship will not alter any district owned resources unless permission is granted by the district.
3. The sponsorship does not create a real or perceived conflict of interest with school administrators or staff.

**LLN** may receive direct contributions from any source, and may engage in fundraising on its own behalf as well as on behalf of the IZone and IZone Schools. Such funds shall be the sole and exclusive property of LLN (unless in the event of dissolution, in which case any remaining assets would revert to the district) and shall not in any way reduce allocations to the schools as part of DPS annual budgeting.

<table>
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<tr>
<th>School Proposal</th>
<th>IKE / IKE-R: Promotion, Retention and Acceleration of Students</th>
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<tr>
<td><strong>Policy</strong></td>
<td>When grade retention or acceleration of a student is considered as provided for in Policy IKE, procedural guidelines are as follows: 1. The teacher will confer with the parents at least four months before the end of the school year about the reasons that grade retention or acceleration may be recommended. 2. The parents, principal, teacher, and other appropriate staff will confer about the student's educational needs at least three months before the end of the school year. If retention or</td>
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acceleration is to be a consideration, academic interventions to address the student's needs will be developed and implemented.

3. The principal, teacher, and parents will confer prior to the end of the school year about the student's progress. Based on this, the student will be retained or accelerated if the principal and parents concur that it is in the best interests of the student. In such instances, an academic plan will be prepared that includes the following:
   a. A summary of the school's interventions during the current year to meet the student's academic needs
   b. The interventions to be implemented during the next school year to meet the student's academic needs.

4. If the principal approves the grade retention or acceleration of the student and the parents do not concur, a letter stating the principal's recommendation and rationale will be placed in the student's record, and the student will not be retained or accelerated.

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<tr>
<th>Replacement Policy</th>
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<tr>
<td>Retention decisions for students performing below grade-level in core content areas will be made based on reading and math achievement levels as determined by multiple metrics. The principal, deans, teacher, and parents will confer prior to the end of the school year about the student's progress. If students are making insufficient progress, an academic plan will be prepared and grade retention may be recommended to the School Leadership Team by the principal, deans, teacher, or parents or the SIT. If the Ashley Elementary School Leadership Team approves the grade retention of a student, the student will be retained. Parents will not have the ability to override the decision of the School Leadership Team. Parents will be made aware of this policy at orientation, at the time of registration for all mid-year enrollees. The school will regularly communicate student performance to parents/guardians. However, Ashley Elementary will comply with the requirements of the READ Act for retention decisions regarding students governed by that ACT.</td>
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<tr>
<th>School Proposal</th>
<th>GCF/GDF: Professional Staff Hiring</th>
<th>Human Resources Management: Hiring</th>
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<tr>
<td>Policy</td>
<td>From the list of available candidates for teaching positions in the Denver Public Schools, the superintendent shall recommend those persons best fitted to serve...Applicants for probationary appointments shall be required to have a bachelor's degree...Teachers in the Denver Public Schools shall hold a...teacher certificate...Exceptions to this certification requirement may be made by the superintendent in cases of teachers of adult vocational education and in other unusual cases...Prior to hiring any person, in accordance with state law the district shall conduct background checks. Reappointment after resignation: Teachers reappointed to teaching positions after resignation shall be employed on probationary appointments. A teacher who has been absent five years or less may be considered for reappointment at the salary to which he was entitled at the time of resignation. Reappointment of probationary teachers: Reappointment of probationary teachers shall be considered annually at a meeting of the Board prior to June 1.</td>
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<tr>
<td>Replacem</td>
<td>Ashley Elementary will have autonomy to recruit staff and make offers to candidates outside of the traditional district hiring calendar.</td>
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</table>
| Ashley Elementary will work with the district HR office to post teaching positions through the district website. The school will also engage in independent outreach efforts to recruit candidates outside of the centralized recruitment channels, but will require that any interested candidates apply through the district site. All eligible applications for posted teaching positions will be provided to the school principal for selection using locally-designed processes.

Ashley Elementary will receive applications and consider candidates from the direct placement process; however, the school shall not be required to select teachers through direct placement or to alter the hiring schedule or selection process in a way that gives preference to direct placement teachers.

The Ashley Elementary principal will consult with district HR staff and incorporate hiring best practices at the school level where it is found to be appropriate.

Teaching positions that are responsible for supplemental or enrichment instruction will not require a teacher certificate. Background checks will be administered using the existing systems and processes for the district.

**The LLN has the authority to recruit candidates on behalf of all Zone schools using processes, channels, and timelines of its creation. All hiring of staff will be processed by the District in a rapid and timely manner.**
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<tr>
<th>School Proposal</th>
<th>Article 1-7: Definition of “School Year”</th>
<th>Calendar &amp; Schedule</th>
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<tbody>
<tr>
<td>Policy</td>
<td>The term &quot;school year&quot; as used in these Articles shall mean the officially adopted school calendar.</td>
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<tr>
<td>Replacement Policy</td>
<td>The term “school year” as use in these Articles shall mean the school calendar as it is established by Ashley Elementary School. This definition will include both an identification of days and a typical daily schedule.</td>
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<tr>
<td>School Proposal</td>
<td>Article 2-4-1: Waivers from Agreement</td>
<td>Waiver Request Procedure</td>
</tr>
<tr>
<td>Policy</td>
<td>2-4 No change, rescission, alteration or modification of this Agreement in whole or in part shall be valid unless the same is ratified by both the Board and the Association. 2-4-1 Unless otherwise provided in this Agreement, requests for waivers from this Agreement shall be made by the principal and the Association Representative to the Board of Education and the Association.</td>
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<tr>
<td>Replacement Policy</td>
<td>Consistent with the Innovation Schools Act, requests for waivers from the Collective Bargaining Agreement will be made by the SLT to the Board of Education with documented support from teachers through an amendment or revision of the innovation plan.</td>
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<tr>
<td>School Proposal</td>
<td>Article 5-5: School Leadership Team</td>
<td>Management</td>
</tr>
<tr>
<td>Policy</td>
<td>Each school will have a School Leadership Team (SLT) consisting of the principal, the association representative, a teacher appointed by the principal, and a minimum of 3 teacher representatives ... elected annually by a majority of the faculty voting by secret ballot. The SLT will make decisions by consensus. A consensus is either a unanimous decision or a majority decision that the entire SLT, including the dissenters, will support.</td>
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</table>
| Replacement Policy | The CSC will be replaced with the Ashley Elementary School Leadership Team (SLT). The SLT will comply with State Law on School Accountability Committees. The membership of the SLT will include 14 voting members determined through the following process.  
Positions assigned by the principal:  
- 1 Principal  
- 3 Administrative Positions  
Positions elected by majority vote (serving 1 year terms):  
- 4 Teachers  
- 5 Parents  
- 1 Support Staff Member  
The SLT shall have the following responsibilities:  
- Meeting at least once a month  
- Recommending final candidates to DPS for the principal position (when a vacancy exists)  
- Providing guidance and recommendations to the principal regarding all responsibilities of the CSC detailed in Policy BDFH in addition to the following:  
- Approving the school’s annual budget |
| **Determining and approving the school’s master calendar and schedule** |
| **Making recommendations regarding the school’s curriculum and instruction, culture and behavior, services for special populations, and use of school facilities** |

| School Proposal | Article 8: Professional Standards  
Sets Teacher Calendar, Work Year, Work Day, Class Size and Teaching Load | Calendar & Schedule |

**Article Summary**

**Article 8 - Professional Standards**

School Leadership Team. Each school will have a School Leadership Team as described in 5-4. The SLT will be responsible for making decisions as noted in Article 8. Decisions may be made by the SLT to alter the length of the lunch period (Article 8-2) ...only after conducting a confidential vote of the majority of the faculty. Changes will not be made to the length of the lunch period or secondary teaching load without a positive majority confidential vote of the faculty. Information about such changes will be sent to the Instructional Issues Council for tracking purposes.

8-1 Contract year. The contract year shall be one hundred eighty-four (184) days. If a teacher is required to extend his/her contract year...he or she shall be paid at their regular scheduled rate per day. Regular scheduled rate per day is the teacher’s salary divided by the number of days in the contract year.

8-1-1 In addition to the one hundred eighty-four (184) days, newly hired teachers may be required to attend pre-session orientation meetings and shall be paid in accordance with Article 32...

8-1-2 ...non student contact days shall include the equivalent of four and one half (4.5) full self-directed teacher planning days to be distributed in meaningful increments, and three (3) full professional days to be directed by the principal and one parent conference day. If the District continues the benchmark assessment program, three (3) or more days shall be set aside to grade and analyze data from benchmarks and other related assessments...

