

Murdoch

Middle Charter Public School

THINK **C**ONNECT **A**PPLY

2005-2006 Annual Report

40 Brick Kiln Road

Chelmsford, MA 01824

Phone: 978-970-0100

Fax: 978-970-3522

*Submitted by Walter Landberg, Director
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Letter from the Chair of the MMCPS Board of Trustees

Dear Murdoch Community:

This past year has been a very exciting one for the Murdoch Middle Charter Public School community. We received our ten-year charter renewal with a unanimous vote by the Massachusetts Board of Education. This vote by the board is a recognition of the excellent program at the Murdoch, which provides each student with a well-rounded education combining stimulating group interaction with supportive individual attention. In a further testament to our outstanding program, the Board of Education granted our request to expand the Murdoch community to include a high school, we will begin in September 2007 with the addition of 9th grade and expand one grade each of the following three years.

2005/2006 was a capstone academic year for the Murdoch. It showed that we have stayed true to our original mission, to provide each student with a challenging, interdisciplinary education; we are indeed preparing our students for the 21st century. The credit for this continued success is attributed to the efforts of the entire Murdoch community. The administration and staff at the Murdoch are dedicated to the success of every student, providing guidance and support in nurturing students to become motivated independent thinkers with a lifelong love of learning. Additionally the support, enthusiasm, and commitment of the families of Murdoch students bring true meaning to the word community at Murdoch.

As you will see in this 2005-2006 Annual Report we seek to challenge all of our students to become successful learners. Murdoch students continue to perform well on standardized tests as well as demonstrate comprehension and competency in all academic areas. Our commitment to school outcomes and providing a safe and supportive school environment are reflected in the satisfaction expressed by parents in our annual survey.

The future success of the Murdoch will build on the accomplishments of the past. Our reputation and enrollment grow with each successive year. We maintain a strong organizational viability and a commitment to the mission of the school.

On behalf of the Board of Trustees, I would like to welcome everyone to the Murdoch Middle Charter Public School and extend our wishes for a happy, healthy, and invigorating school year. We are very enthusiastic about the upcoming year and look forward to working with parents and students to “Think • Connect • Apply” and innovate.

Respectfully Submitted,

Scott Glidden
Chair, Board of Trustees

Introduction to Murdoch Middle Charter Public School

The Murdoch Middle Charter Public School (MMCPS) is a fifth through eighth grade middle school in Chelmsford, Massachusetts located just outside of Lowell, 45 minutes northwest of Boston. MMCPS provides a middle school setting for approximately 270 students from the town of Chelmsford and surrounding communities. The school holds high academic standards for all students, with a focus on challenging students to be thoughtful problem solvers, effective communicators, active community members and self-directed in their academic and social pursuits.

MMCPS's curriculum, aligned with the Massachusetts Curriculum Frameworks, is project based and "real world" in its approach. The curriculum is designed and implemented by teachers who have a passion for the subjects they teach. In addition, MMCPS students are prepared for high school, and for standardized assessments (MCAS and the SAT 9), through skills focused courses in English Language Arts and Mathematics.

MMCPS was granted its third five year charter by the Massachusetts Board of Education during the Spring of 2006. Additionally, the Board of Education approved the school's request to add a high school of 300 additional students, one grade at a time, beginning in the fall of 2007.

This annual report is an opportunity for us to describe our activities over the past year, and share our goals and our current success in relation to those goals.

Mission

The mission of the Murdoch Middle Charter Public School is to provide students with a challenging, interdisciplinary education that will prepare them for the 21st century through an emphasis on holistic learning, higher order and critical thinking skills, and practical application and integration of curriculum areas.

Educational Philosophy: Think. Connect. Apply.

At Murdoch, we want our students to **think** critically and systemically, make **connections** between the various subject areas they learn and to **apply** this learning to the world beyond the walls of the school.

I. School Performance

a. Parent Survey Data

Parent satisfaction, as measured by our annual parent survey, continues to be very strong at MMCPS. The following is a summary of highlights from the parent survey

School Outcomes (self direction, problem solving, community membership and effective communication)

On all of the outcomes **95% of respondents** agreed or strongly agreed that the school was successfully developing students in line with the school's outcomes.

School Mission

95% of respondents agreed or strongly agreed that the school is fulfilling its mission.

Academics	
% of respondents that agree or strongly agree that their student is being challenged in the following subject areas	
Math	94%
English Language Arts	95%
Humanities Project	97%
Math/Science Project	95%
Spanish	82%
Creative Arts	89%
Health	95%
Challenge	87%

School Climate

Student Behavior – **91%** of respondents agreed or strongly agreed that student behavior was consistently, fairly and appropriately managed in the school.

Teacher/Staff availability – **99%** of respondents agreed or strongly agreed that teachers and staff are available and willing to meet/speak with them regarding their child.

Physically and Emotionally Safe School – **96%** of respondents agreed or strongly agreed that MMCPS is a physically and emotionally safe school.

