

MISSOURI STATE BOARD OF EDUCATION AGENDA ITEM: June 2020**CONSIDERATION OF CHARTER SCHOOL APPLICATION RENEWAL FOR
HAWTHORN LEADERSHIP SCHOOL FOR GIRLS****STATUTORY AUTHORITY:**

Section 160.400 and 160.405, RSMo

Consent
ItemAction
ItemReport
Item**PRIORITY AREA**

Success-Ready Students & Workforce Development

SUMMARY

The 1998 session of the Missouri General Assembly authorized establishment of charter schools. Renewal charter applications are submitted every five years. Section 160.405.9, RSMo requires the State Board of Education to vote to renew the charter after the sponsor has demonstrated compliance with state and federal law.

The Department of Elementary and Secondary Education (DESE) received a Charter School Renewal Application approved by Washington University in St. Louis (WUSTL). Hawthorn Leadership Academy for Girls currently serves 109 students in grades 6-11. The charter school has requested WUSTL renew its charter for a term of five years beginning July 1, 2020, and ending June 30, 2025. The sponsor has indicated the charter school is in good standing and requests renewal from the State Board of Education.

PRESENTERS

Chris Neale, Assistant Commissioner, and Jocelyn Strand, Coordinator, Office of Quality Schools, will assist in the presentation and discussion of this agenda item.

RECOMMENDATION

The Department recommends that the State Board of Education authorize Hawthorn Leadership Academy for Girls to continue operations pursuant to the charter renewal granted by WUSTL, effective July 1, 2020, for a five-year period, per the contingencies outlined in the performance contract.

June 2020

Consideration of Renewal:
Hawthorn Leadership School for Girls



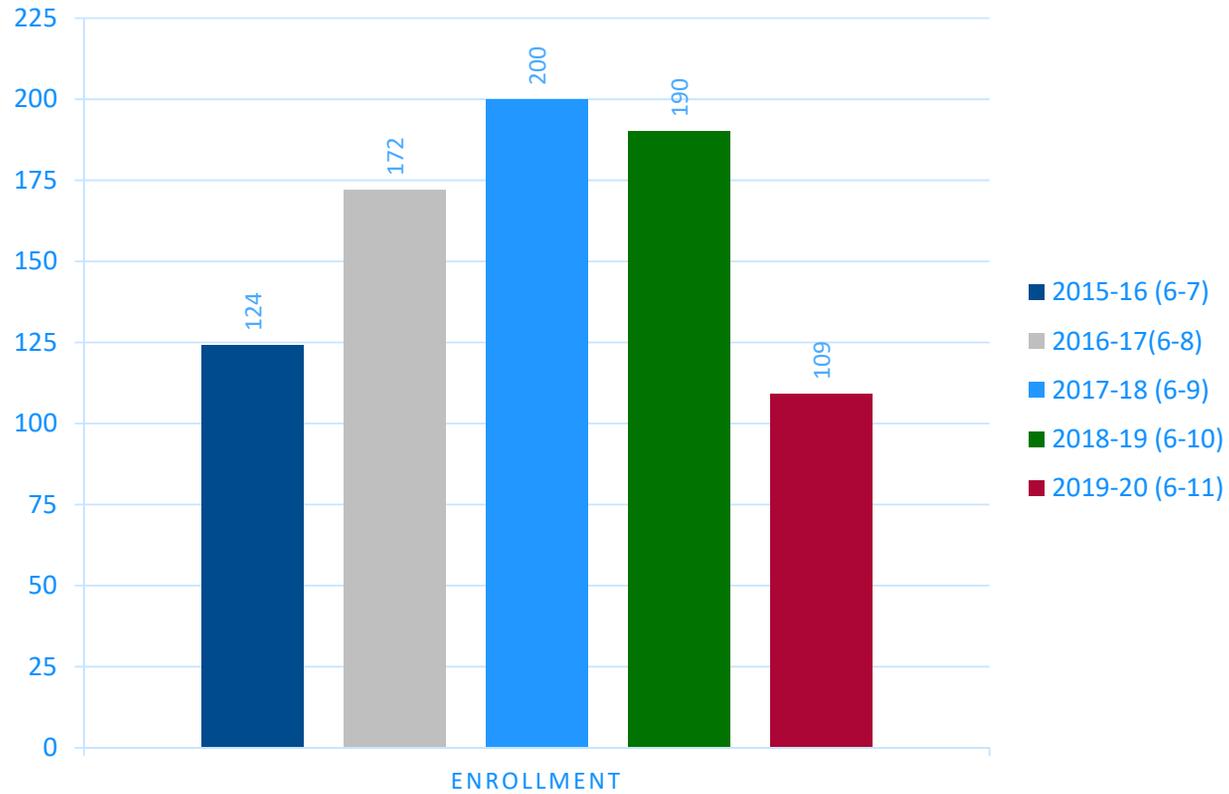
Washington University in St. Louis

Profile



- Location: 1901 North Kingshighway Blvd, St. Louis
- Opened in 2015-2016
- 1st Renewal
- Grades Served: 6-11

Enrollment History



Demographic Summary



	Hawthorn Leadership	St. Louis Public Schools (SLPS)	State
Asian	*	2.7	2.1
Black	91.1	79.1	15.7
Hispanic	*	5.1	6.7
Indian/Alaskan	*	.1	.4
Multi-Race	2.6	*	4.3
White	3.7	13.0	70.7
LEP	*	10.4	3.9
FRL	CEP**	CEP**	50.0
Special Education	13.2	14.4	13.5

* Data suppressed to protect student privacy when cross referenced to other reports

** Community Eligibility Provision, meals free regardless of student income

Achievement Data



Annual Performance Report	2016	2017	2018	2019
Hawthorn Leadership*	Insufficient Data	Insufficient Data	63.0%	82.5%
SLPS	69.6%	57.5%	76.3%	No Request Received

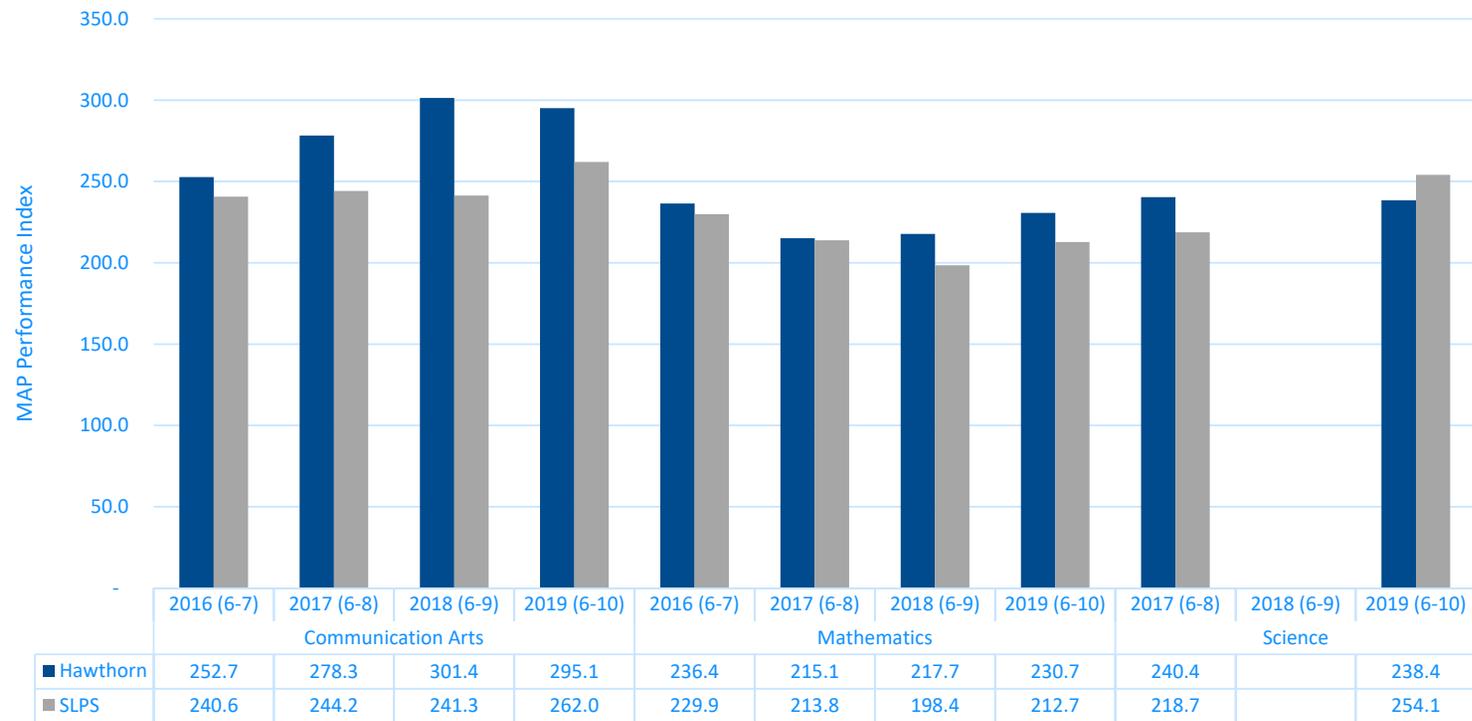
*Performance contract goal 70% or greater

High Quality Charter School – 85% or greater on APR, 3 out of the last 4 years
 Expedited Renewal – 70% or greater on APR, 3 out of the last 4 years