8-1-2-1 The assessment day will be used to administer, grade and analyze data from benchmarks and other related assessments.

8-1-2-2 Schools may modify the daily schedule on the parent/teacher conference days.

8-1-3 There is an expectation that teachers will attend beyond the contract year for professional development determined by the principal if: a. the program needs to be scheduled outside the contract year, b. no programs will be scheduled for the last two weeks of June and the first two weeks of July, c. written notice is given ninety (90) days prior to the end of the school year, d. the educational reason is sound, e. teachers attending are paid in accordance with Article 32, f. adequate alternate opportunities are provided.

8-1-4 Evening Meetings. Each teacher may be required to attend three (3) evening events approved by the SLT per school year, as part of the contracted time.

8-1-5 Special Conditions of Employment. Any special conditions regarding the assignment of any teacher will be an addendum to the initial employment contract.

8-2 Forty (40) Hour Work Week. The work week shall be forty (40) hours and shall include: 1. Lunch Periods...a minimum standard 45 minute daily lunch...duty free.

8-2-1 The principal shall have authority to permit teachers to diverge from the regular school day.
### School’s Replacement Policy

Provisions specified in Article 8 will not apply to Ashley Elementary. The Ashley SLT will be responsible for making decisions as noted in Article 8. The SLT will protect a 45-minute duty-free lunch for teachers when enacting any change to the teacher schedule. The Ashley SLT, with input from teachers, will determine the following year’s school calendar and school day schedule no later than 60 days before the end of the school year. The calendar and schedule will meet or exceed district and state determinations of the length of time during which schools shall be in session during the next school year. Input from parents and teachers will be sought prior to scheduling teacher workdays and other non-student contact days. This calendar and schedule shall serve as the academic calendar and schedule for the school. No less than 30 days prior to the end of the school year, the calendars shall include planned work dates for required staff professional development. Any change in the calendar except for emergency closings or other unforeseen circumstances shall be preceded by adequate and timely notice of no less than 30 days. A copy of the upcoming school year calendar and school day will be shared with the District. The schedule and calendar will be developed with the priorities and values outlined in the innovation renewal. Evening meetings, community gatherings, and other events can be scheduled, as necessary. The SLT will annually approve mandatory community events for Ashley Staff. If concerns arise, Ashley staff should bring those concerns to the SLT for review.

### School Proposal

|---|---|

10-1-6 “Evaluator” means school principal or administrative supervisor who is responsible for the evaluation. Principals are responsible for all evaluations in their building, but may designate other qualified administrators to assume evaluation responsibilities. Student Services Managers are responsible for evaluations of their personnel as determined by the District.

10-2 Types of Evaluations. The school district has 3 (three) types of evaluation:
10-2-1 Probationary Evaluation. Probationary evaluations are conducted on an annual basis during the teacher’s probationary employment. Probationary teachers are those contract teachers who hold a valid Colorado teacher license and are in the first three years of teaching or service with the district. Teachers with authorizations or emergency licenses shall follow the probationary evaluation process and shall not be considered probationary until such time as they hold a Colorado professional teaching license. Probationary teachers receive a minimum of two documented observations. At least one of the observations is formal.

10-2-2 Non-Probationary Evaluation. Non-probationary evaluations are conducted once every three years for teachers who have successfully completed their probationary period. Non-probationary teachers receive a minimum of one documented observation. At least one of the observations is formal.

10-2-3 Special Evaluation. Special evaluations are conducted when a supervisor determines that a teacher requires assistance in a non-evaluation year. Managers can recommend to an evaluator that a Student Services Professional be put on special evaluation.

10-3 Timeline for conducting professional evaluation. Probationary teachers are evaluated yearly while designated as probationary and in the first year of non-probationary status. Thereafter, evaluations are to be conducted every three years. The exception to this is special evaluation, see article 10-8.

10-3-1 Compensation as it relates to evaluation, Article 31-11 and ProComp Agreement, Articles 7.4.3 and 7.4.4

10-4 Evaluators. The school principal is responsible for all evaluations in the school building and to use of the appropriate standards/criteria/rubric and form. When a teacher is assigned to more than one building, the home school principal must coordinate the evaluation with the appropriate principals or qualified managers. As necessary, the principal will identify a designated evaluator for each teacher, as well as other administrators who may be asked to conduct classroom observations. Designated evaluators work at the direction of the principal and they are responsible to the principal. Student Services Personnel are responsible for evaluations of their personnel as determined by the district, using the appropriate evaluation tool.

10-4-1 To the extent required by state law, evaluators must hold a state principal/administrator license, be trained in evaluation skills that will enable him or her to make a fair, professional, and credible evaluation of the personnel whom he or she is responsible for evaluating.

<table>
<thead>
<tr>
<th>School’s Replacement Policy</th>
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<tbody>
<tr>
<td>Evaluator refers to the supervisor who is responsible for the evaluation of personnel. While the Ashley Elementary principal will oversee all evaluations in the building, other administrators will have primary evaluation responsibilities for some personnel. Evaluators will receive CDE approved teacher evaluation training but will not be required to hold a state principal/administrator license. All school personnel will be evaluated annually. Evaluations will include both formal and informal observations. Modifications to the district evaluation system will be made in accordance with the innovation plan. Teachers who are not performing satisfactorily shall be placed on the school’s performance improvement plan. Once a teacher has received a performance improvement plan from the school’s principal the school leader will identify areas for</td>
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</table>
improvement with the teacher, give the teacher notice of these areas for improvement in writing, and conduct weekly observations with written feedback. If, after 30 days, the teacher fails to make sufficient progress under the plan, the teacher’s unsatisfactory performance will constitute cause for a mid-year termination.

<table>
<thead>
<tr>
<th>School Proposal</th>
<th>Article 11: Complaints Against Teachers/Administrative Leave/Corrective Action</th>
<th>Human Resources Management</th>
</tr>
</thead>
</table>

**Policy**

11-2 Administrative Leave. If a principal decides to place a teacher on administrative leave for...the principal or designee shall meet with the teacher to give specific allegation(s) and the basic reason why the administrative leave for investigation is necessary, when possible.

11-2-1 The meeting shall take place at the end of the school day or whenever it is appropriate.11-2-2 The principal shall provide the teacher a copy of the administrative leave checklist and review it with the teacher. The teacher shall sign the form only as acknowledgement of receipt..11-2-3 At the teacher’s request a meeting will be held within three (3) school days...to give the teacher an opportunity to respond. The teacher may have Association representation at the meeting. 11-2-4...If an investigation must extend beyond seven (7) calendar days...the teacher and the Association will be notified by phone calls...[with]...the reasons for the extension and the expected date of completion...11-2-5

During the investigation, the teacher...will... receive full pay. 11-2-6 Following completion...the principal or designee shall...share the results...and give the teacher an opportunity to respond...11-2-7 Administrative leave should be considered as an option to be used only when necessary to protect the students or staff or to conduct an appropriate investigation...There will be no record of the leave in a teacher’s personnel file...11-2-8 The Agreement Review Committee (ARC) will review on an annual basis administrative leaves for the prior year to ensure that the above procedures have been implemented appropriately.

11-3 Corrective Action. Before taking a corrective action against a teacher, the principal shall investigate the situation, meet with the teacher and give the teacher an opportunity to respond.

**Replacement Policy**

Article 11 will apply to Ashley Elementary founding teachers, employed at the school prior to the adoption of the innovation plan. Teachers hired after the adoption of the school’s innovation plan shall be entitled to the district’s basic fairness and due process guidelines in issuing corrective action.

**School Proposal**

Article 13-7 Hiring timelines, 13-8 Personnel Committee | Human Resources Management: Hiring & Staff Assignments

**Article Summary**

13-7 Timelines. The Human Resources Department shall determine the start date of the open market staffing cycle as early as practicable after schools have submitted their staffing vacancies and needs...

Key dates and activities:
- Teachers verify consideration group...
- Teacher requests for Intent to Vacate, Early Retirement Incentive, move to part time/job share, Extended Leave of Absence, and Return from Leave notice submitted.
- Recommendation for non-renewal of probationary teachers.
| School's Replacement Policy | Ashley Elementary will not adhere to the district staffing cycle; it will post vacancies when they become open. The school will work with the district HR office to post positions through the district website. In addition to this posting, the school will engage in independent outreach efforts to recruit candidates outside of the centralized recruitment channels. The school will consider all eligible applicants, including teachers who apply to transfer for vacancies. Transfer will not receive priority consideration. Ashley Elementary will not accept direct placements from the district or assignment of unassigned non-probationary teachers.