Recommend Murdoch to others – **98%** of respondents would recommend Murdoch to others.

b. MMCPS Accountability Plan

The MMCPS Accountability Plan is divided into three sections; Academic Program, Organizational Viability and The Charter. Each section focuses on a separate set of goals and each set of goals has clearly defined “measures of success.”

Academic Program

Goal 1: All students at MMCPS will become proficient readers and writers of the English language.

Goal 2: All Students at MMCPS will demonstrate comprehension and competency in the application of mathematical computation and problem solving.

Goal 3: All students at MMCPS will demonstrate effective oral presentation skills.

Goal 4: All students at MMCPS will demonstrate an ability to apply knowledge through project-based, interdisciplinary assignments.

Goal 5: All students at MMCPS will become proficient communicators of the Spanish language.

Organizational Viability

Goal 1: MMCPS will maintain strong organizational viability by maintaining strong parent support and commitment to the school.

Goal 2: MMCPS will maintain strong organizational viability by demonstrating sound financial practices.

Goal 3: MMCPS will ensure that teachers are prepared and supported to teach in a project based, interdisciplinary environment so as to develop and implement curriculum aligned with the school charter and the Massachusetts Curriculum Frameworks.

The Charter

Goal 1: MMCPS students will demonstrate an understanding of the uses and applications of technology in their school work.

Goal 2: MMCPS students will demonstrate a working vocabulary of systems thinking concepts.

Goal 3: All students at MMCPS will participate in interdisciplinary projects that reflect the Massachusetts Curriculum Frameworks.

Goal 4: All students at MMCPS will give feedback to their teachers via a survey once a year.

Goal 5: MMCPS will instill in its students an understanding of the school’s four outcomes.

c. Accountability Plan Progress for 2005-2006

Goal 1: All students at Murdoch Middle Charter Public School (MMCPS) will become proficient readers and writers of the English language.

<i>Murdoch Measures of Success</i>	<i>Status</i>	<i>Explanation</i>
<i>Measure 1:</i> 75% of 7 th grade students who have been at MMCPS since Grade 5 will perform at the Proficient level or better on the Grade 7 ELA MCAS test. 95% of all 7 th grade students will perform at or above the Needs Improvement level.	Goal met for 2005.	On the 2005 Grade 7 ELA MCAS test, - 85% of MMCPS students scored at the Proficient level or better. 100% of MMCPS students performed at or above the Needs Improvement level.
<i>Measure 2:</i> 50% of all students will perform at the Proficient level or better each quarter on frameworks based English/Language Arts skills report cards (“Assessments”) in the areas of comprehension and application. 70% of all students will perform at the Apprentice level or better.	Partially met	During the 2005-2006 school year, 35% of students performed at the Proficient level or higher on their English/Language Arts Assessments. This portion of the goal is still in progress. During the 2004-2005 school year, 83% of students performed at the Apprentice level or higher on their English/Language Arts Assessments.
<i>Measure 3:</i> Using a virtual cohort of sending schools as a comparison, 7 th grade students at MMCPS will score higher on the MCAS Grade 7 ELA writing test than the computed weighted average of sending districts scores.	Achieved	Murdoch had a higher percentage of students in the Proficient/Advanced range, with 7% more students scoring at that level according to the Massachusetts Charter School Association.
<i>Measure 4:</i> Each cohort of MMCPS students will improve their Total Reading skills by an average of 3 percentile points per year in Normal Curve Equivalent.	Not met	The class of 2006 (grade 8) cohort had a net decrease of 5 NCE. The class of 2007 (grade 7) cohort had a net decrease of 2 NCE. The class of 2008 (grade 6) cohort had a net decrease of approximately .5 NCE.
<i>Measure 5:</i> All students at MMCPS will present two projects during Quality Nights to parents, professionals and other community members. 70% of the students assessed will receive Proficient or better on a rubric outlining English/Language Arts skills. 90% of the students will receive a rating of Apprentice or better.	Achieved	96.71% of students received Proficient or better on the English/Language Arts skills piece of the Quality Night rubric. 99.51% received Apprentice or better on the Language Arts skills piece of the Quality Night rubric.

Measure 6: <i>All students at MMCPS will advance their writing skill level by at least one point each year in the areas of “Topic Development” (point scale of 1-6) and “Standard English Conventions” (point scale of 1-4).</i>	In progress	See overview of performance below.
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All School Writing Data 2005-2006

In the entire school, 64% of students advanced their writing skill level by one point in the area of topic/idea development and 54% of students advanced their writing skill level by one point in the area of standard English conventions.

In Grade 5, 76% of students advanced their writing skill level by one point in the area of topic/idea development and 60% of students advanced their writing skill level by one point in the area of standard English conventions.

In Grade 6, 57% of students advanced their writing skill level by one point in the area of topic/idea development and 61% of students advanced their writing skill level by one point in the area of standard English conventions.