Academic Achievement



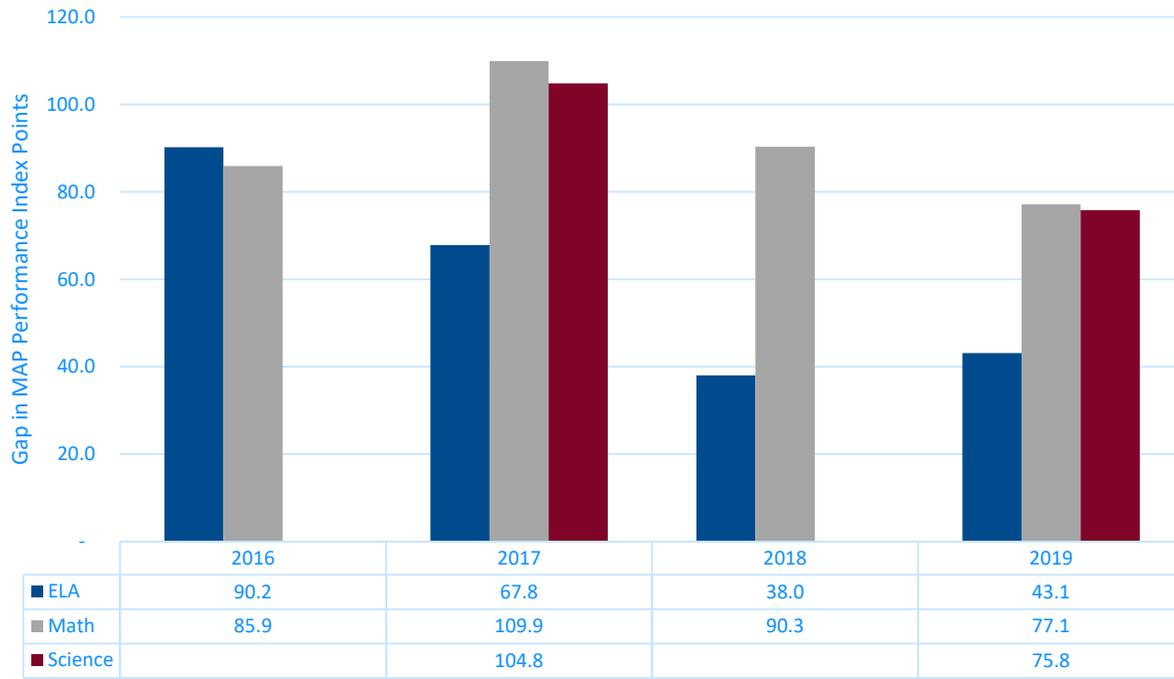
Grade Span Comparison



Performance Contract – Reducing Gap from State



Hawthorn Gap from State Average

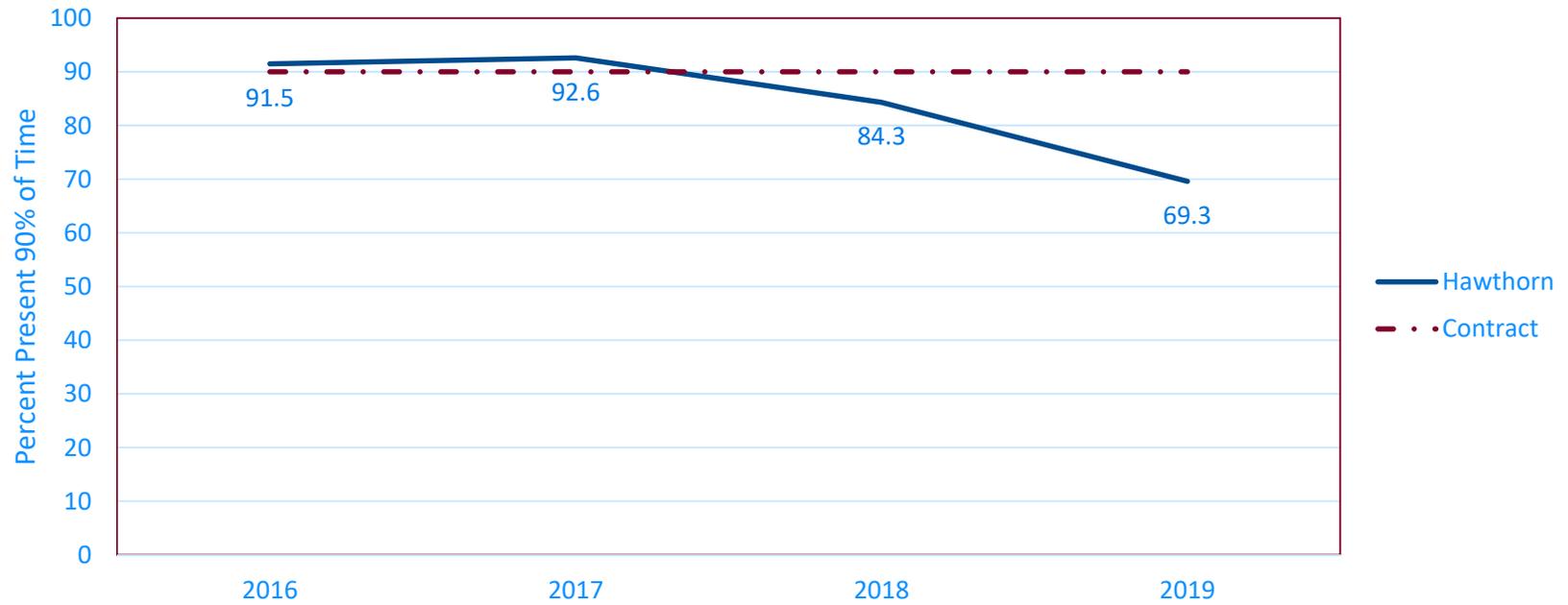


Insufficient data for science calculation in 2016

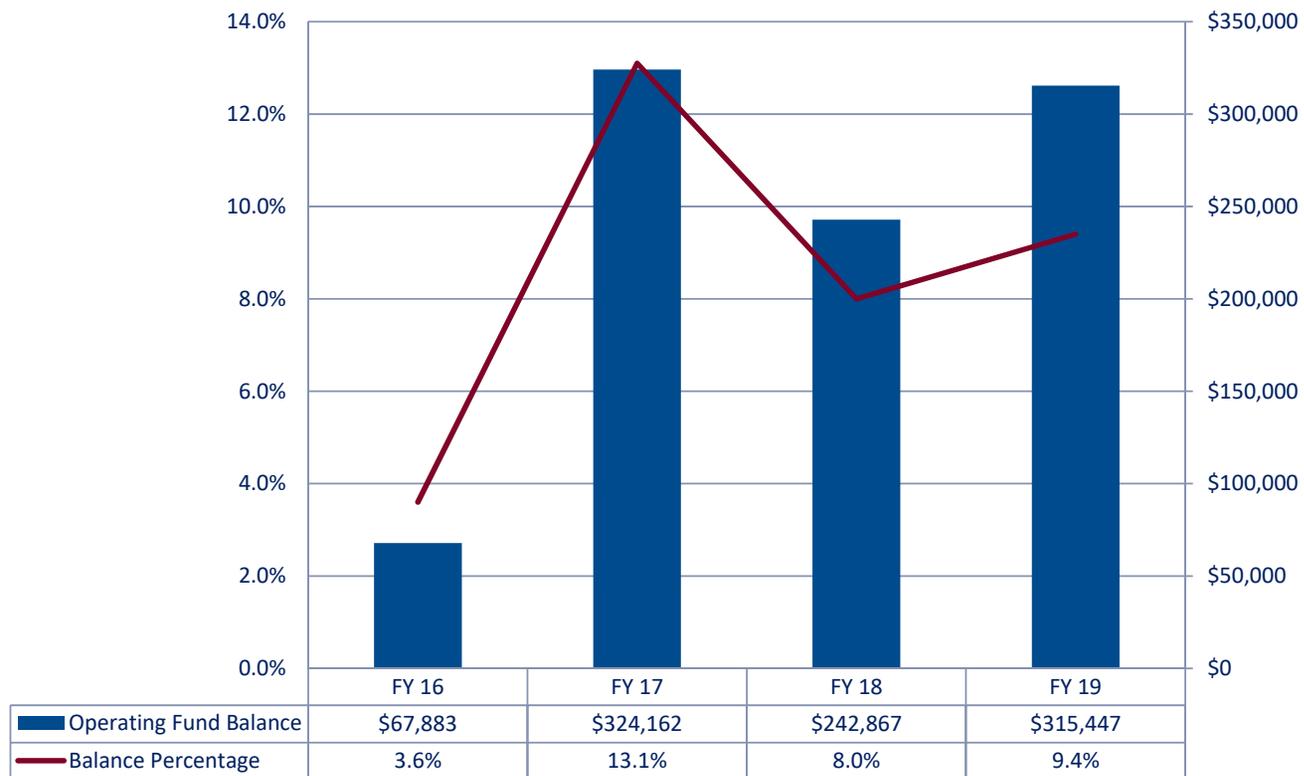
Performance Contract



Attendance



Fund Balances



Financial Information



	2017	2018	2019
Operating Expenditures	\$2,472,790	\$3,053,259	\$3,371,994
Philanthropy	\$829,783	\$808,846	\$1,169,512
Capital Expenditures	\$104,000	-	-
Expenditure per ADA	\$15,815	\$16,537	
Per Pupil Expenditure*			\$17,742

*Calculation changed under ESSA. Data not available to recalculate prior years in the same manner.

Contract Analysis



Table 1. Academic Achievement

Measure	Equal or Exceed District	MSIP Targets -			Contract Goal (Gap Closure)
		Growth	Status	Progress	
English language arts	Meets	Exceed	Approach	Exceed	Meets
Mathematics	Meets	On Track	Floor	Exceed	Meets
Science	Meets 1 of 2		Floor	Exceed	Meets

Table 2. MSIP 5

Measure	Equal or Exceed District	MSIP Target	Contract Goal
Student Attendance	3 of 4 years	2 of 4 years	2 of 4 years
Overall APR Score	1 of 2 years	N/A	1 of 2 years

Finance Standards: Met

Governance Standards: Met

Statutory Requirements for Renewal



- Section 160.405.9, RSMo
 - Annual performance report that equals or exceeds the district in which the charter school is located three of the last four school years by appropriate grade level configuration.
 - The charter school is fiscally viable and does not have:
 - a. A negative balance in its operating funds;
 - b. A combined balance of less than three percent of the amount expended for such funds during the previous fiscal year; or
 - c. Expenditures that exceed receipts for the most recently completed fiscal year.
 - The charter is in compliance with its legally binding performance contract and applicable statute.

Slide updated 6/9/20 to reflect section number and second bullet



Accountability for Results



Hawthorn Outcome Requirements for 2019/20 **incorporates a School Turnaround Model**

Eleven achievement benchmarks were ALL required to be MET by Hawthorn for charter renewal consideration by Washington University.

These encompassed:

- Academic targets with 2019 MAP scores for ELA, Math & Science
- Improved Annual Performance Report (APR) score
- Minimum Average Daily Attendance (ADA)
- New leadership and qualified staff appointed for start of SY2020
- Compliance with required State & Federal reporting
- ESSA Comprehensive Plan submitted for approval by DESE
- Evidence of financial stability
- New standards-aligned curriculum in place for SY2020

Focus forward: Second year Outcome Requirements for 2020/2021 have been presented to the Hawthorn Board, projecting more rigorous target attainment.



2019 State Performance Review



DESE Annual Performance Report
Hawthorn APR = 82.5%

Standards 1. & 2. Academic Achievement (includes Subgroup)

Subject	Growth (Ind. Student)	Progress (Schoolwide)
English Language Arts	Exceeding	Exceeding
Math	On Track	Exceeding
Science	N/A	Exceeding

Standard 3. High School Readiness (HSR) G8	Status = Exceeding	Progress = Floor
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Standard 4. Attendance	90/90 = 82% - Approaching	Improvement = Floor
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Focus Forward: *The University & Hawthorn's Board seek increased academic performance in all subjects. Future attendance (ADA) will be monitored closely for improvement. State MAP assessments are waived for SY2020, and student growth will be measured with alternative formative assessments for Reading and Math.*

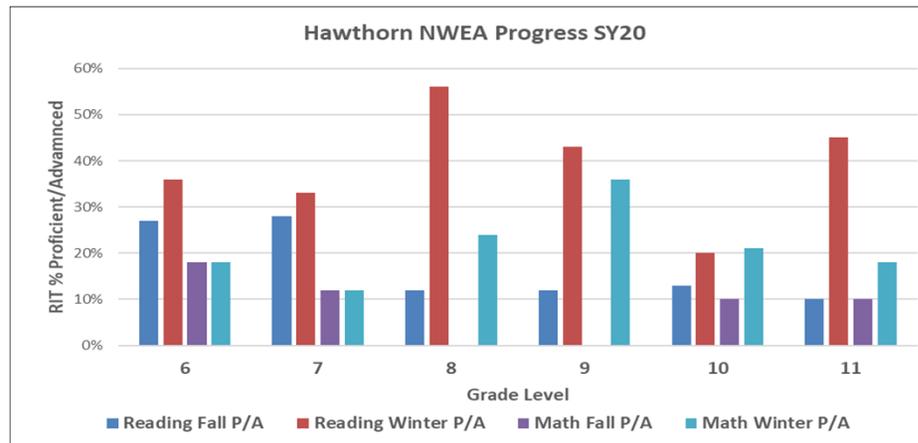


SY2020 Student Growth Evidence



Northwest Evaluation Association (NWEA)

- Nationally-normed formative assessments measure student growth and proficiency.
- Hawthorn students tested for baseline in Fall 2019 and subsequent growth in Winter 2020. Anticipated Spring 2020 testing was interrupted due to building closure.
- “Rausch Unit” (RIT) scoring indicates the level at which students answer questions correctly 50% of the time, shown here as % Proficient and Advanced (P/A). The scores are independent of grade level and remain consistent in measuring student growth over time.



Focus forward: Continue formative assessments to determine student growth in SY2021.



ESSA/DESE Comprehensive Program

Hawthorn Middle School identified in Regional School Improvement Team (RSIT)



Team members: Head of School, DESE Area Supervisor, Sponsor Rep, MLDS Coach

Improvement/Accountability Plan submitted to DESE in June 2019 with priorities:

1. Improve performance in ELA & Math, implementing data-based decision making
2. Create systems for ongoing professional learning for teachers and leaders
3. Ensure access to high quality standards-aligned instructional resources

Actions to date:

- MO Leadership Development System (MLDS) training program for Head of School
- Additional leadership training in support of special education students
- Reading Specialist employed for targeted small group intervention
- Acquired Achievement First curriculum for ELA and Math
- Ongoing professional development (PD) to build teaching capacity and staff support
- Classroom observation feedback from RSIT Team

Focus forward: Exit Comprehensive program using high-leverage strategies

- Two weeks of summer PD for staff, implementing virtual instruction practices
 - Develop a blended learning program to include online curriculum and independent work
 - Ensure remote access for all students
 - Utilize consultants to assist with ELA curriculum training
 - New Math coach in place, provided through grant funding
-

Recommendation



- **Compliance with Section 160.405.9, RSMo**
 - The sponsor has determined that the school is in statutory compliance. A 5-year renewal is allowed.
- **Sponsor recommendation**
 - Washington University in St. Louis, the sponsor, recommends a 5-year renewal.
- **DESE recommendation**
 - DESE recommends a 5-year renewal.

Charter School Renewal

Implementation Year(s): 2019-20

Hawthorn Leadership for Girls (115925)

Team Members:	Rose Windmiller	Assoc. VC, GCR, Washington University	rosew@wustl.edu	3149359792
	Lori Sommer	Assoc Dir, Charter School Compliance	lsommer@wustl.edu	3142158488
	Daphne Robinson	Head of School	drobinson@hawthornschool.org	3143615323
	Kathryn Love	Board Chair, Hawthorn	klove@hawthornschool.org	3143615323

Directions: Please state 'yes' or 'no' for each assurance. Please explain If an assurance requirement is not met. Comments should be as concise as possible, please include an attachment if further explanation is needed.

Charter schools requesting to renew its charter must submit this application electronically by responding to the following sections. The renewal submission must be signed by the Local Education Agency (LEA) authorized representative and the sponsor to ensure information submitted is accurate and in compliance with all statutes.

Upload questions require a document to be uploaded. This is done by selecting Manage Uploads, select Upload a Document, browse for the file, under File Description include the number of the question you are addressing and a description of the file as indicated by the Upload questions. Under Manage Team, include LEA contact and sponsor contact information.

1. Upload one page letter from the sponsor requesting renewal that must be signed by the Program Director of the Charter Sponsor Office. This assures that the Charter Renewal Application is accurate and in compliance with all statutes. Upload file under Manage Uploads. File Description would be 1. Sponsor Renewal Letter

LEA Comments:

Uploaded as 1. Sponsor Renewal Letter

2. LEA assures that Core Data/MOSIS is updated with current school name, superintendent/head administrator, and names of buildings(s) and principal(s).

Yes

If no, please explain.

3. LEA assures that Core Data/MOSIS is updated with mailing/physical address and telephone number of the charter school's main office.

Yes

If no, please explain.

4. LEA assures that Core Data/MOSIS is updated with list of the current board members including name, title and years served.

Yes

If no, please explain.

5. List the education service provider name and address (if applicable).

Education service provider name and address is below

Not applicable

6. LEA assures that the charter school adheres to the requirements of the applicable state statutes and regulations, the state rules governing the programs, and all other applicable statutes.

Yes

If no, please explain.

7. Upload the school's mission and briefly present the vision for how the school will continue to operate in the next five years. Upload file under Manage Uploads. File Description would be 7. Mission and Vision

LEA Comments:

Uploaded as 7. Mission and Vision

8. List the date of board meeting which the vision and mission were adopted.

LEA Comments:

The Hawthorn vision and mission were re-adopted with the charter renewal application at the April 20, 2020 board meeting.

9. Upload or comment any changes or modifications to the school (new management, new theme, change in population, instructional staff). Upload file under Manage Uploads. File Description would be 9. Changes or Modifications

LEA Comments:

Uploaded as 9. Changes or Modifications

10. Upload or comment a concise projection of the school's goals over the next term of the charter. Upload file under Manage Uploads. File Description would be 10. School Goals

LEA Comments:

Uploaded as 10. School Goals

11. Upload or comment on other areas that have/will be addressed to improve performance. Upload file under Manage Uploads. File Description would be 11. Improve Performance

LEA Comments:

Uploaded as 11. Improve Performance

12. LEA assures that the school's educational program goals and curriculum aligned with state standards.

Yes

If no, please explain.

13. Upload the organizational chart of the staffing/reporting structure for the board, administration and staff, including teachers and contract employees. Upload file under Manage Uploads. File Description would be 13. Organizational Chart

LEA Comments:

Uploaded as 13. Organizational Chart

14. Upload the Articles of Incorporation, bylaws and Missouri not-for-profit status. Upload file under Manage Uploads. File Description would be 14. Articles of Incorporation Bylaws and Not-For-Profit Status

LEA Comments:

Uploaded as 14.1 Articles of Incorporation Bylaws and 14.2 Not-for-Profit Status

15. Upload the renewal notification letter sent to the school board of the district. Upload file under Manage Uploads. File Description would be 15. Renewal Notification Letter

LEA Comments:

Uploaded as 15. Renewal Notification Letter

16. LEA assures that professional development/training was provided for all teachers and leaders.

Yes

If no, please explain.

17. LEA assures that requisite insurance coverage for directors/officers, and buildings.

Yes

If no, please explain.

18. LEA assures that board's most recent fingerprints.

Yes

If no, please explain.

19. LEA assures that there is a signed Conflict of Interest disclosure forms.

Yes

If no, please explain.

20. Assurance of Family Care Safety Registry check.

Yes

If no, please explain.

21. Assurance of requisite surety bond for school financial officer(s).

Yes

If no, please explain.

22. List the date the board reviewed faculty and staff handbook.

LEA Comments:

The board reviewed the most current faculty and staff handbook updates at the July 2019 meeting.

23. Assurance the board satisfies sunshine law compliance, including: posting agenda, time change notification.

Yes

If no, please explain.

24. Comment how board agendas and minutes are made available to the public.

LEA Comments:

Board agendas and minutes are made available to the public by posting in advance at the Hawthorn school building at least 24 hours in advance, as well as posting on the Hawthorn website.

25. Comment how often the board meets (monthly, semi-monthly).

LEA Comments:

The Hawthorn Board of Directors meets monthly.

26. Comment how often does the board review policies.

LEA Comments:

The board reviews policies annually, or as relevant for updates with statutory compliance.

27. Comment how many hours of board training are required for the board annually.

LEA Comments:

Specific training hours are not required in charter statute, and the sponsor offers the board additional programs for development as opportunities become available. The Hawthorn Board Government Committee provides development with board training throughout the year, including on-boarding training for new members and guidance for topics such as Sunshine Law, scheduling as the occasions become applicable.

28. Assurance that the school uses curriculum guides.

Yes

If no, please explain.

29. Assurance of an evaluation process of the LEA's leadership (admin, superintendent, principals).

Yes

If no, please explain.

30. List any sponsor/partnership efforts that help support the charter school(s) in increasing student performance.

LEA Comments:

Partnership efforts with Washington University include:

- Math & science instructional support from educators with the WU Institute for School Partnership, including curriculum planning, professional development and coaching, provided through sponsor funding
- WU staff provided at University expense to monitor and support school performance and compliance
- Assistance with acquisition of new curriculum and textbooks for English and Math, along with MySci program providing science materials
- WU undergrad student tutoring
- Access for high school students to the WU College Prep Program
- WU serves as an academic "think partner" for Hawthorn, offering innovative ideas for K-12 education

31. Assurance of compliance with any/all federal and state programs' requirements.

Yes

If no, please explain.

32. Upload the existing performance contract that includes timelines and standards for renewal (include procedures and consequences for failure to meet requirements). Upload file under Manage Uploads. File Description would be 32. Current Performance Contract

LEA Comments:

Uploaded as 32. Current Performance Contract

33. Upload data on measurements and objectives met (or not) in existing performance contract. Upload file under Manage Uploads. File Description would be 33. Current Measurements and Objectives

LEA Comments:

Uploaded as 33. Current Measurements and Objectives

34. Upload the performance contract for the next term of charter. Upload file under Manage Uploads. File Description would be 34. Next Term Performance Contract

LEA Comments:

Uploaded as 34. Next Term Performance Contract

35. If the school is a recipient of a federal Charter School Program grant, the sponsor assures that student performance is the most important factor in the determination of renewal/revocation.