A temporary hiring committee will be constructed for each specific vacancy, with final determination to be made by the school principal. To the extent possible, the hiring committee shall include representatives from all staffing areas that will be affected by the new hire, such as the teaching team, an administrator, special education, and support staff. All candidates must pass a DPS background check, which will be conducted through the district HR process.

During school breaks, the principal can fill positions without attempting to consult the personnel committee or the schools replacement for the committee.

The Ashley Elementary SLT will make decisions related to Reduction in Building Staff (RIBS) and selection of candidates for vacancies. Once the SLT determines that the school will undergo a (RIBS) all candidates currently in the position being reduced will be considered and the SLT will make RIBS decisions based on performance, professionalism, and merit. |
| Article 14-1: Summer School Teaching Positions | Human Resource Management: Hiring & Staff Assignments |
| Policy | 14-1 Summer School and Evening School. Summer and evening school programs shall be provided flexibility of design and implementation following the guidelines set forth below.  
14-1-1 Staffing. The purpose of all staffing procedures is to find the most suitable candidates for the teaching positions needed to run the summer school.  
14-1-1-1 Summer school teaching positions shall be posted.  
14-1-1-2 Postings shall include the following basic components: descriptions of any teaching position that may be included in the summer school, and an explanation of the selection process.  
14-1-1-3 All teaching positions in summer school programs will be filled first by teachers currently in the District.  
14-1-2 Compensation. Teachers will be paid for summer and evening work as provided in Article 32. |
| Replacement Policy | Ashley Elementary School will fill summer school positions with its own teachers to the extent possible. Should additional teachers be necessary, the school will fill those positions with the best possible candidates, not necessarily teachers currently in the District. Teachers will be compensated for summer school time as agreed upon in the innovation plan. |
| School Proposal | Article 25: Procedures for Arranging Job Sharing Assignments and Half-Time  
Human Resource Management: Staff Assignments |
| Policy | 25-1 Job sharing, or converting from a full-time employee to a half-time employee, may be requested by regularly assigned full-time equivalent non-probationary teachers who wish to work only half-time. Procedures for assignment to a job sharing or half-time position will be available upon request from the Department of Human Resources.  
25-1-1 Application for a job sharing or half-time position must be made in writing to the Department of Human Resources by the published date.  
25-1-2 Teachers wishing to job share must find another teacher who also wishes to job share.  
25-1-3 Job share and half-time assignments, when possible, shall be for one (1) year at a time.  
25-1-4 Salary, benefits, accrued service and other employment entitlements shall be half their usual value, as applicable.  
25-1-5 To be effective, the job sharing or half-time assignments must be approved by the CSC at the school to which the teachers are assigned.  
25-2 Teachers will be notified of placement during the teacher staffing process. |
| School’s Replacement Policy | Job sharing, or converting from a full-time employee to a half-time employee, may be requested by regularly assigned full-time equivalent teachers who wish to work only half time. Teachers who wish to request job sharing or half-time positions shall submit their request in writing to the school’s SLT. The SLT shall review and determine whether any requests for job sharing, or converting to half-time positions are approved or denied. All approved job sharing or half-time positions shall be for one (1) year at a time. |
| CBA Article/Section | Article 28: Extra Duty Compensation  
Human Resources Management: Compensation |
| Article Summary | See Extra Duty Compensation schedule in Article 32 |
Various tables that specify compensation levels for activities that include: substitute pay, hourly rates, activity salaries with steps and schedules.

The Ashley Elementary SLT will determine extra duty compensation for extended day and year hours and additional roles and responsibilities consistent with the innovation plan. The Ashley Elementary SLT will determine extra duty compensation rates and schedules during the budgeting process each spring for the following school year. This will be codified annually in a compensation philosophy.

Paraprofessionals, teachers, classified staff and leaders are eligible to receive additional compensation. Paraprofessionals, teachers, classified staff and leaders will receive compensation that is greater than or equal to the compensation provided for them from the district. The decision to provide additional compensation will be made by the principal in accordance with the compensation policy.

CBA Article/Section: Article 7: Grievance Policy

Human Resources Management

Article Summary: 6 pages. Sections include: 1. Definitions, Purpose, Procedure (Level 1, Level 2, Level 3 Mediation/arbitration), Rights of teachers to representation, miscellaneous

The school shall maintain the following Grievance Policy:

7-1 Definitions.

7-1-1 A "grievance" shall mean a written complaint by a school staff member that there has been a violation, a misinterpretation, or inequitable application of any of the provisions of the School’s Employment Contract or the School’s Employee Handbook.

7-1-2 Unless provided otherwise in this Agreement, all administrative procedures, practices and written personnel policies that affect staff are grievable.

7-1-3 The term "grievance" shall not apply to any matter as to which (1) the method of review is prescribed by law, (2) the Board is without authority to act, or (3) a grievance is specifically prohibited or limited by the terms of the Employment Contract or School Handbook.

7-1-4 An "aggrieved person" is a school staff member asserting a grievance.

7-2 Purpose. The purpose of this grievance procedure is to secure equitable solutions at the lowest possible administrative level to problems that may arise. To this end, grievance proceedings will be kept informal and confidential and both parties will work toward a resolution to avoid litigation.

7-3 Procedure. Since it is important that grievances be processed as rapidly as possible, the number of days indicated at each level is a maximum, and every effort should be made to expedite the process. The time limits specified may, however, be extended by mutual agreement.

Information. The School agrees to make available to the aggrieved person and the aggrieved person’s representative, all pertinent information not privileged under law, in its possession or control, and which is relevant to the issues raised by the grievance. The grievant agrees to make available to the School and its representatives, all pertinent information not privileged under law in its possession or control, and which is relevant to the issue raised by the grievant.
Timing. No grievance shall be recognized by the District or the School unless it is presented at the appropriate level within fifteen (15) school days after the aggrieved person knew, or should have known, of the act or condition on which the grievance is based. No grievance shall be recognized at Level Two unless it is filed with the Department of Human Resources within at least twenty (20) school days after the act or condition upon which it is based occurred. Grievances not timely presented will be considered as waived.

7-3-1 Level One. A grievance first will be discussed with the aggrieved person's principal to attempt to resolve the matter informally, at which time the aggrieved person (1) may discuss the grievance personally, (2) may be accompanied by a District Human Resource Representative, or (3) may request that the District Human Resource Representative act on behalf of the aggrieved person. No written documentation of the grievance or administrative response will be required if the grievance is settled at Level One.

7-3-2 If the aggrieved person is not satisfied with the results of the informal conference, the aggrieved person may then file a grievance in writing on the proper form with the principal or supervisor within seven (7) school days. The grievance must refer to the specific Articles of the Employment Contract and/or School Handbook and explain how they were violated and indicate the reason why the Level One decision is unsatisfactory. The principal shall also have the opportunity to provide comment related to the Level One in writing. The grievant shall send a copy of the written grievance and the principal response to the Department of Human Resources. All known documentation related to the grievance must be provided prior to the Level Two meeting.

7-3-3 Level Two. The Human Resources Director or Instructional Superintendent will go to the school and meet with the teacher and principal to facilitate a resolution. Such meeting will take place within seven (7) school days after receipt of the written grievance by the Department of Human Resources. Any resolution determined by the Human Resources Director or Instructional Superintendent will be considered final.

7-4 Miscellaneous. If the time limits for processing a grievance are not met by the administrator responding to the grievance, the grievance may be moved to the next level at the request of the aggrieved. The Department of Human Resources may take appropriate action on whether to grant the grievant’s requested remedy based on its review of the situation.
|----------------|---------------------------------------------------------------------------------|-------------------------------------------------
| **Policy**     | (1.5) (a) A local board or board of cooperative services may adopt the state model performance evaluation system established by the rules promulgated by the state board pursuant to section 22-9-105.5 or may develop its own local licensed personnel evaluation system that complies with the requirements established pursuant to this section and the rules promulgated by the state board. If a school district or board of cooperative services develops its own local licensed personnel evaluation system, the local board or board of cooperative services or any interested party may submit to the department, or the department may solicit and collect, data related to said personnel evaluation system for review by the department. (4) (a) Except as provided in paragraph (b) of this subsection (4), no person shall be responsible for the evaluation of licensed personnel unless the person has a principal or administrator license issued pursuant to article 60.5 of this title or is a designee of a person with a principal or administrator license and has received education and training in evaluation skills approved by the department of education that will enable him or her to make fair, professional, and credible evaluations of the personnel whom he or she is responsible for evaluating. No person shall be issued a principal or administrator license or have a principal or administrator license renewed unless the state board determines that such person has received education and training approved by the department of education. |