In Grade 7, 66% of students advanced their writing skill level by one point in the area of topic/idea development and 45% of students advanced their writing skill level by one point in the area of standard English conventions.

In Grade 8, 63% of students advanced their writing skill level by one point in the area of topic/idea development and 52% of students advanced their writing skill level by one point in the area of standard English conventions.

Data was collected on the following dates:

- 1) October 19, 2005
- 2) January 11, 2006
- 3) June 14, 2006

Murdoch Measure of Success	Status	Explanation
Measure 1: <i>70% of 8th grade students who have been at MMCPS since Grade 5 will perform at the Proficient level or better on the MCAS Grade 8 math test. 90% of all 8th graders will perform at or above the Needs Improvement level.</i>	In progress	On the 2005 Grade 8 Math MCAS test, 61% of MMCPS students scored at the Proficient level or better. 85% of MMCPS students performed at or above the Needs Improvement level.
Measure 2: <i>70% of 6th grade</i>	In progress	On the 2005 Grade 6 Math MCAS test,

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<i>students who have been at MMCPS since Grade 5 will perform at the Proficient level or better on the MCAS Grade 6 math test. 90% of all 6th graders will perform at or above the Needs Improvement level.</i>		33% of MMCPS students scored at the Proficient level or better. 68% of MMCPS students performed at or above the Needs Improvement level.
Measure 3: <i>50% of students will perform at the Proficient level or better on teacher generated, frameworks based, math skills report cards (“Assessments”) in the areas of comprehension and application during each quarter of the school year. 70% of all students will perform at the Apprentice level or better during each quarter.</i>	Partially met	During the 2004-2005 school year, 35% of students performed at the Proficient level or higher on their Mathematics Assessments. This portion of the goal is still in progress. During the 2004-2005 school year, 83% of students performed at the Apprentice level or higher on their Mathematics Assessments.
Measure 4: <i>Using a virtual cohort of sending school district scores as a comparison, eighth graders at MMCPS will score higher on the 8th Grade MCAS Math test than the computed weighted average of sending district scores.</i>	In progress.	Murdoch had a higher percentage of students in the Proficient/Advanced range, with 2 % more students scoring at that level according to the Massachusetts Charter School Association.
Measure 5: Each cohort of MMCPS students will improve their Total Math skills by an average of 3 percentile points a year in Norm Curve Equivalent, according to a standardized, externally validated test.	Partially Achieved	The class of 2006 (grade 8) cohort had a net decrease of 4 NCE. The class of 2007 (grade 7) cohort had a net increase of 2 NCE. The class of 2008 (grade 6) cohort had a net increase of approximately 5 NCE.

Goal 3: All students at MMCPS will demonstrate effective oral presentation skills.

Murdoch Measure of Success	Status	Explanation
Measure: <i>All students at MMCPS will orally present two projects each year and demonstrate the application of effective oral presentation skills as defined by school standards. The projects will be presented during a Quality Night to parents, professionals and other community members. 70% of students will receive an overall rating of Proficient or better from their assessor on the “oral presentation skills” section of the</i>	Achieved	75% of students performed Proficient or better on oral presentations skills on the Quality Night Rubrics. 98.76% of students performed Apprentice or better on oral presentation skills on the Quality Night rubrics.

<i>rubric. 95% of students will receive an overall rating of Apprentice or better.</i>		
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Goal 4: All students at MMCPS will demonstrate an ability to apply knowledge through project-based, interdisciplinary assignments.

Murdoch Measure of Success	Status	Explanation
Measure 1: <i>All students at MMCPS present two projects each year in which they demonstrate the application of learned skills and knowledge to a “real world” problem or project. The projects will be presented during Quality Night to parents, professionals and other community members. 70% of the students will receive a rating of Proficient or better from their assessor on the “application” section of their rubric. 95% of students will receive a rating of Apprentice or better.</i>	Achieved	79.67 % of students performed Proficient or better on the application piece of the Quality Night rubric. 98.56% of the students performed Apprentice or better on the application of the piece of the Quality Night rubric.
Measure 2: <i>60% of all students will perform at the Proficient level or better during each quarter. 70% of students will perform at the Apprentice level or better on teacher generated, frameworks based, project report cards (“Assessments”) in the areas of comprehension and application during each quarter of the school year.</i>	Partially met	In science projects, 41% of students performed at the Proficient level or higher. Also in science projects, 87 % of students performed at the Apprentice level or higher. In humanities projects, 47% of students performed at the Proficient level or higher. Also in humanities projects, 93% of students performed at the Apprentice level or higher.

Goal 5: All students at MMCPS will become proficient communicators of the Spanish language.

Murdoch Measure of Success	Status	Explanation
Measure 1: <i>70% of graduating 8th graders will demonstrate language fluency to enroll in Spanish level 2 at the local high school level.</i>	Unavailable at time of report due date	Data has not yet been gathered for this measure.
Measure 2: <i>80% of students will achieve in the Apprentice or better range on teacher generated assessments. 50% will achieve proficient or better.</i>	Partially met	During the 2005-2006 school year, 81% of students performed at the Apprentice level or higher on their quarterly assessments. Additionally 43% of students scored at the Proficient level or higher.

