

APPENDIX C
Monarch Montessori

Requested State Statute Waivers

The Network hereby invokes waivers of the following sections of the Colorado Revised Statutes; replacement policies are available for review by contacting the Network.

Automatic State Waivers

- 22-32-109(1)(b), C.R.S. Local board duties concerning competitive bidding
- 22-32-109 (1)(f), C.R.S. Local board duties concerning selection of personnel and pay
- 22-32-109(1)(t), C.R.S. Determine educational program and prescribe textbooks
- 22-32-110 (1)(h), C.R.S. Local board powers concerning employment termination of school personnel
- 22-32-110(1)(i), C.R.S. Local board duties-Reimburse employees for expenses
- 22-32-110(1)(j), C.R.S. Local board powers-Procure life, health, or accident insurance
- 22-32-110(1)(k), C.R.S. Local board powers-Policies relating the in-service training and official conduct
- 22-32-110(1)(y), C.R.S. Local board powers-Accepting gifts, donations, and grants
- 22-32-110(1)(ee), C.R.S. Local board powers-Employ teachers' aides and other non-certificated personnel
- 22-32-126, C.R.S. Employment and authority of principals
- 22-33-104(4), C.R.S. Compulsory school attendance-Attendance policies and excused absences
- 22-63-301, C.R.S. Teacher employment, compensation and dismissal act of 1990; grounds for dismissal
- 22-63-302, C.R.S. Teacher employment, compensation and dismissal act of 1990; procedures for dismissal of teachers and judicial review
- 22-63-401, C.R.S. Teacher employment, compensation and dismissal act of 1990; teachers subject to adopted salary schedule
- 22-63-402, C.R.S. Teacher employment, compensation and dismissal act of 1990; license, authorization or residency required in order to pay teachers
- 22-63-403, C.R.S. Teacher employment, compensation and dismissal act of 1990; payment of salaries
- 22-1-112, C.R.S. School Year- National Holidays

Non - Automatic State Waivers

- 22-9-106, C.R.S. Local Board of Education-Duties-Performance Evaluation System
- 22-2-112(1)(q)(I), C.R.S. Commissioner-Duties
- 22-32-109(1)(n)(I), C.R.S. Board of Education- Specific Duties School Calendar

- 22-32-109(1)(n)(II)(B), C.R.S. Board of Education-Specific Duties Adoption of District Calendar
- 22-32-109(1)(n)(II)(A), C.R.S. Determine teacher-pupil contact hours
- 22-63-201, C.R.S. Employment. Certificate required
- 22-63-202, C.R.S. Teacher employment, contracts in writing-duration-damage provision
- 22-63-203, C.R.S. Probationary Teachers -renewal and non-renewal of employment contract
- 22-63-206, C.R.S. Teacher Employment, Compensation and Dismissal Act
- 22-7-1014(2)(a), C.R.S. Preschool Individualized Readiness Plans

Non-Automatic Waivers: Statute Description and Rationale and Replacement Plan
<p>Statutory Citation and Title : C.R.S. § 22-9-106 <u>Local Board of Education-Duties-Performance Evaluation System</u> C.R.S. § 22-2-112(1)(q)(I) <u>Commissioner-Duties</u></p>
<p>Rationale: The school leader of Monarch Montessori of Denver must have the ability to perform the evaluation of all personnel. Should any other designated administrator not have a Type D certificate, this should not preclude him or her from administering the evaluations under the direction of the head of school. The BOD must also have the ability to perform the evaluation for the school leader. Additionally, Monarch Montessori of Denver should not be required to report their teacher evaluation ratings as a part of the commissioner's report as required by C.R.S. 22-2-112(1)(q)(I)</p>
<p>Replacement Plan: Monarch Montessori of Denver uses its own evaluation system as agreed to in the Charter School Agreement with Denver Public Schools and therefore should not be required to report their teacher evaluation data. Monarch Montessori of Denver's evaluation system will continue to meet the intent of the law as outlined in statute. The methods used for Monarch Montessori of Denver's evaluation system includes quality standards that are clear and relevant to the administrators' and teachers' roles and responsibilities, and have the goal of improving student academic growth, and meet the intent of the quality standards established in SB 10-191. All evaluators will receive training in their school's evaluation system. In addition, the evaluation data is used to inform professional development decisions for each teacher. Core course level participation will continue to be reported pursuant to C.R.S. 22-11-503.5, as this is a non-waivable statute.</p>
<p>Duration of Waivers: The duration of the contract.</p>
<p>Financial Impact: The school anticipates that the requested waivers will have no financial impact on Denver Public Schools or the school.</p>
<p>How the Impact of the Waivers Will be Evaluated: Since teacher performance has a critical impact on the performance of the entire school, the impact of this waiver will be measured by the same performance criteria and assessments that apply to the school, as set forth in this Charter School Agreement.</p>