| Replacement Policy | School will use district evaluation procedures, which comply with state law, but adapt the sub-standards so they are in alignment with the instructional program at the school. School will permit instructional leaders without administrative licenses to evaluate teachers, so long as they have received CDE approved training to conduct such evaluations. The LLN shall support the District by evaluating leaders of the school while it is in the Zone and make recommendations for retention or dismissal to the DPS Board of Education. LLN will use district evaluation procedures [i.e. LEAD], but adapt the sub-standards so they are in alignment with the instructional program at the school, and define the performance metrics for school leaders that are compliant with applicable state law, including the Licensed Personnel Performance Evaluation Act, which will be reviewed annually. |

| School Proposal | Section 22-32-109(1)(f): Local Board Duties Concerning Selection of Personnel and Pay | Human Resource Management: Staff Hiring, Compensation |
|----------------|---------------------------------------------------------------------------------|-------------------------------------------------
| **Policy**     | 22-32-109. Board of education - specific duties. (1) ...each board of education shall have and perform the following specific duties: (f) (I) To employ all personnel required to maintain the operations and carry out the educational program of the district and to fix and order paid their compensation...A board of a district of innovation...may delegate the duty specified in this paragraph (f) to an innovation school, |

| Replacement Policy | Pursuant to state law, the DPS board will delegate the duty specified in this |
paragraph to the innovation school. The principal, in consultation with the school leadership team, will select classroom teachers directly and rates of pay will be at or above the district schedule. For all unique job descriptions the SLT shall determine the rate of pay during the budget cycle each Spring for the following year.

School Leaders shall have authority over his or her own hiring, staffing, and other talent-related decisions as set forth in the Innovation School Plan. However, a decision to terminate a teacher contract during the school year will be subject to review pursuant to DPS Policy GDQD and Regulation GDQD-R.

The LLN shall support the District by recommending candidates to serve as principals of IZ Schools, subject to the District’s employment authority, and the District’s consent shall not be unreasonably withheld, conditioned or delayed. Such recommendations must be permissible under the terms of the individual school innovation plans and the Zone plan. If the District disagrees with a recommendation by LLN and the parties cannot resolve the dispute, either party may escalate any disputes to the DPS Board of Education.

The District will not take action regarding the selection, retention or removal of school leaders without seeking the approval of LLN. If the parties fail to agree, either party may bring the dispute to the DPS Board of Education.

<table>
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<tr>
<th>School Proposal</th>
<th>Section 22-32-109(1)(g): Handling of Money</th>
<th>Budget</th>
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<tbody>
<tr>
<td><strong>Policy</strong></td>
<td>(g) To require any employee or other person who may receive into his custody moneys which properly belong to the district to deliver such moneys to the treasurer of the district, or to deposit such moneys in a depository designated by the board;</td>
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In accordance with the innovation plan, Ashley Elementary School may receive moneys and deposit such moneys into a school account. The School will establish an account with the district to manage receipt of locally raised money and will have autonomy in making deposits in and withdrawals from the account when such actions are taken to further the academic achievement of students at Ashley Elementary.

The school will account for all moneys that it receives directly and will report to the LLN CEO/administrative team and Board of Directors, and those funds shall be reflected in school-level DPS budgets. Funds held by the school are assets of DPS. LLN may receive direct contributions from any source, and may engage in fundraising on its own behalf as well as on behalf of the IZone and IZone Schools. Such funds shall be the sole and exclusive property of LLN (unless in the event of dissolution, in which case any remaining assets would revert to the district) and shall not in any way reduce allocations to the school as part of DPS annual budgeting.

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<tr>
<th>School Proposal</th>
<th>Section 22-32-109(1)(n)(I): Schedule and Calendar</th>
<th>Calendar and Schedule</th>
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<tr>
<td><strong>Policy</strong></td>
<td>(n) (I) To determine, prior to the end of a school year, the length of time which the schools of the district shall be in session during the next following school year, but in no event shall said schools be scheduled to have fewer than one thousand eighty</td>
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hours of planned teacher-pupil instruction and teacher-pupil contact during the school year for secondary school pupils in high school, middle school, or junior high school or less than nine hundred ninety hours of such instruction and contact for elementary school pupils or fewer than four hundred fifty hours of such instruction for a half-day kindergarten program or fewer than nine hundred hours of such instruction for a full-day kindergarten program. In no case shall a school be in session for fewer than one hundred sixty days without the specific prior approval of the commissioner of education. In extraordinary circumstances, if it appears to the satisfaction of the commissioner that compliance with the provisions of this subparagraph (I) would require the scheduling of hours of instruction and contact at a time when pupil attendance will be low and the benefits to pupils of holding such hours of instruction will be minimal in relation to the cost thereof, the commissioner may waive the provisions of this subparagraph (I) upon application therefore by the board of education of the district.

<table>
<thead>
<tr>
<th>Replacement Policy</th>
<th>In accordance with the innovation plan, Ashley Elementary School's SLT shall determine, prior to the end of a school year, the length of time the school will be in session during the next following school year. The actual hours of teacher-pupil instruction and teacher-pupil contact shall meet or exceed the minimum hours set by the district and state for public instruction.</th>
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<tbody>
<tr>
<td>School Proposal</td>
<td>Section 22-32-109 (1)(n)(II)(A): Actual Hours of Teacher-Pupil Instruction and Contact</td>
</tr>
<tr>
<td>Calendar and Schedule</td>
<td></td>
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<tr>
<td>Policy</td>
<td>(II) (A) The actual hours of teacher-pupil instruction and teacher-pupil contact specified in subparagraph (I) of this paragraph (n) may be reduced to no fewer than one thousand fifty-six hours for secondary school pupils, no fewer than nine hundred sixty-eight hours for elementary school pupils, no fewer than four hundred thirty-five hours for half-day kindergarten pupils, or no fewer than eight hundred seventy hours for full-day kindergarten pupils, for parent-teacher conferences, staff in-service programs, and closing deemed by the board to be necessary for the health, safety, or welfare of students.</td>
</tr>
<tr>
<td>Replacement Policy</td>
<td>In accordance with the innovation plan, Ashley Elementary School's SLT shall determine, prior to the end of a school year, the length of time the school will be in session during the next following school year. The actual hours of teacher-pupil instruction and teacher-pupil contact shall meet or exceed the minimum hours set by the district and state for public instruction.</td>
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<tr>
<td>School Proposal</td>
<td>Section 22-32-109 (1)(n)(II)(B): School Calendar</td>
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<tr>
<td>Calendar and Schedule</td>
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<tr>
<td>Policy</td>
<td>(B) Prior to the beginning of the school year, each district shall provide for the adoption of a district calendar which is applicable to all schools within the district...A copy of the calendar shall be provided to the parents or guardians of all children enrolled...Such calendar shall include the dates for all staff in-service programs...[The] school administration shall allow for public input from parents and teachers prior to scheduling...staff in-service programs. Any change in the calendar...shall be preceded by adequate and timely...of not less than thirty days.</td>
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</table>
| Replacement Policy | No later than 60 days before the end of the school year, the Ashley Elementary SLT, will determine the following year's school calendar that meets or exceeds district and state determinations of the length of time during which schools shall be in session
during the next school year. Input from parents and teachers will be sought prior to scheduling in-service programs and other non-student contact days. This calendar shall serve as the academic calendar and schedule for the school. All calendars shall include planned work dates for required staff in-service programs. Any change in the calendar except for emergency closings or other unforeseen circumstances shall be preceded by adequate and timely notice of no less than 30 days. A copy of the upcoming school-year calendar and school-day schedule shall be provided to all parents/guardians of students who are currently enrolled. The approved upcoming school-year calendar and school-day hours will be placed on its website prior to May 1 of the prior academic year and a copy shall be provided to the school’s Instructional Superintendent.