Organizational Viability

Goal 1: MMCPS will maintain strong organizational viability by maintaining strong parent support and commitment to the school.

Murdoch Measures of Success	Status	Explanation
Measure 1: 90% or more of parents will mark “strongly agree” or “agree” in response to the statement, “I believe MMCPS is serving my child effectively and would recommend the school to other parents,” on the annual parent survey.	Achieved	On the 2004-2005 parent survey 95% of parents who responded marked that they agreed or strongly agreed with the statement, “I believe MMCPS is serving my child effectively and would recommend the school to other parents.”
Measure 2: 95% of families will send a representative parent or guardian to attend two student led conferences.	Achieved	During the 2004-2005 school year 95% of families sent a representative to attend two student led conferences.

Goal 2: MMCPS will maintain strong organizational viability by demonstrating sound financial practices.

Murdoch Measures of Success	Status	Explanation
Measure 1: Yearly submission of audited financial statements will demonstrate that the school is fiscally responsible.	Achieved	See finance section for FY 2006 financial statements.
Measure 2: Yearly balance sheets will show that the school is fiscally sound and maintains adequate cash reserves. The board will set its “net income” at a goal of 4%.	Achieved	See finance section for FY 2006 balance sheets.
Measure 3: Yearly budgets are prepared, reviewed by the finance committee and approved by the Board of Trustees. The budget will be periodically compared to actual.	Achieved	See finance section for board approved FY 2006 budget.

Goal 3: MMCPS will ensure that teachers are prepared and supported to teach in a project based, interdisciplinary environment so as to develop and implement curriculum aligned with the school charter and the Massachusetts Curriculum Frameworks.

Murdoch Measures of Success	Status	Explanation
Measure 1: Teachers are organized into teams by grade and content area. Teams co-plan skills and project classes to produce shared curriculum binders and shared network folders.	Achieved	All core subject teaching staff members work in teams to co-plan skills and project classes, producing shared curriculum binders and shared network folders.
Measure 2: Teachers will meet in Study Groups to discuss and analyze teaching practices and to build their own skills as evidenced on Professional Development Plan (PDP) end of year responses.	Achieved	All teachers participated.

Goal 4: MMCPS will ensure that staff and teachers meet high standards of teaching practice and professionalism.

Murdoch Measures of Success	Status	Explanation
Measure 1: 100% of staff will show improvement in an area of challenge or area in need of improvement, as determined by supervisor and the staff member. This will be based on observations and in accordance with a professional performance rubric, as evidenced in Professional Development Plan (PDP) end of year responses.	In progress	90% of teachers agreed or strongly agreed that they “feel [their] teaching practice improved in at least one area” on an end of year survey.

The Charter

Goal 1: All students will demonstrate an understanding of the uses and applications of technology in their school work.

At Murdoch, technology is viewed as a tool to enhance and further extend the learning process. Teachers receive training on the proper integration of technology tools into the curriculum. Students are exposed to technology in a variety of different ways in each of the subjects taught at Murdoch. Students use a variety of applications, including Word, PowerPoint, Excel, Publisher, Stella and Inspiration to enhance their work.

This year we expanded our infrastructure through a grant, adding two class sets of portable machines called “Danas” that are compatible with the Windows operating system and allow students to use such programs such as Word, Excel and PowerPoint.

Goal 2: All students will demonstrate a working vocabulary of systems thinking concepts.

During the 2005-2006 school year, MMPCS continued to implement Systems Thinking practices in the classroom as well as share the work with outside audiences. Murdoch students and staff use an assortment of Systems Thinking “tools” to improve their understanding of complex topics. These tools range from the use of graphs to demonstrate changes over time, the use of Connection Circles or Causal Loop Diagrams that show the feedback which exists in a set of relationships. Additionally, users can develop computer models using STELLA™ (ISEE Systems) to create graphs that either simulate past events or predict future ones.

Systems Thinking applications in the classroom this year included an economics unit in the Grade 5/6 Humanities. Students examined how supply and demand worked together to help regulate pricing, as well as how interest rates influence the long term accumulation of money in savings accounts. In Language Arts classes, students in all grade levels used Behavior Over Time Graphs (BOTG) to analyze changes in plot or with character traits. Lastly, students create STELLA™ computer models to improve their understanding of velocity and acceleration in science class. Moreover, Grade 8 students modeled a wide variety of linear and non-linear word problems on several of their projects in math class.

A math project that was especially significant this year focused the dynamics of a potential Avian Flu epidemic outbreak. A group of 15 MMPCS eight graders extended this project and worked with professionals in the field to expand their understanding of epidemics. This work, in addition to other student projects, was presented at the Worcester Polytechnic Institute (WPI) during “Dynamiquest,” an event that brings K-12 students together with leaders in the field of Systems Thinking/Dynamic Modeling.