Yes

If no, please comment.

N/A - School is not currently recipient of Charter School Program grant. However, the sponsor assures that student performance is the most important factor in the determination of this renewal.

36. Comment on goals to address academic performance based on current and projected data.

LEA Comments:

Hawthorn continues to use high quality curriculum for middle/high school girls in all content areas. All girls receive a “double dose” of English and Math in their daily schedule. After our beginning-of-year formative assessments were completed, girls with the highest need were placed in a reading class as part of their daily schedule. During summer professional development, teachers will receive training on incorporating high-leverage strategies to ensure that students are receiving high quality instruction. Previous classroom walk-throughs, teacher coaching and feedback are a part of teacher expectations. Regular data dives will be incorporated to ensure progress is being made, and appropriate shifts will be made as needed.

Hawthorn is receiving coaching and continued implementation support from Achievement First. Achievement First has developed a high-quality math curriculum that has yielded high quality results for children in their network. Hawthorn’s participation in their Navigator program will further support our continued efforts to ensure we are closing gaps in Math with a curriculum that has proven results. Hawthorn hired a Math Coach to provide feedback, coaching and professional development for math teachers. Hawthorn girls continue to have a “double dose” of Math during the school day.

37. Upload projected budget for the next five years (list of items). Upload file under Manage Uploads. File Description would be 37. Projected Budget

LEA Comments:

Uploaded as 37. Projected Budget

38. Comment or upload any building/facility plan changes anticipated in the next five years.

LEA Comments:

The school plans to renovate additional areas of the current school building to accommodate the increasing enrollment of students within the next five years.

39. Comment on plans of expansion of grade levels.

LEA Comments:

For the SY2021, Hawthorn will be fully built out with grades 6-8 for the middle school and grades 9-12 for the high school.

40. Assurance the school board reviews expenditures, low balances in operating funds, compliance with federal/state programs, and staff hiring.

Yes

If no, please explain.

41. Assurance that the school reports outstanding debt as required in Section 37.850.1.

Yes

If no, please explain.

42. Upload a school review process/ form of items that the sponsor addresses annually to ensure LEA is fulfilling its mission of educating children. Upload file under Manage Uploads. File Description would be 42. School Review Process/Form

LEA Comments:

42. School Review Process/Form

43. Assurance the charter school understands the procedures for closure & distribution of assets as specified in RSMo160.405.1

Yes

If no, please explain.

44. List the date the charter school was placed on probation or remediation (if applicable).

LEA Comments:

Hawthorn was placed on probation by Washington University on May 17, 2019.

45. Upload the reasons why the charter is on probation or has remediation plan (if applicable). Upload file under Manage Uploads. File Description would be 45. Probation or Remediation Plan

LEA Comments:

Uploaded as 45. Probation or Remediation Plan

46. Comment on what attributes to student performance below 70% APR.

LEA Comments:

Hawthorn's APR in SY2018 was 63%. The score for SY2019 was calculated at 82.5%. The improvement can be attributed to Growth and Progress attained within ELA, math and science MAP scores.

47. Upload intervention strategies currently in place based on analysis of student data (include timeline). Upload file under Manage Uploads. File Description would be 47. Intervention Strategies

LEA Comments:

Uploaded as 47. Intervention Strategies

48. Upload or comment on what improvements/results have been obtained? Upload file under Manage Uploads. File Description would be 48. Improvement Results Obtained

LEA Comments:

48. Improvement Results Obtained

49. Upload or comment on what additional steps/strategies are planned? Upload file under Manage Uploads. File Description would be 49. Additional Steps Strategies

LEA Comments:

Uploaded as 49. Additional Steps/ Strategies

50. The authorized representative assures DESE that the charter school, in accordance with Sections 160.400-160.425, RSMo, shall:

1. Receive and expend state/federal funds in a manner consistent with the intent of the approved application.
2. Keep such records for a period of three years and provide such information as may be necessary for the fiscal program auditing and for program evaluation; provide DESE any information it may need to carry out its responsibilities under the program.

The LEA authorized representative understands the assurances and the responsibility for compliance placed upon the applicant. The applicant will refund directly to DESE the amount of any funds made available to the applicant that may be determined by DESE, or an auditor representing DESE, to have been misspent or otherwise misapplied.

Yes

If no, please explain.

April 20, 2020

To: Members of the Missouri State Board of Education

**RE: Request for State Board Approval of Charter Renewal for
Hawthorn Leadership School for Girls**

Washington University in St. Louis requests authorization from the MO State Board of Education for renewal of the Hawthorn Leadership School for Girls charter. The renewal will be for a 5-year term beginning July 1, 2020 and ending June 30, 2025.

The University has carefully reviewed Hawthorn's revised application which was approved by the school's Board of Directors. In addition, based upon our thorough analysis of annual school performance evaluations, outcome requirements, supporting documents and Missouri charter legislation, we affirm that the Charter Renewal Application is accurate and in compliance with all applicable statutes.

The University endorses Hawthorn's continued operation as a middle and high school serving grades 6-12 for SY2021. We remain confident Hawthorn has the capacity to provide quality education to its students.

Sincerely,

Rose Windmiller

Rose Windmiller
Associate Vice Chancellor
Government and Community Relations

Mission:

Hawthorn Leadership School for Girls provides a safe, nurturing and stimulating environment that enables young women from diverse backgrounds to achieve academic success in a college preparatory program and to become leaders in their communities and professions.

Vision:

Hawthorn Leadership School for Girls in St. Louis (the "School") is a single-sex public charter school for girls in grades 6 through 12. Students at Hawthorn are able to reach their highest potential, free from many of the pressures that prevail in today's youth culture.

The Next Five Years:

Ten years after opening, Hawthorn will have graduated four classes of girls and our oldest alumnae will be preparing to graduate from college. Hawthorn will have a strong core of dedicated teachers who have been with the School for several years. The School will consistently, year in and year out, outperform its peer institutions in standardized test scores and other measures (such as attendance, scarcity of behavior problems, graduation rates and college acceptance rates). Hawthorn will have implemented an early college program; girls will be enrolled and successfully completing college courses as part of their graduation requirements. Hawthorn high school students will hold internships with many St. Louis businesses and civic organizations. Our sports teams will be worthy competitors, our music and art programs will be fully developed, and our partnerships with St. Louis businesses and non-profit organizations will continue to benefit our students and the broader community. The need for fundraising will be significantly less than in the School's start up years.

Hawthorn's Head of School and Associate Head of School are the key management positions at Hawthorn.

Head of School

The Head of School is responsible for all school operations including designing and implementing its academic and leadership program, recruiting and supporting a first-rate faculty, overseeing finance and operations. The Head of School interfaces with the Board of Directors and the charter school's higher education sponsor. The Head of School reports to the Board of Directors of the School. All team members of the School report (directly or indirectly) to the Head of the School.

Associate Head of School

Associate Head of School provides leadership and management in business affairs, community engagement/public relations, and student enrollment.

Full job descriptions available in the Hawthorn Charter Renewal Application approved by the board on April 20, 2020.

10. School Goals

Hawthorn's goal is for all of our students to move through the middle school years and on to high school. The School will graduate a minimum of 93% of its students in four years from high school and have 100% of our graduates accepted to post-secondary colleges or universities. Hawthorn's standardized test scores will show increases in proficient and advanced levels year over year. The School will meet an attendance goal that meets or exceeds that of 90% of the students attending 90% of the time and have at least an 80% student retention rate year-to-year.

Hawthorn's academic program will significantly improve our students' academic achievement. This improvement will be measured by scores on all state administered tests; strength of the students' transcripts; high school graduation rates; ACT scores; college admission, financial aid and enrollment rates; and the long-term measure of college completion rates. On each of these measures, we will compare our students' performance to the performance of students in St. Louis Public Schools with a goal of outperforming the local averages in all categories.

Areas to be addressed to improve performance include instruction and professional development as follows:

Instruction

Hawthorn School's teachers understand and support the School's mission and the YWLN model. The School's approach to education is made clear to teachers during the recruitment process to ensure complete buy-in with the model. Hawthorn teachers embrace a set of principles:

- Hawthorn School's teachers and administrators support single-sex education as a choice for low-income, urban girls that helps mitigate the effects of generational poverty as well as cultural gender and racial stereotypes by providing a personal and intellectual safe haven for every student.
- Hawthorn School uses whole group, small group, cooperative, blended, inquiry-based, individualized, and outcomes-focused approaches to teaching in order to best prepare students for postsecondary success and lifelong independent learning.
- The predominant style of pedagogy is "student as worker." Students take responsibility in their own education and are supported in their efforts to find success.
- Hawthorn School teachers are collaborative and collegial, meeting regularly and frequently to share and plan. Teachers at Hawthorn recognize the importance of being part of a professional learning community and meet regularly to address data, grade level, departmental, and college readiness issues.
- The teachers have a sense of ownership in the School and take responsibility for the School's work and outcomes.
- Hawthorn School's teachers implement a rigorous, college preparatory curriculum that is aligned with the Missouri Learning Standards.
- Teachers believe that students' families are an essential element in achieving academic success and teachers are committed to working with families as partners in the students' education.
- Hawthorn teachers engage in professional development in cultural competencies, including skills in counter narratives and recognition of internal oppression.

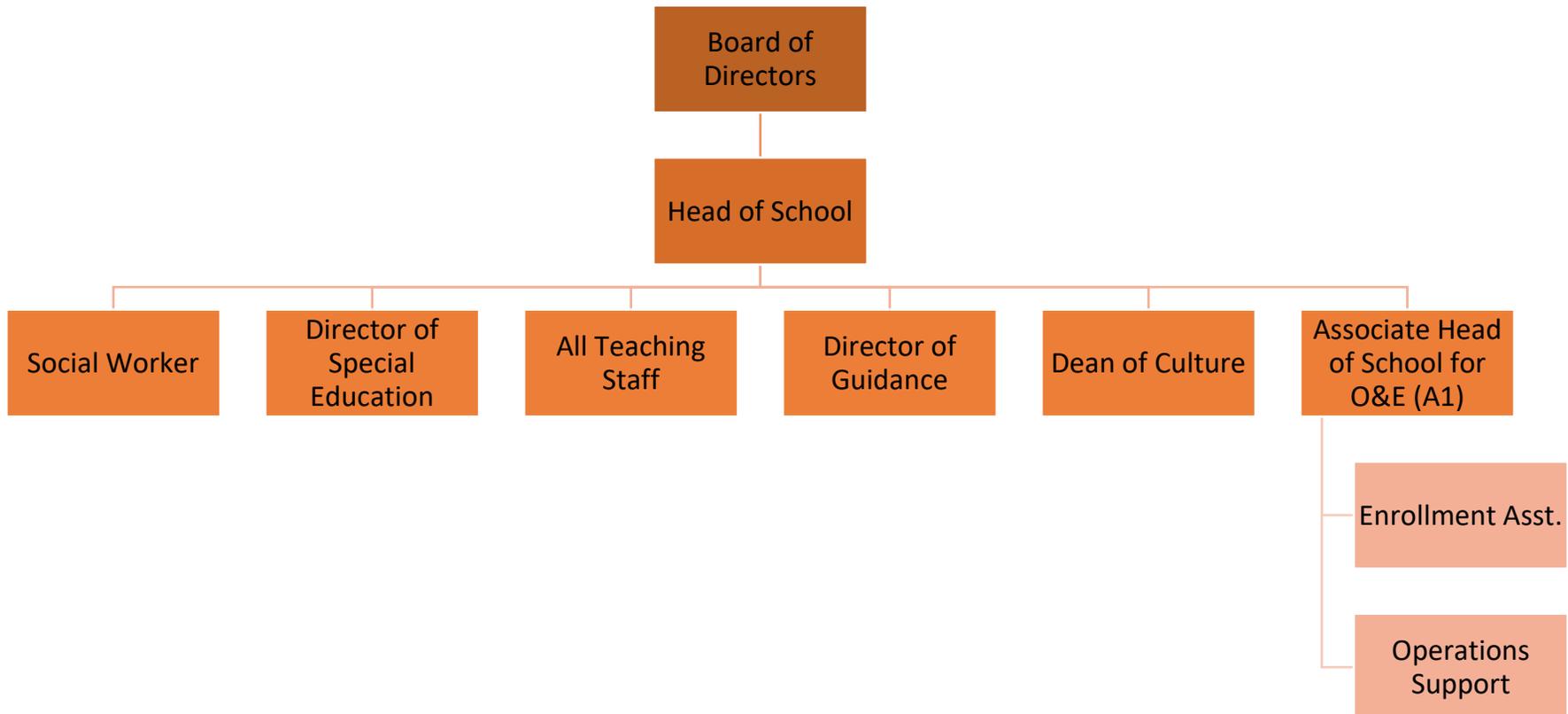
Hawthorn teachers differentiate instruction to meet the variety of types and levels of learners in a heterogeneous classroom. Each student brings her own background, strengths, needs and interests to the classroom. Teachers identify their goals and the barriers that might interfere with reaching those goals and adjust their lessons accordingly. Technology is used in a variety of ways to support instruction across the curriculum. The School's special education professionals support the needs of students who are diagnosed with learning differences, developing an Individual Education Plan ("IEP") for each such student. The School addresses student needs in a variety of ways – push in, pull out, after school tutoring, appropriate texts and resource materials. Teachers adapt instruction in all courses based on the student's IEP.

Professional Development

Collaboration is a keystone of the School's community and teachers are given ample time to work together within departments and across disciplines and grade levels. Time built into the regular schedule for co-planning, lesson study, and data analysis enables teachers to coordinate curriculum to reach common goals and to share information about individual students.

13. Organizational Chart

Appendix B.4.1



AMENDED AND RESTATED
BYLAWS
OF
HAWTHORN LEADERSHIP SCHOOL FOR GIRLS
A MISSOURI NONPROFIT CORPORATION

ARTICLE I: OFFICES

1. The corporation may have offices at such places as the Board of Directors may from time to time determine or the business of the corporation may require.

ARTICLE II: DIRECTORS

1. The affairs of the corporation shall be managed by the Board of Directors. Each member of the initial seven-member Board of Directors named by the incorporator shall serve as a Director until the annual meeting of the Directors of the corporation in 2014. Thereafter, the number of Directors to constitute the Board of Directors shall be not less than five nor more than twenty-five, unless and until changed by amendment to these Bylaws, provided, however, that there shall always be at least three Directors. At the first annual meeting of the Directors of the corporation in 2014, the Directors shall be elected to staggered terms. Thereafter, successor Directors shall be elected at the annual meeting of the Directors to serve for a term of three years or until his or her successor shall have been elected and qualified. Directors may be removed, with or without cause, by the vote of at least two-thirds of all the Directors at a meeting of the Directors called expressly for that purpose. Any vacancy created by such removal shall be filled for the unexpired term in respect of such vacancy by majority vote of the Directors present at such special meeting or, in the absence of such action at such special meeting, by resolution of the Board of Directors.

2. The Directors may keep the books of the corporation at the principal business office of the corporation in this state or at such other place as they may from time to time determine and as may be permitted by law.

3. If the office of a Director becomes vacant for any reason, other than by removal of the Director in the manner described in paragraph 1 hereof, the remaining Directors shall choose a successor or successors which successor(s) shall hold office for the unexpired term in respect of which such vacancy occurred or until the next election of Directors.

ARTICLE III: COMPENSATION OF DIRECTORS

1. Directors, as such, shall not receive any stated salary for their services, but by resolution of the Board, expenses of attendance, if any, may be allowed for attendance at each regular or special meeting of the Board; provided that nothing herein contained shall be construed to preclude any Director from serving the corporation in any other capacity and receiving compensation or reimbursement of expenses therefor.