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<thead>
<tr>
<th>School Proposal</th>
<th>Section 22-32-109(1)(t): Determine Educational Program and Prescribe Textbooks</th>
<th>Education Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy</td>
<td>(t) To determine the educational programs to be carried on in the schools of the district and to prescribe the textbooks for any course of instruction or study in such programs;</td>
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<tr>
<td>Replacement Policy</td>
<td>In accordance with the innovation plan, Ashley Elementary School will determine its textbooks and curricular materials, including non-adopted textbooks. The DPS Board authorizes Ashley Elementary School to develop an educational program that aligns to the mission and vision of the school and enables the school to implement the innovation plan. All substantial material changes to the district educational program must be communicated to the district office of the CAO for review.</td>
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<tr>
<th>School Proposal</th>
<th>Section 22-32-109(1)(aa): Adopt Content Standards and Plan for Implementation of Content Standards</th>
<th>Education Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy</td>
<td>(aa) To adopt content standards and a plan for implementation of such content standards pursuant to the provisions of section 22-7-407;</td>
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<tr>
<td>Replacement Policy</td>
<td>In accordance with the innovation plan, Ashley Elementary School will implement the Colorado Academic Standards and Common Core State Standards. The DPS Board delegates to Ashley Elementary the authority to develop a local plan for implementation of the CCSS and the CAS in a way that aligns to the school’s innovation plan.</td>
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<tr>
<th>School Proposal</th>
<th>Section 22-32-109(1)(jj): Identify Areas in which the Principal/s Require Training or Development</th>
<th>Human Resource Management: Professional Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy</td>
<td>(jj) To identify any areas in which one or more of the principals of the schools of the school district require further training or development. The board of education shall contract for or otherwise assist the identified principals in participating in professional development programs to assist the identified principals in improving their skills in the identified areas.</td>
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<tr>
<td>Replacement Policy</td>
<td>The LLN will support the District by evaluating leaders of the school while it is in the Zone and make recommendations for retention or dismissal to the DPS Board of Education. LLN will use district evaluation procedures [i.e. LEAD], but adapt the sub-standards so they are in alignment with the instructional program at the school, and define the performance metrics for school leaders that are compliant with applicable state law, including the Licensed Personnel Performance Evaluation Act, which will be</td>
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reviewed annually. School leaders shall be exempt from district training, unless such practices or requirements are adopted to ensure compliance with applicable, non-waived, legal obligations, or in cases when the BOE determines that the practice or requirement applies to all District managed schools and has not been subject to waiver.

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<tr>
<td>Policy</td>
<td>(1) In addition to any other power granted to a board of education of a school district by law, each board of education of a school district shall have the following specific powers, to be exercised in its judgment: (ee) To employ on a voluntary or paid basis teachers' aides and other auxiliary, nonlicensed personnel to assist licensed personnel in the provision of services related to instruction or supervision of children and to provide compensation for such services rendered from any funds available for such purpose, notwithstanding the provisions of sections 22-32-110(1)(ee).</td>
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<tr>
<td>Replacement Policy</td>
<td>The DPS board grants autonomy to the School Leadership Team at Ashley Elementary to make staffing decisions consistent with waivers for district policies GCF and GDF. The school may employ non-licensed personnel to provide instruction or supervision of children that is supplemental to the core academic program.</td>
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<tr>
<td>Policy</td>
<td>(1) In addition to any other power granted to a board of education of a school district by law, each board of education of a school district shall have the following specific powers, to be exercised in its judgment: (h) To discharge or otherwise terminate the employment of any personnel. A board of a district of innovation, as defined in section 22-32.5-103 (2), may delegate the power specified in this paragraph (h) to an innovation school, as defined in section 22-32.5-103 (3), or to a school in an innovation school zone, as defined in section 22-32.5-103 (4).</td>
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<td>Replacement Policy</td>
<td>The LLN will support the District by recommending termination of school leaders to the DPS Board of Education, as needed, while the school is part of the Zone. LLN shall further support the District by recommending candidates to serve as leaders of Zone schools. The LLN recommendations are subject to the District’s employment authority, provided, however, that the LLN recommendation shall be followed by the District unless there is clear and convincing reasons otherwise, with such reasons provided to LLN in writing. Such recommendations must be permissible under the terms of the individual school plans and the Zone plan. If the parties cannot agree on a LLN recommendation, either party may escalate any disputes to the DPS Board of Education. The District will not take action regarding the selection, retention or removal of school leaders without seeking the approval of LLN. If the parties fail to agree, either party may bring the dispute to the DPS Board of Education.</td>
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<td><strong>Policy</strong></td>
<td><strong>School Proposal</strong></td>
<td><strong>Management</strong></td>
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<td>The DPS Board delegates the hiring/termination authority of all other school personnel to the Ashley school leader, subject to non-waived DPS policies and procedures.</td>
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<td><strong>22-32-126: Employment and authority of principals</strong></td>
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<td>22-32-126.</td>
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<td>(1) The board of education may employ through written contract public school principals who shall hold valid principal licenses or authorizations and who shall supervise the operation and management of the school and such property as the board shall determine necessary.</td>
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<td>(2) The principal shall assume the administrative responsibility and instructional leadership, under the supervision of the superintendent and in accordance with the rules and regulations of the board of education, for the planning, management, operation, and evaluation of the educational program of the schools to which he is assigned.</td>
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<td>(3) The principal shall submit recommendations to the superintendent regarding the appointment, assignment, promotion, transfer, and dismissal of all personnel assigned to the school under his supervision.</td>
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<td>(4) The principal shall perform such other duties as may be assigned by the superintendent pursuant to the rules and regulations of the board of education.</td>
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<td>(5) (a) The principal or the principal’s designee shall communicate discipline information concerning any student enrolled in the school to any teacher who has direct contact with the student in the classroom and to any counselor who has direct contact with the student. Any teacher or counselor who receives information under this subsection (5) shall maintain the confidentiality of the information and does not have authority to communicate the information to any other person.</td>
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<td>(b) Each school district shall include in its discipline code adopted in accordance with section 22-32-110 procedures to inform the student and the student’s parent or guardian when disciplinary information is communicated and to provide a copy of the disciplinary information to the student and the student’s parent or guardian. The discipline code shall also establish procedures to allow the student and the student’s parent or guardian to challenge the accuracy of the disciplinary information.</td>
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<td>The Ashley Elementary School SLT will make school leader selection recommendations to the LLN staff and Board, who will, in turn, recommend final candidates to the DPS Board of Education for hiring.</td>
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<td>LLN shall support the District by recommending candidates to serve as leaders of Zone schools. The LLN recommendations are subject to the District’s employment authority, provided, however, that such recommendations shall be followed by the District unless there is clear and convincing reasons otherwise, with such reasons provided to LLN in writing. Such recommendations must be permissible under the terms of the individual school plans and the Zone plan. If the District disagrees with a recommendation by LLN, and the parties cannot resolve the dispute, either party may escalate any disputes to the DPS Board of Education.</td>
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<td></td>
<td>The District will not take action regarding the selection, retention or removal of school leaders without seeking the approval of LLN. If the parties fail to agree, either party may bring the dispute to the DPS Board of Education.</td>
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<td>(1) Except as otherwise provided in subsection (2) of this section, the board of a school district shall not enter into an employment contract with any person as a teacher, except in a junior college district or in an adult education program, unless such person holds an initial or a professional teacher’s license or authorization issued pursuant to the provisions of article 60.5 of this title. (2) (a) The general assembly hereby recognizes that many persons with valuable professional expertise in areas other than teaching provide a great benefit to students through their experience and functional knowledge when hired by a school district. To facilitate the employment of these persons and comply with the requirements of federal law, the general assembly has statutory provisions to create an alternative teacher license and alternative teacher programs to enable school districts to employ persons with expertise in professions other than teaching. These provisions enable a school district to employ a person with professional expertise in a particular subject area, while ensuring that the person receives the necessary training and develops the necessary skills to be a highly qualified teacher. The general assembly strongly encourages each school district to hire persons who hold alternative teacher licenses to provide a wide range of experience in teaching and functional subject matter knowledge for the benefit of the students enrolled in the school district. (b) A school district may hire a person who holds an alternative teacher license to teach as an alternative teacher pursuant to an alternative teacher contract as described in section 22-60.5-207. (3) The board of a school district may enter into an employment contract with any person to serve as an administrator based upon qualifications set by the board of the school district. Nothing in this article shall be construed to require that an administrator, as a condition of employment, possess any type of license or authorization issued pursuant to article 60.5 of this title.</td>
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<td>Replacement Policy</td>
<td>School leaders shall have authority over his or her own hiring, staffing, and other talent-related decisions as set forth in the Innovation School Plan and in the IZone Plan. However, a decision to terminate an innovation teacher’s contract before the end of the school year will be subject to review pursuant to DPS Policy GDQD and regulation GDQD-R. Notwithstanding the foregoing, all school staff are solely and exclusively employees of the District and the District continues to retain all liability for District employees working in the School.</td>
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<tr>
<td>Policy</td>
<td>(1) Except for a part-time or substitute teacher, every employment contract entered into by any teacher or chief administrative officer for the performance of services for a school district shall be in writing. (2) (a) A teacher or chief administrative officer and the board may mutually agree to</td>
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terminate the teacher's or chief administrative officer's employment contract at any time.

(b) Each employment contract executed pursuant to this section shall contain a provision stating that a teacher or chief administrative officer shall not terminate his or her employment contract with the board without the agreement of the board unless:

(I) If the teacher or chief administrative officer intends to terminate his or her employment contract for the succeeding academic year, the teacher or chief administrative officer gives written notice to the board of his or her intent no later than thirty days prior to the commencement of the succeeding academic year or, if a school district operates an alternative year program, not less than thirty days before the commencement of services under the employment contract; or

(II) If the teacher or chief administrative officer intends to terminate his or her employment contract for the current academic year after the beginning of the academic year, the teacher or chief administrative officer shall give written notice to the board of his or her intent at least thirty days prior to the date that the teacher or chief administrative officer intends to stop performing the services required by the employment contract.