Expected Outcome: With this waiver, the school will be able to implement its program and evaluate its teachers in accordance with its Performance Appraisal System, which is designed to produce greater accountability and be consistent with the school's goals and objectives. This will benefit staff members as well as students and the community.

Non-Automatic Waivers: Statute Description and Rationale and Replacement Plan

Statutory Citation and Title:

C.R.S. §22-32-109(1)(n)(I) Board of Education- Specific Duties School Calendar

C.R.S. §22-32-109(1)(n)(II)(B) Board of Education-Specific Duties Adoption of District Calendar

Rationale: The school year at Monarch Montessori of Denver will total approximately 175 days per year which exceeds the current requirement in state statute. Monarch Montessori of Denver will prescribe the actual details of its own school calendar to best meet the needs of its students. The local board will not set these policies and Monarch Montessori of Denver will have a calendar that differs from the rest of the schools within the district.

Replacement Plan: The final calendar and the school's daily schedule will be designed by Monarch Montessori of Denver and will meet or exceed the expectations in state statute.

Duration of Waivers: The duration of the contract.

Financial Impact: The school anticipates that the requested waivers will have no financial impact on Denver Public Schools or the school.

How the Impact of the Waivers Will be Evaluated: The impact of these waivers will be measured by the performance appraisal criteria and assessments that apply to the school, as per this Charter School Agreement.

Expected Outcome: As a result of these waivers, the school will be able to implement the necessary policies to increase student achievement.

Non-Automatic Waivers: Statute Description and Rationale and Replacement Plan

Statutory Citation and Title: C.R.S. 22-32-109(1)(n)(II)(A) Determine teacher-pupil contact hours

Rationale: Monarch Montessori of Denver should have the ability to determine teacher-pupil contact hours, while not reducing the total contact hours to below the minimum (1056) required by state statute. Monarch Montessori of Denver will determine the actual details of teacher-pupil contact hours to best meet the needs of its students. The local board will not set these policies, and Monarch Montessori of Denver may specify teacher-pupil contact hours that differ from other schools in the district.

Replacement Plan: Monarch Montessori of Denver will determine teacher-pupil contact hours in accordance with its final daily schedule and calendar. The total number of teacher-pupil contact hours will meet or exceed the expectations in state statute.

Duration of Waivers: The duration of the contract.

Financial Impact: The school anticipates that the requested waivers will have no financial impact on Denver Public Schools or the school.
How the Impact of the Waivers Will be Evaluated: The impact of this waiver will be measured by the performance appraisal criteria and assessments that apply to the school, as per this Charter School Agreement.
Expected Outcome: As a result of this waiver, the school will be able to implement the necessary policies to increase student achievement.