ARTICLE IV: MEETINGS OF THE BOARD

1. The annual meeting of the Board shall be held in June of each year at such time and place as shall be determined by the Board. Regular meetings of the Board shall be held at such time and place as shall from time to time be determined by the Board. Notice of Board meetings shall comply with the laws governing meetings of governmental bodies as set forth in Section 610.010 et seq. of the Missouri Revised Statutes (the "Sunshine Law").

2. Special meetings of the Board may be called by the Chair, the Secretary, or 20% percent of the Directors on not less than two days' notice to each Director, either personally or by first class mail, email, telephone or facsimile, provided notice of such meeting is made public under the laws.

3. At all meetings of the Board, a majority of all the Directors in office shall be necessary and sufficient to constitute a quorum for the transaction of business, and the act of a majority of the Directors present at any meeting at which there is a quorum shall be the act of the Board of Directors, unless the action is one upon which, by express provision of the statutes, the Articles of Incorporation, or these Bylaws, a different vote is required, in which case such express provision shall govern and control. If a quorum shall not be present at any meeting of Directors, the Directors present thereat may adjourn the meeting, from time to time, without notice other than announcement at the meeting, until a quorum shall be present.

4. Members of the Board of Directors may participate in a meeting of the Board by means of a conference telephone or similar communications equipment whereby all persons participating in the meeting can hear each other, and participation in a meeting in this manner shall constitute presence in person at the meeting.

5. Action required or permitted by law to be taken at a Board of Directors' meeting may be taken outside of a regularly scheduled meeting by means of circulated written consent if the action is taken by all members of the Board, provided that notice of such action is made public in a manner compliant with the Sunshine Law. The action shall be evidenced by one or more written consents describing the action taken, signed by each Director, and included in the minutes filed with the corporate records reflecting the action taken. Such action shall be effective when the last Director signs the consent, unless the consent specifies a different effective date.

ARTICLE V: COMMITTEES

1. The Board of Directors, by a resolution adopted by a majority of the Directors in office, may designate an Executive Committee, which shall consist of at least two Directors of the corporation. The Executive Committee shall have and exercise the authority of the Board of Directors between meetings of the Board of Directors.

2. The Board of Directors, by a resolution adopted by a majority of the Directors in office, may designate one or more other Board committees, each of which shall consist of at least two Directors. Such committees shall, to the extent provided in such resolution, have and exercise the authority of the Board of Directors.

3. At all meetings of committees, a majority of the members of the committee shall be necessary and sufficient to constitute a quorum for the transaction of business, and the act of a majority of the members of the committee present at any meeting at which there is a quorum shall be the act of the committee, unless the action is one upon which, by express provision of the statutes, the articles of incorporation, these bylaws, or a resolution of the Board of Directors, a different vote is required, in which case such express provision shall govern and control. Provisions in these bylaws pertaining to meetings of the Board shall also apply to a committee or committees of the Board.

4. Public notice of meetings of committees shall be provided as necessary in order to comply with the Sunshine Law.

ARTICLE VI: NOTICES

1. Whenever, under the provisions of the statutes, the Articles of Incorporation, or these Bylaws, notice is required to be given to any Director, such notice may be given orally or in writing. Notice may be communicated in person; by any form of wire or

wireless communication such as email, telephone or facsimile; by mail or private carrier; or if the preceding forms of personal notice are impracticable, by a newspaper of general circulation in the area where published; or other form of public broadcast communication such as radio, or television.

2. Unless prohibited by Missouri law governing notice of meetings of governmental bodies, whenever any notice is required to be given to a particular person or persons, a waiver thereof in writing signed by the person or persons entitled to said notice, whether before or after the time stated therein, and filed with the minutes or corporate records, shall be deemed equivalent thereto.

ARTICLE VII: OFFICERS

1. The officers of the corporation shall consist of a Chair, a Secretary, a Treasurer and such other officers as may be elected by the Board of Directors. The Board of Directors may also elect a President, one or more Vice Presidents, one or more Assistant Secretaries and Assistant Treasurers, and such other officers and agents as it shall deem necessary, who shall exercise such powers and perform such duties as shall be determined from time to time by the Board of Directors. The compensation of all officers, if any, shall be fixed by the Board of Directors.

2. The officers of the corporation shall hold their offices for a term of one year, or for such other term not exceeding three years as shall be determined from time to time by the Board of Directors. Officers may be reelected to successive terms. Any officers may be removed at any time by the Board of Directors. An officer may resign at any time by delivering notice to the corporation. A resignation is effective when the notice is delivered unless the

notice specifies a future effective date. If the office of any officers becomes vacant for any reason, the vacancy may be filled by the Board of Directors.

ARTICLE VIII: CHAIR OF THE BOARD

1. The Chair of the Board shall preside at all meetings of the Directors at which he or she is present, and shall perform such other duties as the Board of Directors or these Bylaws may prescribe.

ARTICLE IX: PRESIDENT

1. The President, if any, shall be the chief executive officer of the corporation. He or she shall perform such duties as the Board of Directors may prescribe and shall see that all orders and resolutions of the Board are carried into effect.

2. The President may execute bonds, mortgages and other contracts except where permitted by law to be otherwise signed and executed, and except where the signing and execution thereof shall be expressly delegated by the Board of Directors to some other officer or agent of the corporation.

ARTICLE X: VICE PRESIDENTS

1. The Vice Presidents, if any, in the order of their seniority shall, in the absence or disability of the President, perform the duties and exercise the powers of the President, and shall perform such other duties as the Board of Directors may prescribe.

ARTICLE XI: SECRETARY AND ASSISTANT SECRETARIES

1. The Secretary shall serve as the custodian of records and shall keep or cause to be kept a record of all meetings of the Board of Directors and shall record all votes and the minutes of all proceedings in a book to be kept for that purpose. He or she shall give, or cause to be given, notice of all regular and special meetings of the Board of Directors, and shall

perform such other duties as may be prescribed by the Board of Directors or Chair, under whose supervision he or she shall be. He or she shall be responsible for authenticating the records of the corporation.

2. The Assistant Secretaries, if any, in order of their seniority shall, in the absence or disability of the Secretary, perform the duties and exercise the powers of the secretary and shall perform such other duties as the Board of Directors may prescribe.

ARTICLE XII: TREASURER AND ASSISTANT TREASURERS

1. The Treasurer, if any, shall have the custody of the corporate funds and securities, shall keep full and accurate accounts of receipts and disbursements in books belonging to the corporation, shall deposit all moneys and other valuable effects in the name and to the credit of the corporation in such depositories as may be designated by the Board of Directors and shall perform such other duties as the Board of Directors may prescribe.

2. The Treasurer shall disburse the funds of the corporation as may be ordered by the Board, taking proper vouchers for such disbursements, and shall render to the President and Directors, at the regular meetings of the Board, or whenever they may require it, an account of all his or her transactions as Treasurer and of the financial condition of the corporation.

3. If required by the Board of Directors, the Treasurer shall give the corporation a bond in such sum and with such surety or sureties as shall be satisfactory to the Board for the faithful performance of the duties of his or her office and for the restoration to the corporation, in case of his or her death, resignation, retirement or removal from office, of all books, papers, vouchers, money and other property of whatever kind in his or her possession or under his or her control belonging to the corporation.

4. The Assistant Treasurers, if any, in the order of their seniority shall, in the absence or disability of the Treasurer, perform the duties and exercise the powers of the Treasurer and shall perform such other duties as the Board of Directors may prescribe.

ARTICLE XIII: EXECUTIVE DIRECTOR

1. An Executive Director may be designated by the Board of Directors. He or she shall not be an officer of the corporation (except in the case of an Executive Director designated by the Board of Directors who serves without receiving compensation in any form), and he or she shall exercise such authority and perform such duties as the Board of Directors may from time to time assign to him or her.

ARTICLE XIV: CHECKS

1. All checks or demands for money and notes of the corporation shall be signed by such officer or officers or such other person or persons as the Board of Directors may from time to time designate.

2. The Board of Directors shall review the corporation's monthly check register and shall approve prior to issuance any payment for amounts in excess of one thousand dollars (\$1,000).

3. The bank account where funds from the State of Missouri are deposited shall be established by and under the control of the Board of Directors. No personnel associated with a management company contracted by the corporation shall have direct access to such bank account. If a management company is contracted, personnel associated with the company shall not have direct access.

ARTICLE XVI: FISCAL YEAR

1. The fiscal year of the corporation shall begin the first day of July in each year.

ARTICLE XVII: SEAL

1. The corporation shall not have a seal.

ARTICLE XVIII: ALTERATION, AMENDMENT OR REPEAL OF BYLAWS

1. These bylaws may be altered, amended or repealed at any regular or special meeting of the Directors by the affirmative vote of a majority of all the Directors in office.

ARTICLE XIX: RECORDS

1. The corporation shall keep as permanent records minutes of all meetings of its Board of Directors, a record of all actions taken by the Directors without a meeting, and a record of all actions taken by committees of the Board of Directors. Such records shall be available to the public under the Sunshine Law.

2. The corporation shall maintain appropriate accounting records. A copy of the following records shall be kept at the corporation's principal office: the Articles of Incorporation and all amendments to them currently in effect, these Bylaws and all amendments to them currently in effect, a list of the names and business or home addresses of the current Directors and officers, the most recent annual report delivered to the Secretary of State, and appropriate financial statements of all income and expenses.

Adopted May ____, 2014

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: **MAY 28 2014**

HAWTHORN LEADERSHIP SCHOOL FOR
GIRLS
37 GLEN EAGLES DR
ST LOUIS, MO 63124

Employer Identification Number:
46-2334548
DLN:
17053227334003
Contact Person:
ZENIA LUK ID# 31522
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
June 30
Public Charity Status:
170(b)(1)(A)(ii)
Form 990 Required:
Yes
Effective Date of Exemption:
March 18, 2013
Contribution Deductibility:
Yes
Addendum Applies:
Yes

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

Please see enclosed Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, for some helpful information about your responsibilities as an exempt organization.

Letter 947

05/29/2014 3:08PM (GMT-04:00)

HAWTHORN LEADERSHIP SCHOOL FOR

We have sent a copy of this letter to your representative as indicated in your power of attorney.

Sincerely,



Director, Exempt Organizations

Enclosure: Publication 4221-PC

Letter 947

HAWTHORN LEADERSHIP SCHOOL FOR

INFORMATION FOR CHARTER SCHOOLS

You are not subject to the specific publishing requirements of Revenue Procedure 75-50, 1975-2, C.B., page 587, as long as you are operating under a contract with the local government. If your method of operation changes to the extent that your charter is not approved, terminated, cancelled, or not renewed, you will be required to comply with Revenue Procedure 75-50.

Letter 947

05/29/2014 3:08PM (GMT-04:00)

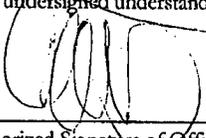
File Number:
N01299847⁴⁶
Date Filed: 04/10/2014
Jason Kander
Secretary of State

**AMENDED AND RESTATED
ARTICLES OF INCORPORATION
OF
HAWTHORN LEADERSHIP SCHOOL FOR GIRLS**

The undersigned corporation, for the purpose of amending and restating its Articles of Incorporation, hereby executes and certifies the following:

- (1) The present name of the corporation is Hawthorn Leadership School for Girls. The name under which it was originally organized was Young Women's Leadership Academy of St. Louis. Its charter number is N01299847.
- (2) The attached amendment and restatement to the corporation's Articles of Incorporation were adopted by the board of directors on April 8, 2014. The corporation's Articles of Incorporation are hereby amended and restated in their entirety and are attached hereto as Exhibit A.
- (3) The amendment was approved by the Incorporator.

IN AFFIRMATION WHEREOF, the facts stated above are true and correct:
(The undersigned understands that false statements made in this filing are subject to the penalties provided under Section 575.040, RSMo).



Authorized Signature of Officer or Chairman Carol Hund Incorporator April 10, 2014
Printed Name Title Date



Exhibit A

**AMENDED AND RESTATED
ARTICLES OF INCORPORATION
OF
HAWTHORN LEADERSHIP SCHOOL FOR GIRLS**

A Missouri Nonprofit Corporation

The undersigned, being a natural person of the age of eighteen years or more, for the purpose of forming a corporation under the Missouri Nonprofit Corporation Act, hereby adopts the following Articles of Incorporation:

1. The name of the corporation (hereinafter referred to as the "Corporation") is Hawthorn Leadership School for Girls.

2. This Corporation is a public benefit corporation.

3. The period of duration of the Corporation is perpetual.

4. The street address of the Corporation's initial registered office in Missouri is 221 Bolivar Street, Suite 101, Jefferson City, Missouri 65101, and the name of its initial registered agent at such address is BCRA Co.

5. The name and address of the incorporator is Carol Hund, 211 N. Broadway, Suite 3600, St. Louis, Missouri 63102-2750.

6. The Corporation is organized, and shall be operated, exclusively for religious, charitable, scientific, literary and educational purposes within the meaning of section 501(c)(3) of the Internal Revenue Code of 1986, as amended (or the corresponding provision of any future United States Internal Revenue Law), including, for such purposes, to establish and operate a charter school.

7. No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to, its Directors, Officers or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in this Article. The corporation shall not participate in, or intervene in (including the publishing or distribution of statements), any political campaign on behalf of, or in opposition to, any candidate for public office. Except to the extent permitted by Code Section 501(h), no substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting, to influence legislation. Any other provision of these Articles to the contrary notwithstanding, the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from the Federal income tax under Code Section 501(c)(3), (b) by a corporation contributions to which are deductible under Code Section 170(c)(2), and (c) by a corporation organized under the Missouri Nonprofit Corporation Act as now existing or hereafter amended.

8. The corporation shall have no Members. The affairs of the corporation shall be managed by its Board of Directors. The number of Directors and their terms shall be as

provided in the Bylaws, provided that there shall not be less than three Directors. The Directors of the corporation shall be elected in the manner described in the Bylaws.

9. The corporation shall have all the powers permitted a corporation that is both a nonprofit corporation under the Missouri Nonprofit Corporation Act and an exempt organization described in Code Section 501(c)(3).

10. Bylaws of the corporation, consistent with these Articles, shall be adopted by the Board of Directors or the Incorporators, and may be amended in the manner provided in the Bylaws.

11. These Articles may be amended by the Board of Directors in the manner provided in the Bylaws.

12. If the corporation is ever determined to be a private foundation within the meaning of Code Section 509, the corporation shall not: (a) engage in any act of self-dealing which is subject to tax under Code Section 4941; (b) retain any excess business holdings which are subject to tax under Code Section 4943 of the Code; (c) make any investments in such manner as to subject it to tax under Code Section 4944; or (d) make any taxable expenditures which are subject to tax under Code Section 4945.

13. Upon the dissolution of the corporation, the Board of Directors shall, after paying or making provision for the payment of all of the liabilities of the corporation, distribute all the assets of the corporation to one or more organizations then qualified under Code Section 501(c)(3) selected by the Board of Directors of the corporation. Any of such assets not so disposed of shall be disposed of by the Circuit Court of the city or county in which the principal office of the corporation is then located to such organization or organizations as said court shall determine and as are then qualified as exempt under Code Section 501(c)(3). Notwithstanding the foregoing, to the extent required by Missouri law, upon closure of the corporation's charter school any unobligated assets of the charter school shall be returned to the Department of Elementary and Secondary Education of the State of Missouri for their disposition, which upon receipt of such assets shall return them to the local school district in which the school was located, the state, or any other entity to which they would belong.

14.

(a) The provisions of this Article shall be in the nature of a contract between the corporation and each of its Directors and Officers made in consideration of such person's continued service to the corporation. The protection afforded to each Director or Officer by the provisions of this Article shall survive such person's term of office or employment. This Article may not be repealed, nor may the benefits to the Directors and Officers afforded hereby be diminished, except as to liability accruing in respect of acts or omissions occurring after the date of such repeal or modification.