(b.5) Each employment contract executed pursuant to this section shall contain a provision stating that a teacher or chief administrative officer shall accept the terms of the employment contract for the succeeding academic year within thirty days of receipt of the contract, unless the teacher or chief administrative officer and the district have reached an alternative agreement. If a teacher or chief administrative officer does not accept the terms of the employment contract within thirty days of receipt, the district shall be authorized to open the position to additional candidates.

(c) Each employment contract executed pursuant to this section shall contain a damages provision whereby a teacher or chief administrative officer who violates the provision required by paragraph (b) of this subsection (2) without good cause shall agree to pay damages to the school district, and the board thereof shall be authorized to collect or withhold damages from compensation due or payable to the teacher or chief administrative officer, in an amount equal to the lessor of:

(I) The ordinary and necessary expenses of a board to secure the services of a suitable replacement teacher or chief administrative officer; or

(II) One-twelfth of the annual salary specified in the employment contract.

(c.5) (I) The general assembly finds that, for the fair evaluation of a principal based on the demonstrated effectiveness of his or her teachers, the principal needs the ability to select teachers who have demonstrated effectiveness and have demonstrated qualifications and teaching experience that support the instructional practices of his or her school. Therefore, each employment contract executed pursuant to this section shall contain a provision stating that a teacher may be assigned to a particular school only with the consent of the hiring principal and with input from at least two teachers employed at the school and chosen by the faculty of teachers at the school to represent them in the hiring process, and after a review of the teacher's demonstrated effectiveness and qualifications, which review demonstrates that the teacher's qualifications and teaching experience support the instructional practices of his or her school.

(II) Repealed.

(III) (A) Any active nonprobationary teacher who was deemed effective during the
prior school year and has not secured a mutual consent placement shall be a member of a priority hiring pool, which priority hiring pool shall ensure the nonprobationary teacher a first opportunity to interview for a reasonable number of available positions for which he or she is qualified in the school district.

(B) When a determination is made that a nonprobationary teacher’s services are no longer required for the reasons set forth in subparagraph (VII) of this paragraph (c.5), the nonprobationary teacher shall be notified of his or her removal from the school. In making decisions pursuant to this paragraph (c.5), a school district shall work with its local teachers association to develop policies for the local school board to adopt. If no teacher association exists in the school district, the school district shall create an eight-person committee consisting of four school district members and four teachers, which committee shall develop such policies. Upon notice to the nonprobationary teacher, the school district shall immediately provide the nonprobationary teacher with a list of all vacant positions for which he or she is qualified, as well as a list of vacancies in any area identified by the school district to be an area of critical need. An application for a vacancy shall be made to the principal of a listed school, with a copy of the application provided by the nonprobationary teacher to the school district. When a principal recommends appointment of a nonprobationary teacher applicant to a vacant position, the nonprobationary teacher shall be transferred to that position.

(C) This subparagraph (III) shall take effect at such time as the performance evaluation system based on quality standards established pursuant to this section and the rules promulgated by the state board pursuant to section 22-9-105.5 has completed the initial phase of implementation and has been implemented statewide. The commissioner shall provide notice of such implementation to the revisor of statutes on or before July 1, 2014, and each July 1 thereafter until statewide implementation occurs.

(IV) If a nonprobationary teacher is unable to secure a mutual consent assignment at a school of the school district after twelve months or two hiring cycles, whichever period is longer, the school district shall place the teacher on unpaid leave until such time as the teacher is able to secure an assignment. If the teacher secures an assignment at a school of the school district while placed on unpaid leave, the school district shall reinstate the teacher’s salary and benefits at the level they would have been if the teacher had not been placed on unpaid leave.

(V) Nothing in this section shall limit the ability of a school district to place a teacher in a twelve-month assignment or other limited-term assignments, including, but not limited to, a teaching assignment, substitute assignment, or instructional support role during the period in which the teacher is attempting to secure an assignment through school-based hiring. Such an assignment shall not constitute an assignment through school-based hiring and shall not be deemed to interrupt the period in which the teacher is required to secure an assignment through school-based hiring before the district shall place the teacher on unpaid leave.

(VI) The provisions of this paragraph (c.5) may be waived in whole or in part for a renewable four-year period by the state board of education pursuant to section 22-2-117, provided that the local school board applying for the waiver, in conjunction with the superintendent and teachers association in a district that has an operating master employment contract, if applicable, demonstrates that the waiver is in the best interest of students enrolled in the school district, supports the equitable
distribution of effective teachers, and will not result in placement other than by mutual consent of the teacher in a school district or public school that is required to implement a priority improvement plan or turnaround plan pursuant to article 11 of this title. Notwithstanding the provisions of this paragraph (c.5), a waiver shall not be granted for a request that extends the time for securing an assignment through school-based hiring for more than two years.

(VII) This paragraph (c.5) shall apply to any teacher who is displaced as a result of drop in enrollment; turnaround; phase-out; reduction in program; or reduction in building, including closure, consolidation, or reconstitution.

d) The department of education may suspend the license, endorsement, or authorization of a teacher or chief administrative officer who fails to provide the notice required by paragraph (b) of this subsection (2) and who abandons, fails, or refuses to perform required services pursuant to an employment contract, without good cause.

(3) A teacher may be suspended temporarily during the contractual period until the date of dismissal as ordered by the board pursuant to section 22-63-302 or may have his or her employment contract cancelled during the contractual period when there is a justifiable decrease in the number of teaching positions. The manner in which employment contracts will be cancelled when there is a justifiable decrease in the number of teaching positions shall be included in any contract between the board of education of the school district and school district employees or in an established policy of the board, which contract or policy shall include the criteria described in section 22-9-106 as significant factors in determining which employment contracts to cancel as a result of the decrease in teaching positions. Effective February 15, 2012, the contract or policy shall include consideration of probationary and nonprobationary status and the number of years a teacher has been teaching in the school district; except that these criteria may be considered only after the consideration of the criteria described in section 22-9-106 and only if the contract or policy is in the best interest of the students enrolled in the school district.

(4) (a) Notwithstanding the provisions of section 24-72-204 (3) (a), C.R.S., upon a request from a school district or a school concerning a person applying for a position as a teacher, a school district may disclose to the requesting school district or school the reason or reasons why a teacher left employment with the original school district. Upon the specific request of a school district at which a teacher has applied for employment, a school district may disclose any pertinent performance record or disciplinary record of a teacher that specifically relates to any negligent action of the teacher that was found to have endangered the safety and security of a student or any disciplinary record that relates to behavior by the teacher that was found to have contributed to a student's violation of the school district's conduct and discipline code. The information disclosed pursuant to this paragraph (a) shall only be disclosed to personnel authorized to review the personnel file in the school district or school and to the person applying for a position as a teacher.

(b) No employment contract executed pursuant to this section shall contain a provision that restricts or prohibits a school district from disclosing to another school district or school the reason or reasons why a teacher left employment with the original school district or from disclosing to another school district any of the teacher's disciplinary or performance records pursuant to paragraph (a) of this subsection (4).
| Replacement Policy | Ashley Elementary staff members hired after the adoption of the innovation plan will be on annual contracts. The annual contract expires at the end of each contract year. All contracts will be in writing. The school will provide contract language to the district for feedback before any initial employment contracts are signed. Mutual terminations will be negotiated between the teacher and the school principal. If an employee intends to terminate a contract after the beginning of the academic year, the employee shall give written notice of his or her intent at least thirty days prior to the date that he or she intends to stop performing the services required by the employment contract. Ashley Elementary teachers hired following the adoption of the school’s innovation plan shall be on annual contracts. The school principal has the authority to make employment offers to qualified candidates. Termination of all staff will follow the dismissal procedures outlined in the DPS policy GDQD and GDQD-R. Ashley Elementary will not provide first opportunity to interview rights to priority hiring pool candidates, but will consider them for employment. The school will not contribute teachers to the district hiring pool. The school has the right to refuse limited term assignments or mandatory transfers of teachers from the district. |
| Statute Description | (1) (a) Except as provided for in paragraph (b) of this subsection (1), the provisions of this section shall apply only to probationary teachers and shall no longer apply when the teacher has been reemployed for the fourth year, except as provided for in paragraph (a.5) of subsection (4) of this section. This paragraph (a) is repealed, effective July 1, 2014. (b) For any school district that has implemented the performance evaluation system based on quality standards pursuant to section 22-9-106 and the rules adopted by the state board pursuant to section 22-9-105.5, the provisions of this section shall apply only to probationary teachers and shall no longer apply when the teacher has been granted nonprobationary status as a result of three consecutive years of demonstrated effectiveness, as determined through his or her performance evaluations and continuous employment. (2) (a) During the first three school years that a teacher is employed on a full-time continuous basis by a school district, such teacher shall be considered to be a probationary teacher whose employment contract may be subject to nonrenewal in accordance with subsection (4) of this section. A school district may also consider a teacher employed on a part-time continuous basis by such district and by a board of cooperative services to be a probationary teacher whose contract may be subject to nonrenewal in accordance with subsection (4) of this section. An employment contract with a probationary teacher shall not exceed one school year. |
| School’s Replacement Policy | Ashley Elementary teachers employed after the adoption of the innovation plan will be hired on annual contracts and will not be considered probationary or eligible to earn non-probationary status. Years of service and formal evaluations using DPS systems will be tracked and monitored by the school. Teachers on annual contracts who leave Ashley Elementary and are hired by another school in the district may apply their time at Ashley Elementary to the consecutive school years of |
demonstrated effectiveness and continuous employment required for the probationary period.