MMPCS also continued to disseminate Systems Thinking practices to other schools at this year’s Massachusetts Charter School Conference. At this conference, the MMPCS Systems Thinking Mentor lead a workshop titled: “Effective Critical Thinking Across Disciplines”. Teachers and administrators from a wide variety of Massachusetts charter schools learned how to use systems thinking tools to better understand reading passages on interdisciplinary topics.

Goal 3: All students at MMCPS will participate in four projects each year that reflect the Massachusetts Curriculum Frameworks.

Students participate in four projects each year, two each from Humanities and from Math/Science.

5/6 Humanities Projects:

- Discovering Early America
- Holy C.O.W. (Cultures of the World)

5/6 Math/Science Projects:

- Playing the Geological Record: Rock and Roll (Geology)
- Where in the Universe are we? (Astronomy)

7/8 Humanities Projects:

- American Civil War
- Ancient Civilizations: Africa, Mesopotamia, Egypt, Phoenicia, Minoans

7/8 Math/Science Projects:

- Forces and Motion
- Body Building: Cells and Heredity

Goal 4: All students at MMCPS will give feedback to their teachers via a survey once a year.

Each student was required to complete a mid year and an end of year survey for teacher and staff review. Staff members reviewed data and used it to inform their teaching practice.

Goal 5: MMCPS will instill in its students an understanding of the school's four social outcomes.

Social Outcomes

MMCPS students are challenged and guided in their schoolwork by a set of unique outcomes: Problem Solving, Effective Communication, Community Membership and Self-direction. These outcomes were developed by the founding teachers of the school to assist in setting a tone for the school's culture and for assessing the social development and growth of students at the school.

Murdoch Measures of Success	Status	Explanation
Measure 1: On quarterly teacher generated assessments, 60% of students in grade six will score in the Proficient or better range on the MMCPS Outcomes during the final quarter of the year. 70% of students in grade eight will score in	Partially met	See tables below for detailed data.

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the Proficient or better range. 80% of all students in grades six through eight will score in the Apprentice range or higher on the MMCPS Outcomes section of quarterly project assessments.		
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% of students in Grade 6 scoring Proficient or better on the outcomes in quarter four		
# of students: 71	Q4 #	Q4 %
Self-Direction	37	52%
Community Membership	36	51%
Problem Solving	38	54%
Effective Communication	39	55%

% of students in Grade 8 scoring Proficient or better on the outcomes in quarter four		
# of students: 54	Q4 #	Q4 %
Self-Direction	38	70%
Community Membership	37	69%
Problem Solving	38	70%
Effective Communication	40	74%

% of students in Grade 6 scoring Apprentice or better on the outcomes in quarter four		
# of students: 71	Q4 #	Q4 %
Self-Direction	69	99%
Community Membership	68	96%
Problem Solving	67	94%
Effective Communication	69	97%

% of students in Grade 8 scoring Apprentice or better on the outcomes in quarter four		
# of students: 54	Q4 #	Q4 %
Self-Direction	51	94%
Community Membership	50	93%
Problem Solving	52	96%
Effective Communication	51	94%

d. Dissemination Practices

Disseminating best practices is an ongoing process for charter schools. In the table below, the past two years of dissemination practices are outlined.

Summary of MMCPS Dissemination Practices 2004-2005	
FY 2006	<p>MMCPS hosted “Murdoch Mornings,” for the second year in a row, a monthly information session and coffee hour, in a small intimate setting, hosting and educating over 75 members of the external community throughout the school year.</p> <p>MMCPS continued its relationship with the New Teacher Collaborative by hosting two collaborating teachers.</p> <p>MMCPS hosted a fundraising breakfast for over 150 community members.</p>

II. Student Information

a. Total number of student applications

Number of New Applicants for 2005-06 by Grade and Residence

	G5	G6	G7	G8	Total #
Chelmsford	26	0	3	0	29
Billerica	15	15	1	1	32
Lowell	18	0	0	0	18
Littleton	0	5	1	1	7
Dracut	2	0	0	0	2
Tewksbury	2	0	1	0	3
Westford	0	1	0	0	1
Acton	0	0	1	0	1
Groton	1	1	0	0	2
Carlisle	0	0	0	0	0
Tyngsboro	0	0	0	0	0
Woburn	0	0	0	0	0
Ayer	1	0	0	0	1
Hudson	0	0	0	0	0

Total of 96 New Applications.

Number of “new” Students Enrolled after First day of School 2005-2006

Grade	# of Students
5	4
6	1
7	3
8	1
ALL	9 Students Total

b. Number of students on the waiting list

At the time of the lottery for the 2004-2005 school year there were 6 students on the waiting list.

c. Student Turnover data

10 students withdrew during the school year.