(b) The corporation shall hold harmless and indemnify each Director and Officer to the fullest extent authorized or permitted by the provisions of Subsections 1 through 6 and 9 through 11 of Section 355.476, Missouri Revised Statutes, as amended (which Section, in its entirety, is hereinafter referred to as the "State Statute") or any other or additional statutory provisions which are hereafter adopted authorizing or permitting such indemnification.

(c) The corporation may purchase and maintain for the benefit of each Director or Officer, as named insured or additional insured, a policy or policies of general comprehensive liability insurance (covering claims arising out of death, illness or injury or arising out of property loss or damage) and directors' and officers' liability insurance (covering claims arising out of wrongful acts or omissions) in respect of liabilities asserted against and/or incurred by its Directors and Officers in either such capacity or otherwise in the performance of their services for the corporation.

(d) In addition to the foregoing, and subject only to the exclusions set forth in section (e) of this Article, the corporation shall, to the fullest extent authorized or permitted by the provisions of Subsection 7 of the State Statute, hold harmless and indemnify each Director and Officer: (i) against any and all expenses (including attorneys' fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by such Director or Officer in connection with any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative (including an action by or in the right of the corporation) to which such Director or Officer is, was or at any time became a party, or is threatened to be made a party, by reason of the fact that such Director or Officer is, was or at any time becomes a Director, Officer, employee or agent of the corporation, or is or was serving or at any time serves at the request of the corporation as a Director, Officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise; and (ii) otherwise to the fullest extent as may be provided to such Director or Officer by the corporation under the non exclusivity provisions of the State Statute.

(e) No indemnity pursuant to section (d) of this Article shall be paid by the corporation: (i) except to the extent the aggregate of losses to be indemnified thereunder exceeds the amount of such losses for which the Director or Officer is indemnified either pursuant to section (b) of this Article or pursuant to any insurance of the type referred to in section (c) of this Article purchased and maintained by the corporation; (ii) in respect of remuneration paid to such Director or Officer if it shall be determined by a final decision of a court having jurisdiction in the matter that such remuneration was in violation of law; (iii) on account of such Director's or Officer's conduct which is finally adjudged by a court having jurisdiction in the matter to have been knowingly fraudulent, deliberately dishonest or willful misconduct; or (iv) if a final decision by a court having jurisdiction in the matter shall determine that such indemnification is not lawful.

(f) All agreements and obligations of the corporation contained in this Article shall continue during the period the Director or Officer is a Director or Officer of the corporation (or is or was serving at the request of the corporation as a director, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise) and shall continue thereafter so long as the Director or Officer shall be subject to any possible claim or threatened, pending or completed action, suit or proceeding, whether civil, criminal or investigative, by reason of the fact that he or she was a Director or Officer of the corporation or was serving in any other capacity referred to in this Article.

(g) The corporation will pay, in advance of the final disposition of the action, suit or proceeding, all reasonable expenses of the Director or Officer incurred in defending any civil or criminal action, suit or proceeding against him or her, provided he or she shall have agreed to reimburse the corporation if and to the extent that it shall be ultimately determined that he or she is not entitled to be indemnified by the corporation for such expenses.

State of Missouri



Jason Kander
Secretary of State

CERTIFICATE OF AMENDMENT AND RESTATEMENT
OF A Non-Profit Corporation

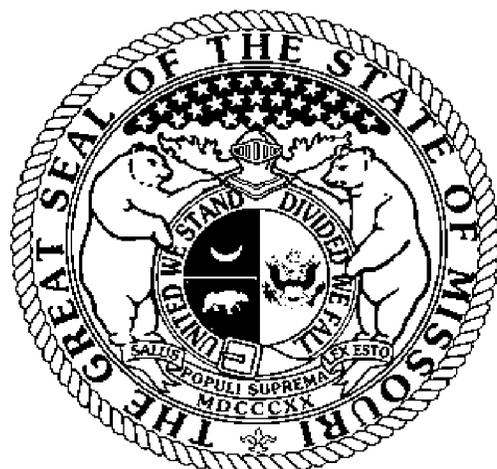
WHEREAS,

Hawthorn Leadership School for Girls
N01299847

a corporation organized under The Missouri Nonprofit Corporation Law has delivered to me Articles of Amendment and Restatement of its Articles of Incorporation and has in all respects complied with the requirements of law governing the Amendment and Restatement of Articles of Incorporation under The Missouri Nonprofit Corporation Law, and that the Articles of Incorporation of said corporation are amended and restated in accordance therewith.

IN TESTIMONY WHEREOF, I hereunto
set my hand and cause to be affixed the
GREAT SEAL of the State of Missouri.
Done at the City of Jefferson, this
10th day of April, 2014.

Secretary of State



ARTICLE XIX: RECORDS

1. The corporation shall keep as permanent records minutes of all meetings of its Board of Directors, a record of all actions taken by the Directors without a meeting, and a record of all actions taken by committees of the Board of Directors. Such records shall be available to the public under the Sunshine Law.

2. The corporation shall maintain appropriate accounting records. A copy of the following records shall be kept at the corporation's principal office: the Articles of Incorporation and all amendments to them currently in effect, these Bylaws and all amendments to them currently in effect, a list of the names and business or home addresses of the current Directors and officers, the most recent annual report delivered to the Secretary of State, and appropriate financial statements of all income and expenses.

Adopted May 29, 2014

Mary D. Stillman
Founder and President

April 8, 2020

St. Louis Public School Board
C/o Dr. Kelvin Adams
Superintendent of Schools
Saint Louis Public Schools
801 N 11th Street
St. Louis, MO 63101

RE: Hawthorn Leadership School for Girls 5-year Charter Renewal

This letter serves as notice to the Saint Louis Public School Board that Washington University in St. Louis intends to continue its sponsorship of Hawthorn Leadership School for Girls with submission of a 5-year renewal application to the Department of Elementary and Secondary Education. Upon approval by the Missouri State Board of Education, the renewed charter will be effective July 1, 2020 through June 30, 2025.

Please do not hesitate to contact me with any further questions.

Sincerely,

Rose Windmiller

Rose Windmiller
Associate Vice Chancellor
Government and Community Relations

C: Pam Lokken, Vice Chancellor, Government and Community Relations
Kathryn Love, Board Chair, Hawthorn Leadership School for Girls
Maureen Clancy-May, DESE Area Supervisor



Hawthorn Leadership School for Girls Performance Contract

The Performance Contract for Hawthorn is administered by the Washington University Charter Sponsorship Compliance Team. These goals represent the minimum level of performance expected during the charter term. Performance on both this contract and the annual performance evaluation program will be considered in any renewal, intervention, probation, or revocation decisions.

Academic Achievement Targets:

Academic goals based on the current state assessment (MAP), as required per 160.405.4(6), may be renegotiated as appropriate upon any new assessment guidelines.

Table 1. Hawthorn Academic Achievement	
Measure	Annual Minimum Targets
District Average on State Assessments	Exceed SLPS average by grade level in all subjects
State Average on State Assessments	Demonstrate annual progress towards meeting or exceeding State averages in all tested subjects

Additional Targets:

APR goal assumes the current state accountability system and structure is in place through the 2020 school year.

Table 2. Hawthorn Targets	
Measure	Annual Minimum Targets
Average Annual Attendance Rate	90%
Annual Performance Report (APR effective SY 2018)	70%

In addition to the student performance targets, Hawthorn will also be held to the following standards:

Finance Standards:

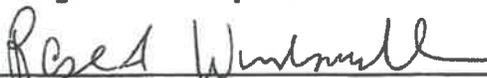
1. Comply with annual auditing and ASBR requirements, and remedy any audit findings per 160.405.4(4), RsMO.
2. Ensure financial controls are in place for accountable school operation as outlined in State Code of Regulations 5 CSR 20-100.260(5).
3. Meet the minimum 3% fund balance per 160.417.2(b) RsMO.

Governance Standards:

1. All board members will follow statutory requirements as outlined in the State Code of Regulations 5 CSR 20-100.260 (3).
2. Charter board and committee business is conducted per Missouri Sunshine Laws in sections 610.010 - 610.030, RsMO.

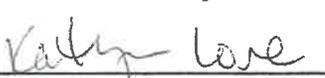
The term of this performance contract is for school years 2016 through 2020.

Washington University in St. Louis


 Rose Windmiller
 Associate VC for Government & Community Relations

2/23/16
 Date

Hawthorn Leadership School for Girls


 Kathryn Love
 Chair, Hawthorn Board of Directors

2/25/16
 Date



Hawthorn Leadership School for Girls Performance Contract

MEASUREMENTS & OBJECTIVES MET

The Performance Contract for Hawthorn is administered by the Washington University Charter Sponsorship Compliance Team. These goals represent the minimum level of performance expected during the charter term. Performance on both this contract and the annual performance evaluation program will be considered in any renewal, intervention, probation, or revocation decisions.

Academic Achievement Targets:

Academic goals based on the current state assessment (MAP), as required per 160.405.4(6), may be renegotiated as appropriate upon any new assessment guidelines.

Table 1. Hawthorn Academic Achievement		
Measure	Annual Minimum Targets	
District Average on State Assessments	Exceed SLPS average by grade level in all subjects	MET
State Average on State Assessments	Demonstrate annual progress towards meeting or exceeding	MET

Additional Targets:

APR goal assumes the current state accountability system and structure is in place through the 2020 school year.

Table 2. Hawthorn Targets		
Measure	Annual Minimum Targets	
Average Annual Attendance Rate	90%	MET
Annual Performance Report (APR effective SY 2018)	70%	SY18=63%, SY19=82.5% MET

In addition to the student performance targets, Hawthorn will also be held to the following standards:

Finance Standards: **MET**

1. Comply with annual auditing and ASBR requirements, and remedy any audit findings per 160.405.4(4), RsMO.
2. Ensure financial controls are in place for accountable school operation as outlined in State Code of Regulations 5 CSR 20-100.260(5).
3. Meet the minimum 3% fund balance per 160.417.2(b) RsMO.

Governance Standards: **MET**

1. All board members will follow statutory requirements as outlined in the State Code of Regulations 5 CSR 20-100.260 (3).
2. Charter board and committee business is conducted per Missouri Sunshine Laws in sections 610.010 – 610.030, RsMO.

The term of this performance contract is for school years 2016 through 2020.

Washington University in St. Louis

Rose Windmiller

Associate VC for Government & Community Relations

Hawthorn Leadership School for Girls

Kathryn Love

Chair, Hawthorn Board of Directors

Charter Performance Contract

The Performance Contract for **Hawthorn Leadership School for Girls** is administered by the Washington University Charter Sponsorship Team. These goals represent the minimum level of performance expected during the charter term. Performance on this contract, the charter contract and the annual performance evaluation program will be considered in any renewal, intervention, probation, or revocation decisions.

1. ANNUAL PERFORMANCE REPORT (APR) AND PERFORMANCE TARGETS

Goals assume the current state accountability system and structure is in place through the 2025 school year. Academic goals are based on the State’s current Missouri Assessment Program (MAP), as required per 160.405.4(6), and may be renegotiated as appropriate upon any new assessment guidelines.

Measure	Target	Subject	2021	2022	2023	2024	2025
MO Assessment Program (MAP) % Proficient/Advanced	LEA overall average exceeds local district by grade level configuration	ELA					
		Math					
		Science					
MAP Performance Index (MPI)	On Track or Exceeding for Status, Growth or Progress	ELA					
		Math					
		Science					
NWEA Assessment	50% of students meet Fall/Spring target growth						
Average Annual Attendance	LEA total 90% minimum						

2. FINANCIAL STANDARDS

Measure	2021	2022	2023	2024	2025
a) Comply with annual auditing and ASBR requirements, and remedy any audit findings per 160.405.4(4), RsMO.					
b) Ensure financial controls are in place for accountable school operation as outlined in State Code of Regulations 5 CSR 20-100.260(5).					
c) Meet the minimum 3% fund balance per 160.417.2(b), RsMO.					

3. GOVERNANCE STANDARDS

Measure	2021	2022	2023	2024	2025
a) All board members will follow statutory requirements as outlined in the State Code of Regulations 5 CSR 20-100.260 (3).					
b) Charter board and committee business is conducted per Missouri Sunshine Laws in sections 610.010 – 610.030, RsMO.					

The term of this performance contract is for school years 2021 through 2025.

School Board Chair

Washington University Sponsor

Charter Performance Contract

The Performance Contract for **Hawthorn Leadership School for Girls** is administered by the Washington University Charter Sponsorship Team. These measures represent the minimum level of performance expected during the charter term. Performance on this contract, the charter contract and the annual performance evaluation program will be considered in any renewal, intervention, probation, or revocation decisions.

1. ANNUAL PERFORMANCE REPORT (APR) AND PERFORMANCE TARGETS

Measures assume the current state accountability system and structure is in place through the 2025 school year. Academic targets are based on the State’s current Missouri Assessment Program (MAP), as required per 160.405.4(6), and may be renegotiated as appropriate upon any new assessment guidelines. Each annual entry represents actual LEA performance for that particular school year in relation to the specified target.

Measure	Target	Subject	2021	2022	2023	2024	2025
MO Assessment Program (MAP) % Proficient/Advanced	LEA overall average exceeds local district by grade level configuration	ELA					
		Math					
		Science					
MAP Performance Index (MPI)	<i>On Track or Exceeding</i> for Status, Growth or Progress	ELA					
		Math					
		Science					
NWEA Assessment	50% of students meet Fall/Spring target growth						
Average Annual Attendance	LEA total 90% minimum						

2. FINANCIAL STANDARDS

Measure	2021	2022	2023	2024	2025
a) Comply with annual auditing and ASBR requirements, and remedy any audit findings per 160.405.4(4), RsMO.					
b) Ensure financial controls are in place for accountable school operation as outlined in State Code of Regulations 5 CSR 20-100.260(5).					
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3. GOVERNANCE STANDARDS

Measure	2021	2022	2023	2024	2025
a) All board members will follow statutory requirements as outlined in the State Code of Regulations 5 CSR 20-100.260 (3).					
b) Charter board and committee business is conducted per Missouri Sunshine Laws in sections 610.010 – 610.030, RsMO.					

The term of this performance contract is for school years 2021 through 2025.

Kathryn Love
 Kathryn Love, Chair, Hawthorn Board of Directors

Rose Windmiller
 Rose Windmiller, Washington University Sponsor

May 1, 2020
 Date

May 1, 2020
 Date

Hawthorn Leadership School For Girls 5 Year Pro Forma						
	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25
Students	102	154	201	216	244	272
Revenue						
Local Revenue	192,782	102,000	170,000	215,000	230,000	260,000
Donations	1,200,000	850,000	700,000	600,000	500,000	500,000
State Revenue	927,267	1,409,000	1,839,019	1,975,000	2,235,000	2,495,000
Federal Revenue	478,630	500,000	400,000	425,000	440,000	455,000
Total Revenue	2,798,679	2,861,000	3,109,019	3,215,000	3,405,000	3,710,000
Expenses						
Salaries	1,295,303	1,330,000	1,490,000	1,570,000	1,700,000	1,900,000
Benefits and Taxes	416,031	430,000	470,000	490,000	530,000	590,000
Staff-Related Costs	19,527	20,000	20,000	20,000	20,000	20,000
Rent	145,884	145,884	145,884	145,884	145,884	145,884
Occupancy Service	372,891	380,000	385,000	390,000	395,000	400,000
Student Expense, Direct	185,018	170,000	190,000	190,000	200,000	210,000
Student Expense, Indirect	98,725	100,000	120,000	125,000	130,000	135,000
Office & Business Expense	240,174	245,000	250,000	250,000	250,000	260,000
Transportation	29,750	25,000	30,000	30,000	30,000	35,000
Total Ordinary Expenses	2,803,302	2,845,884	3,100,884	3,210,884	3,400,884	3,695,884
Net Operating Income	(4,623)	15,116	8,135	4,116	4,116	14,116
Starting Cash Balance July 1	338,000	333,377	348,493	356,628	360,744	364,860
Ending Cash Balance June 30	333,377	348,493	356,628	360,744	364,860	378,976
Fund Balance %	11.9%	12.2%	11.5%	11.2%	10.7%	10.3%
Days of Cash on Hand	43	44	41	40	39	37



APPENDIX I

Charter School Performance Framework

Hawthorn Leadership School for Girls SY2019

Washington University will annually conduct an ongoing coordinated evaluation of each charter it sponsors, detailing academic performance, organizational viability and compliance, fiscal health and governance. Washington University's *Charter School Performance Framework* includes comprehensive data collected, in part, from the following:

- Board Meeting Attendance
- School Site Visits
- Financial/Budget Monitoring
- State/Federal Reports

Sponsor decisions to recommend or require school changes, or renew or revoke an existing charter will be based on analysis of data collected from a comprehensive body of evidence with included components from the *Performance Framework*.