### School Proposal

**Teacher Employment, Compensation and Dismissal Act of 1990 Section 22-63-206: Transfer of Teachers - Compensation**

<table>
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<tr>
<th>Statute Description</th>
<th>Human Resource Management: Direct Placement of Teachers</th>
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<td>(1) A teacher may be transferred upon the recommendation of the chief administrative officer of a school district from one school, position, or grade level to another within the school district, if such transfer does not result in the assignment of the teacher to a position of employment for which he or she is not qualified by virtue of academic preparation and certification and if, during the then current school year, the amount of salary of such teacher is not reduced except as otherwise provided in subsections (2) and (3) of this section. There shall be no discrimination shown toward any teacher in the assignment or transfer of that teacher to a school, position, or grade because of sex, sexual orientation, marital status, race, creed, color, religion, national origin, ancestry, or membership or nonmembership in any group or organization.</td>
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<td>(2) Notwithstanding the provisions of subsection (1) of this section, a teacher who has been occupying an administrative position may be assigned to another position for which he or she is qualified if a vacancy exists in such position, and, if so assigned, with a salary corresponding to the position. If the school district has adopted a general salary schedule or a combination salary schedule and policy, the board may consider the years of service accumulated while the teacher was occupying the administrative position when the board determines where to place the teacher on the schedule for the assigned position.</td>
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<td>(3) Notwithstanding the provisions of subsection (1) of this section, the salary of a teacher who has received additional compensation for the performance of additional duties may be reduced if said teacher has been relieved of such additional duties.</td>
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<td>(4) A teacher may enter into an agreement for an economic work-learn program leave of absence with a board of education that shall not affect the teacher’s employment status, position on the salary schedule if the school district has adopted a general salary schedule or combination salary schedule and policy, or insurance and retirement benefits.</td>
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<td>(5) Nothing in this section shall be construed as requiring a receiving school to involuntarily accept the transfer of a teacher. All transfers to positions at other schools of the school district shall require the consent of the receiving school.</td>
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### School’s Replacement Policy

**Ashley Elementary may refuse limited term assignments or mandatory transfers of teachers from the district. District teachers who are qualified for a vacant position at the school will have an opportunity to apply for the position, and, if hired, will be compensated with a salary corresponding to the position and the years of service.**

### School Proposal

**Teacher Employment, Compensation and Dismissal Act of 1990 Section 22-63-301: Grounds for Dismissal**

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<th>Human Resource Management: Dismissals</th>
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<td><strong>Policy</strong></td>
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<td><strong>Replacement Policy</strong></td>
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<td><strong>Statute Description</strong></td>
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and the dismissal shall be final; except that the board of education may grant a
hearing upon a determination that the failure to file written notice for a hearing was
due to good cause. If the teacher files a written notice of objection, the teacher shall
continue to receive regular compensation from the time the board received the
dismissal recommendation from the chief administrative officer pursuant to
subsection (2) of this section until the board acts on the hearing officer’s
recommendation pursuant to subsection (9) of this section, but in no event beyond
one hundred days; except that the teacher shall not receive regular compensation
upon being charged criminally with an offense for which a license, certificate,
endorsement, or authorization is required to be denied, annulled, suspended, or
revoked due to a conviction, pursuant to section 22-60.5-107 (2.5) or (2.6). If the
final disposition of the case does not result in a conviction and the teacher has not
been dismissed pursuant to the provisions of this section, the board shall reinstate
the teacher, effective as of the date of the final disposition of the case. Within ten
days after the reinstatement, the board shall provide the teacher with back pay and
lost benefits and shall restore lost service credit.

(4) (a) If the teacher requests a hearing, it shall be conducted before an impartial
hearing officer selected jointly by the teacher and the chief administrative officer.
The hearing officer shall be selected no later than five working days following the
receipt by the chief administrative officer of the teacher’s written notice of
objection. If the teacher and the chief administrative officer fail to agree on the
selection of a hearing officer, they shall request assignment of an administrative law
judge by the department of personnel to act as the hearing officer.

(b) Hearing officers shall be impartial individuals with experience in the conducting
of hearings and with experience in labor or employment matters.

(c) Expenses of the hearing officer shall be paid from funds of the school district.

(5) (a) Within three working days after selection, the hearing officer shall set the
date of the prehearing conference and the date of the hearing, which shall
commence within the following thirty days. The hearing officer shall give the teacher
and the chief administrative officer written notice of the dates for the prehearing
conference and for the hearing including the time and the place therefor.

(b) One of the purposes of the prehearing conference shall be to limit, to the extent
possible, the amount of evidence to be presented at the hearing.

(c) The parties and their counsel shall be required to attend the prehearing
conference with the hearing officer.

(6) (a) Within ten days after selection of the hearing officer, the teacher shall provide
to the chief administrative officer a copy of all exhibits to be presented at the
hearing and a list of all witnesses to be called, including the addresses and telephone
numbers of the witnesses. Within seven days after the teacher submits his or her
exhibits and witness list, the chief administrative officer and the teacher may
supplement their exhibits and witness lists. After completion of the seven-day
period, additional witnesses and exhibits may not be added except upon a showing of good cause.

(b) Neither party shall be allowed to take depositions of the other party's witnesses or to submit interrogatories to the other party. The affidavit of a witness may be introduced into evidence if such witness is unavailable at the time of the hearing.

(7) (a) Hearings held pursuant to this section shall be open to the public unless either the teacher or the chief administrative officer requests a private hearing before the hearing officer, but no findings of fact or recommendations shall be adopted by the hearing officer in any private hearing. The procedures for the conduct of the hearing shall be informal, and rules of evidence shall not be strictly applied except as necessitated in the opinion of the hearing officer; except that the hearing officer shall comply with the Colorado rules of evidence in excluding hearsay testimony.

(b) The hearing officer may receive or reject evidence and testimony, administer oaths, and, if necessary, subpoena witnesses.

(c) At any hearing, the teacher has the right to appear in person with or without counsel, to be heard and to present testimony of witnesses and all evidence bearing upon his proposed dismissal, and to cross-examine witnesses. By entering an appearance on behalf of the teacher or the chief administrative officer, counsel agrees to be prepared to commence the hearing within the time limitations of this section and to proceed expeditiously once the hearing has begun. All school district records pertaining to the teacher shall be made available for the use of the hearing officer or the teacher.

(d) An audiotaped record shall be made of the hearing, and, if the teacher files an action for review pursuant to the provisions of subsection (10) of this section, the teacher and the school district shall share equally in the cost of transcribing the record; except that, if a party is awarded attorney fees and costs pursuant to paragraph (e) of subsection (10) of this section, that party shall be reimbursed for that party's share of the transcript costs by the party against whom attorney fees and costs were awarded.

(e) Any hearing held pursuant to the provisions of this section shall be completed within six working days after commencement, unless extended by the hearing officer on a showing of good cause, and neither party shall have more than three days to present its case in chief. Neither party may present more than ten witnesses at the hearing, except upon a showing of good cause.

(8) The chief administrative officer shall have the burden of proving that the recommendation for the dismissal of the teacher was for the reasons given in the notice of dismissal and that the dismissal was made in accordance with the provisions of this article. Where unsatisfactory performance is a ground for dismissal, the chief administrative officer shall establish that the teacher had been evaluated pursuant to the written system to evaluate licensed personnel adopted by the school district pursuant to section 22-9-106. The hearing officer shall review the evidence and testimony and make written findings of fact thereon. The hearing
The officer shall make only one of the two following recommendations: The teacher be dismissed or the teacher be retained. A recommendation to retain a teacher shall not include any conditions on retention. The findings of fact and the recommendation shall be issued by the hearing officer not later than twenty days after the conclusion of the hearing and shall be forwarded to said teacher and to the board.