Non-Automatic Waivers: Statute Description and Rationale and Replacement Plan

Statutory Citation and Title
C.R.S. § 22-63-201 Employment. Certificate required C.R.S. § 22-63-202 <u>Teacher employment, contracts in writing-duration-damage provision</u>
Rationale: Monarch Montessori of Denver should be granted the authority to hire teachers and principals that will support the school's goals and objectives. The school leader will not function as a traditional district school principal, but rather will be responsible for a wider range of tasks and act as the school's chief executive officer. The school will seek to attract school leaders and teachers from a wide variety of backgrounds, including, but not limited to teachers from out-of-state, teachers with a lapsed Colorado certificate, persons with several years of successful teaching experience in a setting not requiring a license, as well as persons with business or professional experience. All employees of Monarch Montessori of Denver will be employed on an at-will/annual basis. All employees of Monarch Montessori of Denver will meet Federal Highly Qualified Requirements (i.e.: hold a degree and demonstrated subject-matter competency).
Replacement Plan: The school will, as appropriate, hire certified teachers and principals. However, in some instances it may be advantageous for the school to be able to hire Highly Qualified teachers and/or administrators without a certificate and who possess unique background and/or skills that fill the need of Monarch Montessori of Denver.
Duration of Waivers: The duration of the contract.
Financial Impact: The school anticipates that the requested waivers will have no financial impact on Denver Public Schools or the school.
How the Impact of the Waivers Will be Evaluated: The impact of these waivers will be measured by the performance appraisal criteria and assessments that apply to the school, as per this Charter School Agreement.
Expected Outcome: As a result of these waivers, the school will be able to employ professional staff possessing unique skills and/or background filling all staff needs.

Non-Automatic Waivers: Statute Description and Rationale and Replacement Plan

Statutory Citation and Title: C.R.S. § 22-63-203 <u>Probationary Teachers -renewal and non-renewal of employment contract</u>
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<p>Rationale: Monarch Montessori of Denver should be granted the authority to develop its own employment agreements and terms and conditions of employment. The school will be operating differently from other schools with a unique curriculum for which having the proper teaching staff is essential. Not every teacher who is successful in the regular public school will be successful at Monarch Montessori of Denver. All employees of the school will be employed on an at-will/annual basis.</p>
<p>Replacement Plan: Monarch Montessori of Denver has teacher agreement with the terms of non-renewal and renewal of employment agreements, and payment of salaries upon termination of employment of a teacher.</p>
<p>Duration of Waivers: The duration of the contract.</p>
<p>Financial Impact: The school anticipates that the requested waivers will have no financial impact on Denver Public Schools or the school.</p>
<p>How the Impact of the Waivers Will be Evaluated: The impact of these waivers will be measured by the performance appraisal criteria and assessments that apply to the school, as per this Charter School Agreement.</p>
<p>Expected Outcome: As a result of these waivers, the school will be able to employ professional staff possessing unique skills and/or background, filling all staff needs.</p>

<p>Non-Automatic Waivers: Statute Description and Rationale and Replacement Plan</p>
<p>Statutory Citation and Title: C.R.S. § 22-63-206 Teacher Employment, Compensation and Dismissal Act</p>
<p>Rationale: Monarch Montessori of Denver is granted the authority under the Charter School Agreement to select its own teachers. No other school or the Denver Public Schools should not have the authority to transfer its teachers into Monarch Montessori of Denver or transfer teachers from Monarch Montessori of Denver to any other schools, except as provided for in the Charter School Agreement.</p>
<p>Replacement Plan: Monarch Montessori of Denver will hire teachers on a best qualified basis. There is no provision for transfers.</p>
<p>Duration of Waivers: The duration of the contract.</p>
<p>Financial Impact: The school anticipates that the requested waivers will have no financial impact on Denver Public Schools or the school.</p>
<p>How the Impact of the Waivers Will be Evaluated: The impact of this waiver will be measured by the performance criteria and assessments that apply to the school, as set forth in this Charter School Agreement.</p>
<p>Expected Outcome: The school expects that as a result of this waiver it will be able to manage its own personnel affairs. There is no provision for transfers.</p>