KEY TARGET INDICATORS: EXCEEDS MET APPROACHING UNMET

State Accountability Measures

#	Category	Measure	2016	2017	2018	2019		Target Indicators	Met	Evaluation Date	Evaluation/Comments/Evidence
All Students											
1	Proficiency % Prof/Adv MAP	Comm Arts	30.9	40.2	28.5	30.8		Goal: Exceed District MAP scores		10/2019	2019 SLPS = 20%
2		Math	13.6	25*	15.4	14.7				10/2019	2019 SLPS = 12.6%
3		Science	---	11.9	N/A	22.9				11/2019	2019 SLPS G8 = 18.9%
4	Student Growth - MPI	MPI - Comm Arts	252.7	278.6	301.5	295.2		Goal: Attain Status MPI, show positive Growth & Progress		10/2019	Exceeding State Growth & Progress
5		MPI - Math	236.4	236.5*	217.6	230.7				10/2019	On Track for State Growth, Exceeding Progress, Status Floor
6		MPI - Science	---	221.4	N/A	247.4				11/2019	Status MPI at Floor, Progress Exceeding
7	High School Readiness	Grade 8 - Prof/Adv on EOC	---	62.8	27.3	14.3			10/2019	Status on Target – improvement needed for 2020	
8	Attendance – 90/90	90% attending 90% of time	91.5	89.0	84.3	69.3			10/2019	Improvement needed with attendance	
Grade 6											
9	% Prof/Adv MAP	Comm Arts	29	26.4	32.4	40.8		Exceed District average		10/2019	2019 SLPS = 18%
10		Math	15	17	21.6	25				10/2019	2019 SLPS = 14.8%
Grade 7											
11	% Prof/Adv MAP	Comm Arts	32	34.4	18.7	19.1		Exceed District average		10/2019	2019 SLPS = 19.7%
12		Math	13	9.8	8.5	2				10/2019	Possible GL anomaly. 2019 SLPS = 11.6%
Grade 8											
13	% Prof/Adv MAP	Comm Arts	---	54.8	38.6	32.6		Exceed District average		10/2019	2019 SLPS = 22.7%
14		Math	---	35.7*	18.6	14.3				10/2019	2019 SLPS = 10.8%
15		Science	---	11.9	N/A	22.9				11/2019	2019 SLPS = 18.9%
HS EOC											
16	% Prof/Adv EOC	Algebra I			---	21		TBD		10/29	2019 SLPS = 23.4% Overall GL 9-12, Statewide = 45.3%
Annual Performance Report											
17	APR	Academic Achievement Score	---	---	59.4	87.5		Overall Accredited = 70% + Score higher than District		11/2019	No Science in APR calculated, 2/3 years only
18		Subgroup Achievement Score	---	---	62.5	87.5				11/2019	No Science in APR calculated
19		Attendance Score	---	---	75	82.1				10/2019	Status Approaching
20		Total APR			63.0	85				11/2019	2018 APR = 63%, significant improvement with Growth & Progress

**Charter 115925
School Measures**

#	Category	Measure	2016	2017	2018	2019	Target Indicators	Target Met	Evaluation	Comments/ Evidence/Assurances
Student Learning										
21	NWEA Benchmark/Interim Assessments	% of students meet target growth measure - Reading	52%	57%	54%	—	Goal: At least 50% of students meet annual typical growth measure	NA	6/2019	Scores not measured for 2019.
22		% of students meet target growth measure -Math	52%	43%	50%	—		NA	6/2019	NWEA not assessed.
23		% of students meet target growth measure - Science	50%	55%	54%	—		NA	6/2019	Not assessed.

#	Category	Measure	Target Indicators SY 2019	Target Met	Evaluation	Evaluation/ Comments/ Evidence/Assurances
School Culture for Students						
24	Enrollment/ Nondiscrimination	Lottery/admission process is appropriately conducted and documented.	School policies/procedures. Enrollment documents. Core data.		10/2018	All eligible students enrolled. Policies in place. No waiting list.
25	ADA	Annual Attendance Rate	Annual attendance above 90%.		110/2019	Attendance for 2019 = 89.5%. The 90/90 = 84.3%.
26	Student Retention	Annual Student Mobility	75%+ retention		10/2018	Retention rate = 83%. Most of withdrawal occurs over summer.
27	Discipline	Addressing student incidents	School policies and procedures are appropriately followed.		Ongoing	Board discipline policies are in place and followed. Proper notifications are made as required by policy, procedure and statute. Incidents are addressed in a timely manner.
School Reporting						
28	Student Records	Secured student record files. School maintains electronic student records/database	Policies followed: safety and confidentiality of student records maintained at each school site.		Ongoing	Hawthorn uses PowerSchool database for electronic records. Staff access is granted by required level of use. Hard files are appropriately maintained in secure vault in office area.
29	FERPA/HIPAA	School follows consistent policies and procedures	Evidence of policies in place for federal compliance		10/2018	FERPA included in Student Handbook – available on Hawthorn website.
30	MOSIS/Core Data	Approved access by appropriate personnel for reporting	Reporting is accurate and timely. Employees with access to the data system are confirmed – a primary with a back-up.		10/2018	User Manager grants access for MOSIS/Core Data to Operations Manager with back-up appointed to Principal.

**Charter 115925
School Measures**

#	Category	Measure	Met	Evaluation	Evaluation/ Comments/ Evidence/Assurances
Charter Alignment					
31	School Mission	School's mission and vision are clearly identified and aligned with core priorities.		9/2018	Hawthorn has mission & vision statements clearly visible at school and stated on website.
32	Amendments	Changes to charter are submitted to DESE by sponsor within 30 days of approval	N/A		No charter amendments for SY19.
State/Federal Compliance					
33	Federal Programs	Schools remain in compliance with all federal statutes and guidelines (SPED, Title, Homeless, Foster, ELL, Migrant)		6/2019	All deadlines/corrective actions met for Federal compliance reporting for SY19.
34	Title programs	Policies and procedures are in place & followed.		9/2018	Federal FER submitted and approved by DESE. Policies in place.
35	Food Service	Federal guidelines are followed.		11/2018	CEP program in place for school; originally approved by DESE in Nov 2015.
36	Homeless	Homeless Coordinator identified for charter		10/2018	Social Worker designated as Homeless Coordinator.
37	SPED	IDEA/federal laws		9/2018	SPED program in place with proper staffing.
Curriculum and Instruction					
38	Curriculum	Curriculum is appropriately developed and implemented to promote instructional outcomes and continuous school improvement.		9/2018	Curriculum development continues. Working with WU ISP to develop and teach Science curriculum for increased performance.
39	Highly Qualified/Certified Staff	100% of teachers will be designated as "Highly Qualified" per the definition of the U.S. Department of Education; current background checks, with at least 80% of teachers holding state certifications		10/2018	Transition year into ESSA. PD plans developed for certification of all relevant teaching staff with >80% State compliance.
40	Professional Development	The school will support growth on teacher professional development goals with a schoolwide PD plan.		7/2018	Development programs for teachers throughout SY with designated PD dates.
41	Personnel Recruitment/Retention	Policies and procedures are followed to promote the recruitment and retention of an effective instructional staff.		8/2018	Hawthorn has online site for applications. Leadership strives to recruit & retain highly qualified applicants.
42	Staff Evaluation	School has program in place for effective annual staff evaluations; requirement for June Core data.		6/2019	Danielson model reported in June Core Screen 18a.
Additional School Climate and Culture Measures					
43	Parent Communication	Parent/community concerns are quickly and effectively addressed.		Ongoing	Communications with parents continues to be a focus of attention for school.
44	Behavior Expectations	The school has clearly stated expectations/policy with high expectations for student behavior.		Ongoing	Hawthorn has clear student expectations which are reinforced daily.
45	Facility	The facilities are appropriate in size and design to accommodate all educational programming and school operations.		8/2018	Building maintenance continues to be monitored.
46	Student Safety	The school ensures student safety and security to meet all state/local standards and board policy, and collaborates with parents, neighbors, law enforcement, and government officials.		9/2018	Student safety is a priority as school works with local officials, parents & neighborhood. Security officer in place during school hours.
47	Student Health	Student health and wellness policy in place; all records maintained and immunizations reported as required by the Department of Health; school maintains clean and safe environment.		11/2018	School maintains PT nurse for student health issues, medication and records reporting. School also supports student emotional health with social worker on staff.

**Charter 115925
Finance**

#	Category	Measure	Met	Evaluation	Evaluation/ Comments/ Evidence/Assurances
Fiscal Reporting					
48	Financial Reporting	All required Final Expenditure Reports (FER) and the Annual Secretary of the Board Report (ASBR) are submitted to DESE within the appropriate time frame.		10/2019	All reports are timely.
49	Independent Audit	Annual independent audit is conducted with timely submission to all required parties; contains no material findings. The board reviews audit findings and makes necessary changes to ongoing fiscal oversight.		12/2019	Audit conducted by KEB. Board approval met.
50	Budget	The board submits a finalized budget to the sponsor with a comprehensive and inclusive process to establish the yearly priorities based on projected enrollment.		6/2018	FY19 budget submitted to Board & Sponsor at June meeting. Anticipated enrollment = 200.
51	Federal Programs	The school will remain in fiscal compliance with all federal statutes and guidelines including special education, Title, Homeless, etc.		Ongoing	Timely ePegs submissions.
Fiscal Policy & Procedure					
52	Financial Review	Monthly check register is reviewed and approved by the Board as required by CSR 20-100.260.		Ongoing	Check register approved at monthly board meetings.
53		The Finance Committee/Board reviews financial statements monthly against approved budget with reports to the board.		Monthly	Finance committee chair reports at board meetings.
54		State/Federal deposits are to a bank account under direct charter governing board control.		Ongoing	Uses EdOps for financial reporting. Bank of America.
55	Budget	The board has a 3-5 year fiscal plan to support educational programs and ensure financial stability.		Ongoing	Fiscal plan adjusted as necessary with enrollment.
56		The budget priorities are informed by strategic planning and stakeholder input to include the Finance Committee.		Ongoing	Strategic Plan reviewed with Board monthly.
57	Fiscal Policy	The board has clear fiscal policy to ensure the proper use of public funds, adhering to the adopted fiscal policies and procedures.		7/2018	Board fiscal policies in place
Fiscal Health					
58	Financial Commitments	The school is continuously in good financial standing with all vendors and contractors; financial obligations are met on time.		Ongoing	School meets financial obligations.
59	Enrollment Variance	Actual enrollment vs. budgeted projections equals or exceeds 95%.		6/2019	2019 budget = 230. Actual = 173. Variance=75%
60	Procurement	Procurement policies and procedures are in place and are reviewed/updated annually using the <i>Missouri Financial Accounting Manual</i> .		Ongoing	Financial practices in place with EdOps based in KC.
61	Fund Balance	Maintains fund balance above 3%.		9/2019	Fund balance for SY19 = 10.23%
62	Days Cash	Average days cash target above 30 days. Ideal above 60 days.		7/2019	SY19 ended with 36 days cash.

**Charter 115925
Governance**

#	Category	Measure	Met	Evaluation	Evaluation/ Comments/ Evidence/Assurances
Board Effectiveness					
63	Responsibilities & Expectations	Board members demonstrate an understanding of the charter, and set policies that are aligned.		Ongoing	Long-time board members continue to gain charter knowledge.
64		Meetings are regularly scheduled and appropriately conducted.		8/2018	Board meeting schedule set up FY19 – posted on web.
65	By-laws	Board members adhere to by-laws and demonstrate an awareness of adopted responsibilities and expectations.		Ongoing	Meetings conducted in a professional manner.
66		The board has a regular schedule to review by-laws and revise as needed.		Ongoing	By-laws reviewed as necessary.
67	Policies	The board has adopted a comprehensive set of policies and implements them with consistency.		6/2019	Board policies adopted and updated as required.
68	Executive Director Evaluation	Board has a comprehensive evaluation process in place for the Executive Director holding accountable for student achievement and progress made on yearly goals.		5/2019	Formal evaluation process currently in transition for the Executive Director.
69		The Executive Director evaluation includes goal setting and frequent, ongoing feedback between Board and Director.		5/2019	Board re-evaluating duties of ED. New position to be put in place.
70	Achievement Data	The board reviews standardized test results and uses them as part of decision making.		10/2019	SY19 MAP results to reviewed with board
71	Strategic Planning	The board has a strategic planning process.		3/2019	Strategic Plan developed Feb 2019. Released at Feb board meeting.
72		The board uses the strategic plan as a tool for board discussion and planning.		6/2019	Board continues to discuss strategic plan at meetings.
73	Discipline	The board has a discipline policy that addresses and resolves issues in a consistent manner.		10/2018	Discipline policy in place and utilized.
74	Self-Evaluation	The board will annually self-evaluate to assess performance based on setting goals, developing policy and communication.		6/2019	Board self-evaluation survey provided.
75	Sponsor Reporting	Reporting to the sponsor is comprehensive, accurate and timely concerning policy, personnel, school performance or legal issues.		Ongoing	WU is promptly informed of issues.
Board Composition					
76	Expertise	The board has expertise and perspective needed for current and future recruitment, as well as expertise in key fields necessary to fulfill obligations.		Ongoing	Expertise of board is increasing with time and experience.
77	Diversity	Board has diversity relevant to community & school population.		9/2018	Diverse representation on Board.
78	Selection	Defined terms and selection process of board are open and transparent.		6/2019	Addressed by board Governance Committee as well as open discussion in meetings.
79	Orientation	The board has an orientation process for new members to include the opportunity for additional board training.		8/2018	New members are offered multiple opportunities for board training including MCPSA & MSBA. Governance Committee offers specific school orientation.

**Charter 115925
Governance**

#	Category	Measure	Met	Evaluation	Evaluation/ Comments/ Evidence/Assurances
Board Meetings and Committees					
80	Meetings	All board and committee meetings adhere to the provisions and sections 610.010 to 610.030, RSMo open meetings Sunshine Law.		Ongoing	Sponsor monitors all board meetings for Sunshine Law compliance.
81	Materials	Board agendas and materials are provided at least 24 hours in advance of meeting.		Ongoing	Sponsor monitors for provision.
82		Board agendas are posted on the school's website and/or in main office, and board-approved meeting minutes are updated on web.		Ongoing	Monitored for postings.
83	Committees	Board committee structure is focused on key issues relevant to the school's needs.		2/2019	Committees are organized as relevant to school requirements.
84		Committees function with an understanding of their role in relation to the board.		Ongoing	Committees report on a monthly basis at Board meetings.
Board Compliance					
85	Background Checks	All charter board members have completed a criminal background and FCSR check as outlined in section 160.400.14, RSMo.		9/2018	Hawthorn confirms background checks on all board members.
86		The Custodian of Records provides assurance to sponsor of acceptable background checks for each board member.		9/2018	Records maintained by ED at Hawthorn.
87	Ethics Commission	All board members will submit ethics commission paperwork annually as outlined in 105.483 and 105.492, RSMo		5/2019	Board Chair ensures all Hawthorn board members submit annual ethics commission info.
88	Document Retention	The Custodian of Records will maintain for public review at main office a "board binder" that includes meeting minutes, board documents (by-laws, articles of incorporation, etc.) and financial statements.		Ongoing	Hawthorn ED maintains public records at school. Info available on website.