Reason	# of students
Return to town system	7
Moved (out of state)	2
Moved (in state)	1

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5 Students finished the year but will not return next year.

Reason	# of students
Transfer to another charter school with similar philosophy and high school option.	2
Return to town system	2
Transfer to parochial private school	1

d. Number of students enrolled

The Average Daily Membership (ADM) was 268 students.

e. Student demographics as of June 2006

By Gender

Grade	5	6	7	8	Total
Female	22	40	39	30	131
Male	49	31	33	22	135

By Race

Grade	5	6	7	8	Total
Amer. Ind.	1	1	0	0	2
Asian/Pac.Island.	0	3	1	2	6
Black	1	2	0	1	4
White	66	65	70	48	249
Hispanic	3	1	1	0	5

By Free and Reduced Lunch

Grade	5	6	7	8	Total
Free	1	6	6	8	21
Reduced	1	0	1	0	2
Not Elig.	69	65	65	44	243

f. Limited English Proficient

There were zero students classified as LEP.

g. Number and percentage of linguistic minorities

There were zero students classified as linguistic minorities.

h. Number and percentage of special education students

Special Education Enrollment by Prototype

(includes all students enrolled during the 2005-06 school year; total = 276)

	502.1	502.2	502.3	502.4	Total
No. of Students by Prototype	3	10	31	5	49
% of Special Education Enrollment	6%	20%	63%	10%	100%
% of Total Enrollment (276)	1%	4%	11%	2%	18%

Special Education Enrollment by Race and Gender¹

(includes all students enrolled during the 2005-06 school year; total = 276)

Grade	05- White Female	05- White Male	99- Hispanic Female	99- Hispanic Male	03- Black Female	03- Black Male	01- Amer. Indian Female	01- Amer. Indian Male	02- Asian Female	02- Asian Male	Total
5	n/a	12	0	n/a	0	0	0	0	0	0	14
6	4	8	0	0	0	0	0	0	0	0	12
7	4	9	0	0	0	0	0	0	0	0	13
8	4	6	0	0	0	0	0	0	0	0	10
Total	13	35	0	0	0	0	0	0	0	0	49
% of Total Enrollment (276)	5%	13%	0.0%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	18%

i. Number and percentage of students who receive special services, but are not on formal IEPs

26 students (or 9%) were on Section 504 plans and received special services.

j. Number and percentage of qualifying for free and reduced price meals

Based on our Average Daily Membership (ADM) of 268 students, 8% (22) of MMCPS students were eligible for free lunch and .7% (2) were eligible for reduced lunch.

k. Average daily attendance rate

Average daily attendance rate = 255

¹ In cases where there were fewer than three students, student data has been withheld to maintain confidentiality.

l. Number of students referred to office, out of school suspensions, or expulsions.

	2003-2004	2004-2005	2005-2006
Total # of Office Referrals	497	291	216
Total # of Suspensions	137	66	44
Total # of Expulsions	1	0	0
Total # of students who received any suspensions	62	38	30
Total # of students who received only one suspension	33	26	23
Total # of students who received two or more suspensions	29	12	7

The number of students facing disciplinary action went down in every category during the 2004-2005 school year.

m. Number of Instructional Days

During the 2005-2006 school year, there were 180 days from, Sept 7, 2005 to June 22, 2006, with 3 snow days (December 9 and 16 and January 3). School hours are from 7:30 AM to 2:50 PM.

III. Finance

a. **Financial statements FY 06 (unaudited)**

**STATEMENT OF RECEIPTS AND EXPENDITURES
FISCAL YEAR ENDING JUNE 30, 2006
RECEIPTS**

	\$
PER PUPIL TUITION	2,359,421
STATE AND FEDERAL GRANTS	54,304
OTHER GRANTS	51,692
DONATIONS & FUNDRAISING	33,091
OTHER INCOME	<u>55,281</u>
TOTAL REVENUE	2,553,789
<u>EXPENDITURES</u>	
SALARIES	1,429,021
BENEFITS & PAYROLL TAXES	206,445
OCCUPANCY COSTS	321,144
PROFESSIONAL SERVICES	95,098
DEPRECIATION	66,027
INSURANCE	25,275
PROGRAM EXPENSES	51,537
INTEREST EXPENSE	28,507
GRANT EXPENDITURES	76,893
OTHER EXPENSES	<u>53,743</u>
TOTAL EXPENDITURES	2,353,690
EXCESS OR REVENUE OVER EXPENDITURES	\$ 200,099

b. Balance sheet (unaudited)

BALANCE SHEET

June 30, 2006

ASSETS

Current Assets

	\$
Cash	349,793
Grants Receivables	25,554
Prepaid Insurance	<u>17,719</u>
Total Current Assets	<u>393,066</u>

Plant & Equipment

Leasehold Improvements	833,764
Equipment and Furniture	271,647
Less Accumulated Depreciation	<u>(217,508)</u>
Total Plant & Equipment	<u>887,903</u>
Total Assets	\$ 1,280,969