(9) The board shall review the hearing officer's findings of fact and recommendation, and it shall enter its written order within twenty days after the date of the hearing officer's findings and recommendation. The board shall take one of the three following actions: The teacher be dismissed; the teacher be retained; or the teacher be placed on a one-year probation; but, if the board dismisses the teacher over the hearing officer's recommendation of retention, the board shall make a conclusion, giving its reasons therefor, which must be supported by the hearing officer's findings of fact, and such conclusion and reasons shall be included in its written order. The secretary of the board shall cause a copy of said order to be given immediately to the teacher and a copy to be entered into the teacher's local file.

(10) (a) If the board dismisses the teacher pursuant to the provisions of subsection (9) of this section, the teacher may file an action for review in the court of appeals in accordance with the provisions of this subsection (10), in which action the board shall be made the party defendant. Such action for review shall be heard in an expedited manner and shall be given precedence over all other civil cases, except cases arising under the "Workers' Compensation Act of Colorado", articles 40 to 47 of title 8, C.R.S., and cases arising under the "Colorado Employment Security Act", articles 70 to 82 of title 8, C.R.S.

(b) An action for review shall be commenced by the service of a copy of the petition upon the board of the school district and filing the same with the court of appeals within twenty-one days after the written order of dismissal made by the board. The petition shall state the grounds upon which the review is sought. After the filing of the action for review in the court of appeals, such action shall be conducted in the manner prescribed by rule 3.1 of the Colorado appellate rules.

(c) The action for review shall be based upon the record before the hearing officer. The court of appeals shall review such record to determine whether the action of the board was arbitrary or capricious or was legally impermissible.

(d) In the action for review, if the court of appeals finds a substantial irregularity or error made during the hearing before the hearing officer, the court may remand the case for further hearing.

(e) Upon request of the teacher, if the teacher is ordered reinstated by the court of appeals, or upon request of the board, if the board's decision to dismiss the teacher is affirmed by the court of appeals, the court of appeals shall determine whether the nonprevailing party's appeal or defense on appeal lacked substantial justification. If the court of appeals determines that the nonprevailing party's appeal or defense on appeal lacked substantial justification, the court of appeals shall determine the amount of and enter a judgment against the nonprevailing party for reasonable
attorney fees and costs incurred on appeal to the court of appeals. Any judgment entered pursuant to this paragraph (e) may be subject to stay as provided in rule 41.1 of the Colorado appellate rules.

(f) Further appeal to the supreme court from a determination of the court of appeals may be made only upon a writ of certiorari issued in the discretion of the supreme court. Upon request of the teacher, if the teacher is ordered reinstated by the supreme court, or upon motion of the board, if the board's decision to dismiss is affirmed by the supreme court, the supreme court shall determine whether the nonprevailing party's appeal or defense on appeal to the supreme court lacked substantial justification. If the supreme court determines that the nonprevailing party's appeal or defense on appeal to the supreme court lacked substantial justification, the court shall determine the amount of and enter a judgment against the nonprevailing party for reasonable attorney fees and costs incurred on appeal to the supreme court. Any judgment entered pursuant to this paragraph (f) may be subject to stay as provided in rule 41.1 of the Colorado appellate rules.

(11) (a) The board of a school district may take immediate action to dismiss a teacher, without a hearing, notwithstanding subsections (2) to (10) of this section, pending the final outcome of judicial review or when the time for seeking review has elapsed, when the teacher is convicted, pleads nolo contendere, or receives a deferred sentence for:

(I) A violation of any law of this state or any counterpart municipal law of this state involving unlawful behavior pursuant to any of the following statutory provisions: Sections 18-3-305, 18-6-302, and 18-6-701, C.R.S., or section 18-6-301, C.R.S., or part 4 of article 3, part 4 of article 6, and part 4 of article 7 of title 18, C.R.S.; or

(II) A violation of any law of this state, any municipality of this state, or the United States involving the illegal sale of controlled substances, as defined in section 18-18-102 (5), C.R.S.

(b) A certified copy of the judgment of a court of competent jurisdiction of a conviction, the acceptance of a guilty plea, a plea of nolo contendere, or a deferred sentence shall be conclusive evidence for the purposes of this subsection (11).

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<td>Dismissal of Ashley Elementary teachers who were hired prior to the approval of the innovation plan will be done in accordance with existing state and district policies. Ashley Elementary teachers hired after the approval of the innovation plan will be hired on annual contracts. Teacher mid-year dismissal shall be for cause consistent with the process outlined in DPS policy GDQD and regulation GDQD-R.</td>
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<tr>
<td>Teacher Employment, Compensation and Dismissal Act of 1990 Section 22-63-401: Teachers Subject to Adopted Salary</td>
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| **School Proposal** | **22-63-402. Services - disbursements**  
Human Resource Management: Teacher License  
No order or warrant for the disbursement of school district moneys shall be drawn in favor of any person for services as a teacher, except for services performed for a junior college district or in an adult education program, unless the person holds a valid teacher’s license or authorization from the department of education. Such license or authorization shall be duly registered in the administrative office of the school district wherein the services are to be rendered. A teacher shall hold a valid license or authorization during all periods of employment by a school district. A person who performs services as a teacher without possessing a valid teacher’s license or authorization shall forfeit all claim to compensation out of school district moneys for the time during which services are performed without the license or authorization.  
Ashley Elementary may employ either licensed or non-licensed teachers for non-core subject areas (English, Math, Science, Social Studies). All core subject area teachers will be licensed and qualified pursuant to the requirements of the ESSA Act and State Law. School district monies will be used to pay both licensed and non-licensed teachers hired to perform services consistent with the innovation plan.  
**22-7-1207:Advancement – decision – parental involvement**  
Promotion, Retention and Acceleration of Students  
(1) Within 45 days before the end of the school year prior to the student’s fourth grade year, a teacher finds that a student has a significant reading deficiency, personnel of the local education provider shall provide to the student’s parent the written notice...  
(a) except for students with disabilities substantially impacting their progress developing reading skills;  
(b) the student is a student with limited English proficiency ... and the deficiency is due primarily to the student’s language skills; |
(c) the student is completing a second school year at the same grade level.

(2) Written notice to parents shall include:
(a) notification of serious implications to a student entering fourth grade with a significant reading deficiency and a meeting request...
(b) work with the parents to schedule a meeting...
(c) if the parent does not attend the meeting, the teacher and personnel of the local education provider will decide whether the student will advance to the next grade level in the next school year.
(4) specific information that should be discussed with parents: serious implications of attending fourth grade without reading proficiency, importance of achieving reading proficiency by end of third grade, the student’s body of evidence and the likelihood that the student, despite having a significant reading deficiency, will be able to maintain adequate academic progress at eh next grade level, the increased level of intervention instruction the student will receive in the next school year regardless of whether the student advances to the next grade level, the potential effects on the student if he or she does not advance to the next grade level, (b) the parent, teacher, and other personnel shall decide whether the student will advance to the next grade level int eh next school year. If the parent, teacher and other personnel are not in agreement, the parent shall decide whether the student will advance to the next grade level unless otherwise specified in the policy adopted by the local education provider.
(5) parents will be given written notification of the decision to retain or not retain the student...
(6) beginning in 2016-17...if the superintendent, or his or her designee, or the principal... does not approve the decision to advance the student, the student shall not advance to fourth grade in the next school year. ...
(7) Each local education provider shall ... oral and written communications to a parent... in a language that the parent understands.

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<td>Ashley Elementary will follow the school’s replacement policy IKE/IKE-R regarding retention of students.</td>
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<td>Retention decisions for students performing below grade-level in core content areas will be made based on reading and math achievement levels as determined by multiple metrics. The principal, deans, teacher, and parents will confer prior to the end of the school year about the student’s progress. If students are making insufficient progress, an academic plan will be prepared and grade retention may be recommended to the School Leadership Team by the principal, deans, teacher, or parents or the SIT.</td>
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<td>If the Ashley Elementary School Leadership Team approves the grade retention of a student, the student will be retained. Parents will not have the ability to override the decision of the School Leadership Team. Parents will be made aware of this policy at orientation, at the time of registration for all mid-year enrollees. The school will regularly communicate student performance to parents/guardians.</td>
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<td>However, Ashley Elementary will comply with the requirements of the READ Act and for retention decisions regarding students governed by that ACT.</td>
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