Hawthorn Leadership School for Girls OUTCOME REQUIREMENTS for SY2019/2020

Goal 1. Academic Benchmarks			
<p>Achievement 1:</p> <p>Exhibit increase on State’s MO Assessment Program (MAP) in English Language Arts (ELA)</p>	<p>Target Indicator 1: School Year 2019 (SY2019 = Jul 1, 2018 - June 30, 2019) Middle School (MS) ELA Map Performance Index (MPI) results ≥ 304</p> <p><i>(or)</i></p> <p>Target Indicator 2: SY2019 MS MAP ELA average % Proficient/Advanced (P/A) results $\geq 30\%$</p>	<p>Due date:</p> <p>DESE release of ELA MAP scores 10/2019</p>	<p>WU Monitoring: MET</p> <p>DESE ELA MS MAP G6-8: MPI = 296.7 P/A = 30.0%</p>
<p>Achievement 2:</p> <p>Exhibit improvement on State MAP assessments in Math</p>	<p>Target Indicator 1: SY2019 Middle School (MS) Math MAP Performance Index (MPI) results ≥ 220</p> <p><i>(or)</i></p> <p>Target Indicator 2: SY2019 MS MAP Math average % Proficient/Advanced (P/A) results $\geq 18\%$</p>	<p>Due date:</p> <p>DESE release of Math MAP scores 10/2019</p>	<p>WU Monitoring: MET</p> <p>DESE Math MAP G6-8: MPI = 238.3 P/A = 17.5%</p>
<p>Achievement 3:</p> <p>Attain MAP Science scores above District</p>	<p>Target Indicator:</p> <p>Scores on new SY2019 State Science MAP assessment for Middle School (MS) Grade 8 will be above grade-level equivalent of Saint Louis Public Schools (SLPS) scores for MPI <i>(or)</i> % P/A</p>	<p>Due date:</p> <p>DESE release of Science MAP scores 11/2019</p>	<p>WU Monitoring: MET</p> <p>MS G8 Science P/A: Hawthorn (3910) = 22.9% MPI = 254.2 SLPS G8 = 18.9% MPI G8 = 228.3</p>
Goal 2. Performance Benchmarks			
<p>Achievement 4:</p> <p>Demonstrate progress to increase State Annual Performance Report (APR)</p>	<p>Target Indicator:</p> <p>SY2019 $\geq 65\%$ APR for Local Education Agency (LEA) grades 6-10 demonstrates progress to meet (2016) Performance</p>	<p>Due date:</p> <p>Results from DESE release of APR</p>	<p>WU Monitoring: MET</p> <p>APR calculated by WU for (115925) = min. 82.5%</p>

for SY2019	Contract, attained through Status, Growth and/or Progress points	Summary Report 11/2019	66
Achievement 5: Meet overall Attendance rate	Target Indicator: Overall attendance SY2019 will be $\geq 85\%$ for Local Education Agency (LEA) grades 6-10	Due date: June 2019	WU Monitoring: MET 2019 Overall = 89.9%

Goal 3. Operational Benchmarks			
Achievement 6: Exhibit administrative stability with new school leadership	Target Indicator: New Principal identified for SY2020	Due date: In place on or before July 1, 2019	WU Monitoring: MET Head of School hired in place on 6/1/2019
Achievement 7: Qualified staff in place	Target Indicator: At least one (1) certified/high quality instructor hired for LEA in each core area for ELA, Math & Science for SY2020	Due date: In place on or before August 1, 2019	WU Monitoring: MET Certified staff in place by Aug 2019
Achievement 8: State & Federal reporting compliance	Target Indicator: Remain in compliance with all State & Federal reporting requirements	Due date: As required for SY2019	WU Monitoring: MET WU oversight indicates all reporting accurate and timely for SY2019
Achievement 9: ESSA (Federal) Comprehensive Plan compliance	Target Indicator 1: Comprehensive Plan (based on Hawthorn Feb 2019 Strategic Plan) developed and submitted to DESE (and) Target Indicator 2: Key personnel for DESE point-of-contact and MO Leadership Development Specialists (MLDS) program identified	Due date: Submitted to DESE by June 30, 2019	WU Monitoring: MET Plan submitted by Head of School to DESE Area Supervisor on 6/28/2019
Achievement 10: Financial Stability	Target Indicator 1: SY2019 finishes with ≥ 30 days cash (and) Target Indicator 2: SY2019 Fund Balance ends above 3%	Due date: Annual Secretary of the Board Report (ASBR) submitted to DESE by August 15, 2019	WU Monitoring: MET SY2019 ended with 36 days cash & Fund Balance 10.23% (ASBR)
Achievement 11: Strong Curriculum	Target Indicator:	Due date: August 2019	WU Monitoring: MET

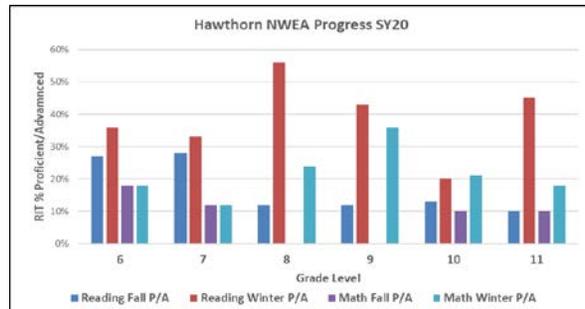
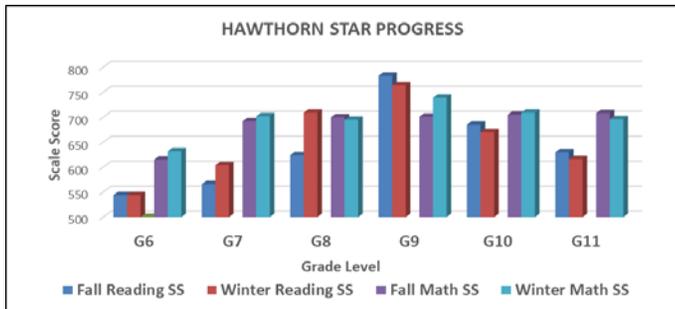
	Math & Science standards-aligned curriculum in place for SY2020		ISP reviewed for appropriate Math & Science curriculum
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47. Intervention Strategies SY2020
Hawthorn Leadership School for Girls
Based on Analysis of Student Data

Date	Strategy
SY2020-SY21	Regional School Improvement Team (RSIT) Accountability Plan
SY2020-SY21	MO Leadership Development System (MLDS)- Head of School
SY2020	"Double dose" blocking of daily classes in ELA and Math
SY2020	New Math curriculum – Achievement First
SY2020	Employed Reading Specialist for small group support
SY2020	WU ISP Math coach to assist Hawthorn teachers with PD, classroom
SY2020	Revised attendance policy to provide family support
SY2020-21	Strategic Plan with aligned focus areas for academic improvement
SY2020 Fall & Winter	STAR and NWEA formative assessments to determine growth
SY2020	WU ISP Science coaching and PD for teachers
SY2020	Summer School planned (<i>now deferred</i>)

READING	STAR DATA									NWEA DATA							
	GE Fall				GE Winter				GE Spring	RIT Fall				RIT Winter			RIT Spring
	Below Basic	Basic	Proficient	Advanced	Below Basic	Basic	Proficient	Advanced		Below Basic	Basic	Proficient	Advanced	Below	Basic	Proficient	Advanced
6	33%	33%	25%	8%	36%	27%	27%	9%		45%	27%	9%	18%	45%	18%	18%	18%
7	35%	42%	15%	8%	25%	54%	17%	4%		32%	40%	24%	4%	38%	29%	21%	12%
8	44%	48%	7%	0%	15%	59%	19%	0%		35%	53%	4%	8%	32%	12%	56%	0%
9	41%	24%	35%	0%	29%	57%	14%	0%		31%	57%	6%	6%	29%	29%	43%	0%
10	27%	67%	7%	0%	33%	53%	13%	0%		33%	54%	13%	0%	40%	40%	20%	0%
11	45%	45%	9%	0%	50%	50%	0%	0%		30%	60%	10%	0%	18%	36%	45%	0%
School Sum	38%	44%	16%	3%	32%	50%	16%	2%		34%	49%	11%	6%	36%	26%	33%	5%

MATH	STAR DATA									NWEA DATA							
	GE Fall				GE Winter				GE Spring	RIT Fall				RIT Winter			RIT Spring
	Below Basic	Basic	Proficient	Advanced	Below Basic	Basic	Proficient	Advanced		Below Basic	Basic	Proficient	Advanced	Below	Basic	Proficient	Advanced
6	67%	17%	8%	8%	64%	18%	0%	18%		73%	9%	18%	0%	64%	18%	18%	0%
7	46%	35%	8%	12%	55%	33%	4%	8%		64%	24%	8%	4%	63%	25%	8%	4%
8	52%	41%	7%	0%	64%	32%	4%	0%		41%	60%	0%	0%	52%	24%	24%	0%
9	47%	47%	6%	0%	43%	43%	14%	0%		31%	69%	0%	0%	43%	21%	36%	0%
10	67%	20%	13%	0%	73%	20%	7%	0%		43%	50%	10%	0%	40%	40%	14%	7%
11	64%	36%	0%	0%	73%	27%	0%	0%		40%	50%	10%	0%	55%	27%	18%	0%
School Sum	55%	34%	7%	4%	62%	29%	5%	4%		48%	43%	7%	4%	53%	26%	20%	1%



49. Additional Steps & Strategies HAWTHORN SY2021 and beyond

Planning a re-design for the future of education in a post-pandemic scenario will include the following elements for consideration...

Health and Safety	Paramount for the well-being of students and staff. Adapt to evolving conditions to ensure physical and mental health of all.
Learning proficiency, including growth and progress	Accountability will include a plan for assessing students and evaluating effectiveness of learning outcomes.
Social-emotional learning	Support the needs of students, including alternative settings, along with directed social services for needed interventions.
SPED instructional models	Develop a plan to ensure needs are prioritized for students with disabilities.
School culture	Determine how this manifests going forward for physical & virtual interaction.
College and career readiness	Evaluate best approaches for post-secondary attainment and follow-up with students after HS graduation.
Curriculum and virtual education	Ensure all students have the needed resources for learning, including technology with internet access. Requires family contact and possible surveys.
Governance structure	Board articulates a vision for all school stakeholders, and institutes a regular meeting schedule with necessary virtual capacity.
Financial health and sustainability	Determine the impact of State and Federal funding to develop contingency plans for budget planning.
Staff recruitment & retention	Implement virtual recruitment. Equip all staff with the needed resources to effectively implement their jobs under various scenarios.
Student recruitment	Develop and implement a plan for innovative virtual recruitment strategies in the short term. Consider social media and incentive options.
Operational effectiveness	Determine best methods to prepare a clean building. Ensure students have access to meals, and determine future construction plans.



Sponsor Evaluation Summary Hawthorn Leadership School for Girls

1. PERFORMANCE TARGETS

Measure	Target	Subject	SY2017	SY2018	SY2019
MO Assessment Program (MAP) % Proficient/Advanced	LEA overall average exceeds local district by grade level configuration	ELA	40.2%	28.5%	30.8%
		Math	25%	15.4%	14.7%
		Science	11.9%	N/A	22.9%
MAP Performance Index (MPI)	On Track or Exceeding for Status, Growth or Progress	ELA	N/A	Growth Progress	Growth Progress
		Math	N/A	Progress	Growth Progress
		Science	N/A	N/A	Progress
NWEA Assessment	More than 50% of students meet Fall-to-Spring overall target growth		Meets	Meets	Meets
Average Annual Attendance	LEA total 90% minimum		95.1%	89%	89.5%

2. FINANCIAL STANDARDS

Measure	SY2017	SY2018	SY2019
a) Comply with annual auditing and ASBR requirements, and remedy any audit findings per 160.405.4(4), RsMO.	Meets	Meets	Meets
b) Ensure financial controls are in place for accountable school operation as outlined in State Code of Regulations 5 CSR 20-100.260(5).	Meets	Meets	Meets
c) Meet the minimum 3% fund balance per 160.417.2(b), RsMO.	Meets	Meets	Meets

3. GOVERNANCE STANDARDS

Measure	SY2017	SY2018	SY2019
a) All board members will follow statutory requirements as outlined in the State Code of Regulations 5 CSR 20-100.260 (3).	Meets	Meets	Meets
b) Charter board and committee business is conducted per Missouri Sunshine Laws in sections 610.010 – 610.030, RsMO.	Meets	Meets	Meets

Contract

This Charter School Contract ("Contract") is entered into this 24th day of March, 2014 by and between The Washington University (the "University"), a corporation existing by special act of the General Assembly of the State of Missouri approved February 22, 1853 and acts amendatory thereto, and Hawthorn Leadership School for Girls ("Hawthorn" or "the School"), a Missouri nonprofit corporation.

WHEREAS, Hawthorn desires to operate a charter public school within the St. Louis Public Schools school district, a school district in which charter schools may, by law, be established and in which the University may sponsor charter schools;

WHEREAS, Hawthorn has presented to the University a proposal to operate Hawthorn Leadership School for Girls ("the Proposal"), and has asked the University to serve as Hawthorn's charter school sponsor; and

WHEREAS, after due consideration, the University has determined to sponsor Hawthorn Leadership School for Girls:

Now, therefore, in consideration of the mutual covenants as set forth herein, the parties hereto agree as follows.

1. Hawthorn agrees that it shall take all reasonable steps to open the School in July 2015 within the geographic boundaries of the St. Louis Public Schools school district.
2. This Contract is premised upon that certain Charter School Proposal (the "Proposal") for the School, a copy of which is attached hereto and incorporated herein by reference, which the University has approved. Hawthorn agrees that it shall operate the School in accordance with the Proposal in all material respects, provided, however, that in the event of a discrepancy between the Proposal and Missouri laws governing charter schools as now enacted or as later amended ("Charter School Law"), the Charter School Law shall control. Hawthorn further agrees that: (1) it shall cooperate with the University as may be required under this Contract as well as under Charter School Law for the University to carry out its obligations as a charter school sponsor; and (2) the University shall have access at any reasonable time to information and documentation reasonably deemed necessary by the University to perform its responsibilities as sponsor in accordance with the Charter School Law. The board of directors of Hawthorn shall be responsible for complying with and carrying out the provisions of this Contract, including compliance with applicable law and regulations and all reporting requirements. The University shall appoint a liaison to work with Hawthorn regarding all reporting and compliance issues.
3. In furtherance of Section 2 hereof, Hawthorn agrees that it shall timely supply all necessary and appropriate reports, test results and other information as shall enable the University to take all reasonable steps necessary to confirm that the School is in material compliance with the Proposal and the Charter School Law. For purposes of any University evaluation of the School's performance as required by law or otherwise

provided for herein, the University shall rely primarily on the performance standards as set forth in the Charter School Law and the Proposal.

4. Except as otherwise provided by law, the board of directors of Hawthorn shall be the final authority in matters affecting the School's operations, including, but not limited to, enrollment of students, staffing, financial accountability and curriculum, provided, however, that Hawthorn shall immediately advise the University of a default on any obligation, which shall include any debts for which payments are past due by thirty (30) days or more; any change in its standing with the office of the Missouri Secretary of State; and any enrollment decrease of ten percent (10%) or more between consecutive student enrollment reports submitted to the Missouri Department of Elementary and Secondary Education ("DESE"). In any such case, the University retains the right to review policies and practices of the School to assure that the School remains fiscally sound and that the academic performance standards as set forth in the Proposal and the Charter School Law are being met.

5. Hawthorn shall immediately notify the University of any condition that may cause it to vary from the terms of this Contract or from the Charter School Law. Hawthorn also agrees that it shall provide timely notice to the University of any circumstance requiring the temporary closure of the School, including, but not limited to, a natural disaster, such as a tornado, storm, flood or other weather related event, other extraordinary emergency, or destruction of or damage to the School facility, which will result in closure of the school for more than three consecutive school days.