LIABILITITES

Current Liabilities

	\$
Accounts Payables	37,799
Unearned Revenue	3,064
Note Payable - Current Portion	<u>23,340</u>
Total Current Liabilities	64,203

Other Liabilities

Note Payable - Less Current Portion	<u>287,760</u>
Total Liabilities	351,963
Total Net Assets	<u>929,006</u>
Total Liabilities and Net Assets	\$ 1,280,969

c. Approved school budget FY 07

MURDOCH MIDDLE CHARTER PUBLIC SCHOOL

2007 BUDGET

REVENUE

STATE TUITION @ \$8,900	\$	2,509,800
<u>OTHER RECEIPTS</u>		
IDEA SPED GRANTS		25,000
SPED CURRICULUM		5,000
DONATIONS		20,000
SUMMER PROGRAM		4,000
AFTER SCHOOL PROGRAM		<u>40,000</u>
TOTAL REVENUE	\$	2,603,800

EXPENSES

PERSONNEL COSTS

SALARIES	\$	1,570,000
SUB. TEACHERS		<u>5,000</u>
TOTAL STAFF SALARIES		<u>1,575,000</u>

BENEFITS

SOCIAL SECURITY TAX (6.2%)	18,000
MEDICARE TAX (1.45%)	24,000
OTHER PAYROLL TAXES	30,000
PAYROLL TAXES	-
HEALTH INSURANCE	110,000
DENTAL INSURANCE	18,000
LIFE & DISABILITY INSURANCES	9,000
INSURANCE	-
WORKERS COMPENSATION INSURANCE	<u>16,000</u>
TOTAL BENEFITS	225,000
TOTAL PERSONNEL COSTS	1,800,000

FACILITIES

RENT	231,312
BUILDING - FLOOR & ROOF	4,000
BUILDING INSURANCE	14,000
DEPRECIATION - LEASEHOLD	27,000

MAINTENANCE

SNOW PLOWING	9,000
OUTSIDE MAINTENANCE	12,000
INSIDE MAINTENANCE	15,000
SUPPLIES	6,000

BUILDING UTILITIES & SERVICES

HEATING - GAS	15,000
WATER	1,500
ELECTRICITY	22,000
FIRE ALARM	2,000
SECURITY SYSTEM	1,500
MISCELLANEOUS	<u>3,000</u>

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TOTAL FACILITIES COSTS	363,312
<u>OTHER EXPENSES</u>	
<u>MATERIAL & SUPPLIES</u>	
TEXTBOOKS & MATERIAL	5,000
TEACHING SUPPLIES	14,000
OFFICE SUPPLIES	3,000
DEPRECIATION - COMPUTERS	40,000
DEPRECIATION - OTHER ASSETS	10,000
TOTAL MATERIAL & SUPPLIES	72,000
<u>OPERATING COSTS</u>	
ANNUAL DOE REPORT	1,000
ADVERTISING PERSONNEL	3,000
AUDIT & ACCOUNTING	11,000
BOARD EXPENSES	2,000
CHARTER RENEWAL	-
BANK CHARGES	500
COPIER LEASE	18,000
DUES	3,500
FIELD TRIPS	
FOOD SERVICES - NET	3,000
INSURANCE	16,000
<u>INTEREST</u>	
NOTE \$350 K	27,000
LINE OF CREDIT	7,200
OTHER INTEREST	500
GRANT CONSULTING	6,000
LEGAL	2,000
MARKETING / DEVELOPMENT	6,000
MURDOCH MORNINGS & ASK EVENT	12,000
PAYROLL SERVICES	5,000
POSTAGE	4,200
<u>SPECIAL EDUCATION</u>	
PROF SERVICES	70,000
LEGAL SERVICES	3,000
STANDARD TEST COSTS	3,000
STAFF TRAINING	6,000
TECH & SOFTWARE SUPPORT	22,000
TECH CONSULTING	12,000
TELEPHONE	5,000
TRAVEL & LODGING	2,000
AFTER SCHOOL PROGRAM	6,000
BASKETBALL EXPENSE	2,000
YEARBOOK & OTHER	2,000
MISCELLANEOUS	8,000
TOTAL OPERATING COSTS	268,900
TOTAL EXPENSES EXCLUDING	
CAPITAL EXPENDITURES	2,504,212

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NET SURPLUS (DEFICITS)	
FROM OPERATIONS	99,588
HIGH SCHOOL PLANNING	
SALARIES AND PAYROLL TAXES	45,000
OTHER EXPENSES	<u>15,000</u>
TOTAL HIGH SCHOOL PLANNING	60,000
NET SURPLUS	\$ 39,588