<p>Non-Automatic Waivers: Statute Description and Rationale and Replacement Plan</p>
<p>Statutory Citation and Title: 22-7-1014(2)(1) Preschool Individualized Readiness Plans – School Readiness – Assessment</p>

Rationale: MMD should have the authority to implement relevant curriculum and assessments that ensure students success across the physical well-being, motor development, social-emotional development, language and comprehension development areas. The Montessori curriculum provides support across these areas and promotes individualized work plans to ensure each student is able to grow in each area. Monarch currently uses normed assessments (MAP) and a Montessori progress monitoring system (MRX) which both align to common core standards, TSG, and ASQI.

Replacement Plan:

MMD has an established Kindergarten program that utilizes a Montessori curriculum, NWEA MAP interims, Montessori Records Express (MRX) progress monitoring tools, and STAR Early Literacy as a diagnostic. NWEA MAP for Primary Grades provides a RIT score which aligns to Common Core Standards. This RIT score allows a teacher to identify where a student falls in the sequence of Montessori Lessons listed in MRX. The teacher uses the MRX list of lessons to establish Individualized workplans to meet the needs of each student. Progress on lessons are monitored by teachers and accessible to parents. Students with significant gaps will receive more differentiated repeat lessons. If the gap persists, then a formal RtI (now known as MTSS) process will be started. This process includes a team of teachers who will identify specific strategies to implement, collect data, and review progress on a regular basis. Proficiency will be determined by RIT score growth on the nationally normed NWEA MAP Assessments

The specific elements of development are addressed below:

1. Physical well-being and motor development:
 - Students participate in a structured physical education class two times per week meeting or exceeding state standards. Students are assessed on motor-development skills acquired throughout the year. In addition, students participate in a structured recess program (SPARK) daily that encourages gross motor development.
 - Students participate in weekly tech classes learning keyboarding and how to manipulate the various functions of the computer. Students are assessed throughout the year.
 - Assessment information is gathered by observation protocols based on appropriate developmental guidelines and State Standards in the area of physical well-being and motor development.
2. Social-emotional development (based on State Standards)

Montessori curriculum is designed around creating a community within the classroom. Part of this curriculum is establishing a R.O.S.E. culture which stands for Respect of Others, Self, and Environment. Across the school, teachers are trained in a Restorative Justice Approach to conflict resolution. Each classroom displays the 5 Restorative Justice questions: What Happened? How do you feel? Who is affected? Who is responsible? How do we fix it? Teachers use the references and facilitation training to help students work through conflicts and repair the community. Monarch has also aligned TSG social-emotional benchmarks to specific Montessori Activities like creating a Peace Pole to help students understand the broader impact of behavior. The Peace Pole is a visual tool that incorporates multiple lessons on emotion identification, identifying coping strategies, and using communication skills to build healthy relationships. These benchmarks are tracked through MRX. Students are given individualized support, particularly if these are areas of challenge. The MTSS process is available for teachers

with students who do not show adequate growth in these areas. Within MTSS, teachers are able to formulate a plan of action to promote social- emotional development in a struggling student. The Montessori Certification training for teachers is designed to strengthen self-regulation and executive-function that help them pay attention, remember directions, control their behavior, and become independent learners.

3. Language and comprehension development (based on State Standards)

Students receive instruction 60 minutes each day using the SuperKids curriculum which is approved for the ReadAct. ELA students and ReadAct identified students receive additional language and comprehension support above the 300 weekly minutes. STAR, STAR Early Literacy and MAP assessments are used to evaluate student performance on a summative, diagnostic, and interim basis. Students showing significant gaps receive additional supports in accordance to the MTSS process (formerly RTI).