IV. Governance

a. Board of Trustees

2005-2006 School Year, Board of Trustees (As of June 2006)		
Officials	Governance Expertise	Occupation
Chairperson Scott Glidden	University liaison, business and community liaison	Business Owner, Production and Marketing
Co-Chair Kenley Freeman	Management, liaison to local politicians and community	Health Administrator
Clerk Sheryl Jendrock	Liaison to Chelmsford community	Respiratory Therapist
Treasurer Tim Bugler	Financial	Loan Specialist
Members	Governance Expertise	Occupation
Dan Barcan	Founding Teacher at Murdoch, Charter School Expert	Vice President, Charter School Start Up Organization
Ellen DiPasquale Colleen Meaney	Human Resources K-12 school expert	Human Resources Dean of Faculty Public High School
Larry Montague Jack Wang	Management Management/ Finance	Project Manager Business Owner, Financial Advisor

b. Summary of Official Complaints

The board received no complaints during the 2005-2006 school year.

c. Summary of policy decisions 2005-2006

The board made no major policy decisions during the 2005-2006 school year.

V. Staff

a. Summary of Classroom Teacher Qualifications

Teachers (includes NTC and p/t)	23
Aides (p/t)	3
Average Years of Teaching Experience	5 years
Average Years of Service at the School	3 years
Percentage Designated as Highly Qualified	70%

MMCPS Teaching Staff				
Name	Position at MMCPS	Years Teaching/ Teaching MMCPS	Degree	MA License Status
Luke Bagnaschi	Challenge Teacher	2/1	BA, Sociology/Psych.	In progress
Thomas Banaszewski	7/8 Humanities/LA teacher	12/1	M.Ed. Creative Arts and Learning	Yes
Rajvee Bhalakia	5/6 Language Arts Teacher	3/1	BA, Psychology	In progress
Sasha Douglas	Student Services Teacher	5/5	BA, Public Policy & Afro-American Studies MAT, Secondary Educ., Social Studies	Granted
Celia Fiorentino	5/6 Spanish Teacher	5/5	BA, Biology	Granted
Diane Grove	5/6 Math and Science Teacher	6/1	BS in progress BS Computer Science M.Ed. Curriculum and Instruction	Granted
Sara Habif	5/6 Humanities Teacher	3/3	BA, Urban Planning M.Ed.	Granted
M. Brook Hamilton	Student Services Teacher	4/2	BA, Biology, Spanish M.Ed.	Granted
Katharine Hinkle	7/8 Math/Science Teacher (NTC)	5/2	BA, Geology, English MA, Geological Sciences	Granted
Melissa Kapeckas	5/6 Math/Science Teacher	9/2	BS, Biology, Spanish MAT, Science	Granted
Sara Krakauer	5/6 Humanities Teacher	6/3	BS, Educ./Human Devel. & Psychological Services, Certificate in Undergraduate Leadership Program	Granted

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Charlene LaRoche	5/6 Math/Science	8/8	BS, Zoology MBA	In progress
Kate Lonberg-Lew	5/6 Student Services Math/Science Teacher	5/3	BA, Psychology, Education M.Ed., Special Education	Granted
Matthew Matera	7/8 Language Arts Teacher	3/1	BA English	In progress
William Murphy	7/8 Math/Science Teacher	7/4	BA, English Literature, Psychology MA, Religious Studies M.Ed., Elementary	Granted
Gayle Nutile-Pimm	School Nurse /Health Teacher	4/3	BS, Nursing MS, Science	Granted
Gregory Orpen	7/8 Math Teacher	7/6	BS, Biology Ed.M.	Granted
Jennifer Shaby	Creative Arts Teacher	12/6	BA, Speech/Lang., Psychology M.Ed.	Granted
Mairead Sullivan	5/6 Humanities Teacher	5/3	BA, Sociology/Anthropology M.Ed., Elementary	Granted
Zoe Tarshis	7/8 Collaborating Teacher	2/1	BA, Comparative Literature with French	In progress
Janna Thomas	7/8 Collaborating Teacher	2/1	BS, Electrical Engineering	In progress
Aimee Voleti	7/8 Student Services Teacher 7/8 Spanish Teacher	5/3	BA, Political Science M.Ed., Elementary	Granted
Katie Zediana	Teacher	1/1	BA, Spanish	In progress

b. Summary of Administrative Qualifications

MMCPS Leadership and Administration				
Name	Position at MMCPS	Years in Education Field / Years at MMCPS	Degree	MA License Status
Erin Attfield	Dean of Students	8/4	BS, Music Ed. MA in progress	Principal, in progress
Kathleen Jost	Dean of Faculty	9/2	BA, English M.Ed. Curriculum and Instruction	Granted as Principal
Walter Landberg	Director	10/6	BA, Sociology Ed.M. Administration	Granted as Principal

c. Teacher Turnover

83% (19 of 23 full time teachers) are expected to return for the 2006-2007 school year.

73% (16 of 22 full time teachers) of the teaching staff returned for the beginning of the 2005-2006 school year.

d. Student to classroom teacher ratio

Based on the Average Daily Membership (ADM) of 268 students, the student to classroom teacher ratio was: 12:1.