4. Cognition and general knowledge (based on State Standards)

The Montessori curriculum covers a broad range of general knowledge topics that are aligned to CCS through MRX. Montessori Lessons address cognition and general knowledge across the Math, Literacy, Social Studies, and Science content areas as part of the 3-year cycle of learning for Primary students. Teachers use the MAP assessments listed below to determine beginning of year RIT scores. These RIT scores have been aligned to specific Montessori lessons in MRX. MRX is the progress monitoring tool teachers use to document progress on Montessori lessons, which also has a parent portal to share progress with families. RIT score growth on MAP Assessments is the determining factor for documenting specific mastery of content.

- MAP: Math Primary Grades CO 2010 (CCSS) | CO Common Core Mathematics PK- HS: 2010
- MAP: Reading Primary Grades CO 2010 (CCSS) | CO Reading, Writing and Communicating PK-12: 2010

MMD will provide reports that are relevant and timely to teachers and parents in order to improve instructional quality and early identification for the MTSS (formerly RTI) process. When a teacher identifies an area of difficulty for a student, the teacher will plan Tier 1 interventions to support the child. If the student is evaluated and has demonstrated that growth is not occurring at an age appropriate rate despite these intervention, the teacher will bring that child's information to the MTSS team, who will begin a formalized plan of research based interventions that will be closely monitored by the teacher and the team. After careful evaluation of progress, further testing may be necessary to support the child's development.

Duration of Waivers: The duration of the contract.

Financial Impact: The school anticipates that the requested waiver will have no financial impact upon Denver Public Schools or the school.

How the Impact of the Waivers Will be Evaluated: Since this area has critical impact on the performance of the school, the impact of this waiver will be measure by the same performance criteria and assessments that apply to the school, as set forth in this Charter School Agreement.

<p>Expected Outcome: MMD will provide reports that are relevant and timely to teachers and parents in order to improve instructional quality and early identification for the MTSS (formerly RTI) process.</p>
<p>Non-Automatic Waivers: Statute Description and Rationale and Replacement Plan</p>
<p>Statutory Citation and Title: C.R.S § 22-7-1014(2)(a) Preschool Individualized Readiness Plans – School readiness – Assessments</p>
<p>Rationale: Monarch Montessori of Denver should have the authority to implement relevant curriculum and assessments that ensure student success across the physical well-being, motor development, social-emotional development, language and comprehension development areas. The Montessori curriculum provides support across these areas and promotes individualized work plans to ensure each student is able to grow in each area. Monarch currently uses normed assessments (MAP) and a Montessori progress monitoring system (MRX) which both align to common core standards, TSG, and ASQI.</p>
<p>Replacement Plan: Monarch Montessori of Denver has an established Kindergarten program that utilizes a Montessori curriculum, NWEA MAP interims, Montessori Records Express (MRX) progress monitoring tools, and STAR Early Literacy as a diagnostic. NWEA MAP for Primary Grades provides a RIT score which aligns to Common Core Standards. This RIT score allows a teacher to identify where a student falls in the sequence on Montessori lessons listed in MRX. The teacher uses the MRX list of lessons to establish individualized work plans to meet the needs of each student. Progress on lessons are monitored by teachers and accessible to parents. Students with significant gaps will receive more differentiated repeat lessons. If the gap persists, then a formal MTSS process will be started. This process includes a team of teachers who will identify specific strategies to implement, collect data, and review progress on a regular basis. Proficiency will be determined by RIT score growth on the nationally normed NWEA MAP Assessments.</p>
<p>Duration of Waivers: The duration of the contract.</p>
<p>Financial Impact: The school anticipates that the requested waivers will have no financial impact on Denver Public Schools or the school.</p>
<p>How the Impact of the Waivers Will be Evaluated: The impact of this waiver will be measured by the performance criteria and assessments that apply to the school, as set forth in this Charter School Agreement.</p>
<p>Expected Outcome: Monarch Montessori of Denver will provide reports that are relevant and timely to teachers and parents in order to improve instructional quality and early identification for the MTSS process.</p>

**APPENDIX D
Monarch Montessori**

Requested District Policy Waivers