6. Hawthorn shall assure that the School is in compliance with any and all recordkeeping requirements under state and federal law. Student records include, but are not limited to, immunization records, class schedules, records of academic performance and credits earned toward graduation, disciplinary actions, attendance and standardized test results and documentation required under federal and state law regarding the education of students with disabilities. Anything herein to the contrary notwithstanding, Hawthorn shall comply with the Family Educational and Privacy Rights Act (FERPA), 20 U.S.C. §1232g. If this Contract is terminated, the charter is revoked or surrendered, or the School otherwise ceases to operate, all student records shall be immediately transferred to DESE for appropriate disposition in the sole discretion of said Department.

7. University shall ensure that a criminal background check and family care safety registry check are conducted for all members of the governing board of Hawthorn or the incorporators of Hawthorn if initial directors are not named in the articles of incorporation. Hawthorn shall perform criminal background checks and child abuse registry checks for all employees and those volunteers who, outside of the supervision of school staff, regularly interact with the School's students. No person shall be eligible to serve as a director, nor shall any person be hired as an employee, contractor, agent or volunteer, if such person has been convicted of or pled nolo contendere to a crime involving child endangerment or a crime in which a minor was the victim of the crime. Hawthorn shall provide the University with a copy of the criminal background check and child abuse registry check for all members of the board of directors and shall immediately

notify the University of the arrest of any member of its board of directors, employee, contractor, subcontractor, volunteer or any other person employed by the School for a crime involving child endangerment, a crime which otherwise involves a minor as the victim of such crime, or a crime related to the misappropriation of funds or theft.

8. Hawthorn shall provide and maintain comprehensive general liability insurance, including contractually assumed liability, which shall name the University, its Board of Trustees, officers, employees and agents as additional insureds, insuring Hawthorn, its board of directors, officers, employees and agents against claims for damages or personal injuries, including death, that may arise from Hawthorn's operation of the School, whether such operation be by Hawthorn directly or by any subcontractor, or by anyone directly or indirectly employed by either of them. Upon request, Hawthorn shall furnish the University a certificate of insurance evidencing the required coverage. Such coverage may be purchased through the Missouri public entity risk management fund as provided in Section 537.700, RSMo, 2013 or as amended from time to time. Without limiting any obligations or liabilities of Hawthorn under this Agreement, Hawthorn shall provide and maintain during the course of this Contract, at its sole cost and own expense, without reimbursement, minimum insurance coverage as follows:

- Worker's Compensation insurance as required by the State of Missouri in Chapter 287, RSMo.
- Comprehensive General Liability insurance with a minimum combined single limit of \$2,000,000 each occurrence.
- Comprehensive Automobile Liability insurance with a combined single limit for bodily injury and property damage of not less than \$2,000,000 each occurrence with respect to Hawthorn's owned, hired or non-owned vehicles, assigned to or used in performance of the services offered by Hawthorn.
- Property Insurance for buildings and any contents being used by Hawthorn to fulfill the purposes of this Contract based upon the replacement value thereof.
- Errors and Omissions Liability Insurance conforming to the following requirements:
 - i. Errors and Omissions Liability Insurance shall cover those sources of liability arising out of the rendering or failure to render professional services in the performance of this Contract.
 - ii. The insurance shall be subject to a maximum deductible not to exceed \$10,000 per claim.
 - iii. The minimum limits to be maintained by Hawthorn shall be no less than \$1,000,000 per claim/annual aggregate.

The foregoing minimum coverage amounts and the financial rating of the carrier to provide same shall be subject to annual review and approval by the University, not to be unreasonably withheld or delayed. Hawthorn shall also provide evidence of a surety bond for its chief financial officer in such amount as the University shall determine based on the cash flow of the School. At the request of the University, in lieu of and/or in addition to such surety bond, Hawthorn shall purchase and provide to the University

evidence of fidelity or crime insurance in such amounts not less than \$500,000 and to cover such of its employees and board of directors as the University shall reasonably determine.

9. Hawthorn agrees to indemnify and hold the University, its Board of Trustees, officers, employees and agents ("University Indemnified Parties") harmless from any and all Loss which arise out of the School's operations or which are incurred as a result of the University's reliance upon the accuracy of information provided to it by Hawthorn.

Not in derogation of the foregoing but in addition thereto, Hawthorn shall also indemnify and hold harmless the University Indemnified Parties from and against any and all Loss, to the extent that such Loss is caused or incurred, in whole or in part as a result of negligent acts, errors, or omissions of Hawthorn, its employees, agents, or subcontractors, or others for whom Hawthorn is legally liable, in the performance of professional services under this Contract. Hawthorn is not obligated under this subparagraph to indemnify any of the University Indemnified Parties to the extent caused by the negligent acts of the University Indemnified Parties.

It is agreed as a specific element of consideration of this Contract that the indemnity provided herein shall apply notwithstanding the joint, concurring or contributory or comparative fault or negligence of the University or any third party and further notwithstanding any theory of law including, but not limited to, a characterization of the University's or any third parties joint, concurring or contributory or comparative fault or negligence as either passive or active in nature; provided, however, that Hawthorn's obligation hereunder shall not apply to the extent Loss is caused by the negligence of the University Indemnified Parties.

In the case of any claims against the University Indemnified Parties indemnified under this Contract, by an employee of Hawthorn, its affiliates, subsidiaries, or subcontractor/assignees, the indemnification obligation contained in this Contract shall not be limited by any limitation on account of type of damages, compensation or benefits payable by, or for Hawthorn, its affiliates, subsidiaries, or subcontractor/assignees, under workers' compensation acts, disability benefit acts or other employee benefit acts.

For purposes of these indemnification requirements, the term "Loss" shall mean any and all loss, damage, liability or expense, of any nature whatsoever, whether incurred as a judgment, penalty, fine or otherwise (including attorney's fees and the cost of defense), in connection with any action, proceeding, demand or claim for injury, including death, to any person or persons or damages to or loss of, or loss of the use of, property of any person, firm or corporation, including the parties hereto, which arise out of or are connected with, or are claimed to arise out of or be connected with, the performance of this Contract.

10. The School acknowledges that the Charter School Law requires or permits the University to intervene, revoke this Contract and/or take other remedial action under circumstances set forth in, and to the extent required by, the Charter School Law. In

in addition to and without limitation of any and all remedies the University may have under this Contract and/or the Charter School Law, the University may terminate this Contract at any time if the School commits a material breach of one or more provisions of the Contract or on any of the following grounds:

- A. Failure to meet academic performance standards as set forth in the Proposal;
- B. Failure to meet generally accepted standards of fiscal management;
- C. Failure to provide information necessary to confirm compliance with all provisions of the charter and sections 160.400 to 160.420 and 167.349, RSMo, within forty-five days following receipt of written notice requesting such information;
- D. Violation of applicable federal or state laws;
- E. There is a change in the provisions of RSMo 160.400-160.420 which alters or amends the responsibilities and obligations of either the School or the University and the parties hereto are unable to agree upon amendments to this Contract necessary to conform its terms and conditions to said statutory amendments;
- F. The School has insufficient enrollment to successfully operate or the School has lost more than fifty percent (50%) of capacity;
- G. The School is insolvent, has been adjudged bankrupt, or has operated for two or more fiscal years with a fund deficit balance;
- H. The School's directors, officers, employees, or agents have provided false or misleading information or documentation to the University in connection with the issuance of this Contract, or the School's reporting requirements under this Contract or applicable law.

In lieu of termination, the University may, at its discretion, place the School on probationary status to allow an opportunity for the School to implement a remedial plan, which may require a change of methodology, a change of leadership, or both, after which, if such plan is unsuccessful, the University may elect to terminate this Contract and the charter may be revoked.

At least sixty (60) days prior to acting to terminate this Contract, the University shall notify the School's board of directors, in writing, of the proposed action and the reasons therefore. The School's board of directors may request a hearing prior to such termination by requesting such a hearing within two (2) weeks after the receipt of such notice from the University. Final decisions of the University from hearings conducted pursuant to this section are subject to judicial review pursuant to RSMo Chapter 536.

Termination of this Contract shall be effective only at the conclusion of a school year, unless the University determines that continued operation of the School presents a clear and immediate threat to the health and safety of students.

11. Anything herein to the contrary notwithstanding, the continuation of this Contract is contingent upon the continuation of Law authorizing charter schools, and the appropriation or allocation of funds necessary to fulfill the requirements of the Contract, including payment to the University as authorized by Section 160.400.11, RSMo, to defray its expenses in acting as sponsor, by the Missouri General Assembly. If the General Assembly fails to appropriate sufficient monies to provide for the continuation of the Contract, or if such appropriation is reduced so as to fail to provide sufficient monies for the continuation of the Contract, the Contract shall terminate on the date of the beginning of the first fiscal year for which funds are not so appropriated or are insufficient to allow for the continuation of the Contract. Notwithstanding the foregoing, and assuming charter schools continue to be approved and funded by the General Assembly, as long as Hawthorn shall be in compliance with the terms of this Contract and the Charter School Law, the University shall, during the term of this Contract, carry out all responsibilities required of it under state law as a charter school sponsor including those set forth in sections 160.400.17 and 160.403 of the Charter School Law and shall not revoke Hawthorn's charter except as may be permitted or required in this Contract or the Charter School Law.

12. Hawthorn and the University intend this Contract, specifically including the Proposal, to represent a final and complete expression of their contract. Any agreement made hereafter shall be ineffective to change, modify or discharge this Contract in whole or in part, unless such agreement is in writing and signed by both Hawthorn and the University. All prior representations, understandings and discussions are merged herein, and no course of prior dealings between the parties shall supplement or explain any terms used in this document. This Contract is not assignable, and Hawthorn shall be in breach hereof, and the University shall have the right to terminate the charter, in the event that Hawthorn (a) assigns its interest in this Contract to another party, (b) subcontracts with another party to perform all or any substantial portion of the obligations of Hawthorn under this Contract, or (c) contracts with another party to operate the School.

13. This Contract shall be effective upon complete execution and shall be for an initial term (the "Initial Term") of five (5) years commencing on the date the school opens, unless sooner terminated as provided herein and/or under the Charter School Law. Thereafter, the term of this Contract shall automatically renew for an indefinite number of additional renewal terms of five (5) years each (each, a "Renewal Term"), unless either party provides notice of nonrenewal to the other not less than six (6) months prior to the commencement of any such Renewal Term. Prior to any such renewal, the University shall ensure that a criminal background check and family care registry check are conducted for each member of the governing board of Hawthorn. The foregoing notwithstanding, except as expressly provided in this Contract or the Charter School Law, in no event shall this Contract terminate other than at the end of the then-current academic year in which the Contract termination is scheduled to occur. Anything herein to the contrary notwithstanding, the transfer of the operations and students of the School back to the jurisdiction of the St. Louis Public Schools school district shall result in the termination of this Contract and the revocation of the charter. Upon closure of the School for any reason, the School and the University acknowledge that all unobligated assets of

the School shall be returned to DESE for disposition in accordance with the Charter School Law or shall otherwise be disposed of in such manner as may be permitted or required by the Charter School Law.

14. Any notice required or permitted under this Agreement shall be in writing and shall be effective immediately upon personal delivery (subject to verification of service or acknowledgment of receipt) or three (3) days after mailing when sent by certified mail, postage prepaid, to the following (or such other address as is provided by a party to the other party):

In the case of Hawthorn:

Hawthorn Leadership School for Girls
P.O. Box 50059
St. Louis, MO 63105

In the case of the University:

Chancellor
Washington University in St. Louis
Campus Box 1192
One Brookings Drive
St. Louis, MO 63130

With a copy to:

Victoria May
Director of the Institute for School Partnership
Washington University in St. Louis
Campus Box 1167
One Brookings Drive
St. Louis, Missouri 63130
Phone: (314) 935-8081

15. This Agreement is not an employment contract. Hawthorn is an independent contractor and no director, officer, employee, agent or contractor of Hawthorn is an officer, employee, or agent of the University. The parties acknowledge that the University is not liable for the debts or financial obligations of Hawthorn.

16. The parties agree that either party's failure to insist on strict performance of any term or condition of this Contract shall not constitute a waiver of that term or condition, even if the party accepting or acquiescing in the nonconforming performance knows of the nature of the performance and fails to object to it.

17. This Agreement shall be governed by and construed in accordance with the laws of the State of Missouri and all applicable federal laws of the United States.

18. The provisions of this Contract are severable, and any term or condition deemed illegal or invalid shall not affect any other term or condition, and the remainder of the Contract shall remain in effect unless otherwise terminated by one or both of the parties.

19. The enforcement of the terms and conditions of this Contract, and all rights of action relating to such enforcement, shall be strictly reserved to the University and Hawthorn. Nothing contained in this Contract shall give or allow any claim or right of action whatsoever by any other or third person. It is the express intent of the parties to this Contract that any person receiving services or benefits hereunder shall be deemed an incidental beneficiary only.

IN WITNESS WHEREOF, the parties have executed this Contract as of the date first above written.

The Washington University

By: Mark S. Wrigton
Mark S. Wrigton
Chancellor

March 24, 2014
Date

Hawthorn Leadership School for Girls

By: Mary D. Stillman
Authorized Signatory

March 24, 2014
Date

Actions to meet standards	Action Taken/Doc Provided
1. Sponsor Commitment and Capacity	COMPLETE
a. Establish sponsor access to expertise in all areas by supplying resumes of staff or contractors.	1C. adds Staff/Contractor Expertise document to include roles listed i-xi.
i .Educational Leadership	<i>(Note: 1.A Team bio links previously provided in org chart)</i>
ii. Curriculum	X
iii. Instruction	X
iv. Assessment	X
v. Special Education	X
vi. Federal Programs	X
vii. Performance Accountability	X
viii. Data Analysis	X
ix. Law	X
x. Finance	X
xi. Nonprofit Governance	X
2. Application Process and Decision Making	
a. Amend application document to include:	COMPLETE
i. Preopening requirements	2B. Pre-Opening Plan is an additional contract, separate from the Charter Application. See 3A.
1.Health	X
2.Safety	X
3.Any other legal requirements	X
ii. Required policies (requested from potential applicants)	In CHARTER APPLICATION - COMPLETE
1.Student Admission	A.2 Student Population, Recruitment & Enroll
2.Procedures to ensure nondiscriminatory admissions/lottery	A.2 & Supplementary Materials for policies
3.Student Discipline	A.3 Educational Foundations, Climate & Culture
iii. Parent Grievance Procedure	B.6 Stakeholder Engagement
iv. Application made available on the website + policies	WU Web Homepage - Charter Forms & Policies
3. Charter Contract	COMPLETE
A. Amend contract to include pre-opening conditions	Repeat from 2.B
I. Preopening requirements	Suggest including Pre-Opening here (as a contract) vs the 2.B application section.
i. Health	X
ii. Safety	X
iii. Any other legal requirements	X
4. Ongoing Oversight and Evaluation (best practice)	COMPLETE
a. Supply monitoring process or protocol	4.A Performance Monitoring Protocol
i. Evidence of communication regarding monitoring (Latest reports to school boards can be found on WU website)	Annual Eval Review Reports to School Boards/Staff, also noted in board minutes
ii. Evidence of monitoring on attendance days	4.a.ii WU ISP Team Visits
iii. Federal and State compliance monitoring	4.A Compliance Review p. 4-7
iv. Nondiscriminatory and lottery admissions	4.A Enroll & Admissions Compliance/Lottery p.3
B. Place APRs on website + Sponsor Annual Review	WU Website Homepage (School) Performance & Accountability
6. Renewal, Replication, Expansion	COMPLETE
A/B. Renewal decisions basis with performance	6. Hawthorn SY2019 Evaluation Report
C. Renewal with contract considerations	6.C Hawthorn Outcome Requirements
D. Expedited Renewal	6.D. KIPP Expedited Renewal Request
E. Prompt renewal communications	6.E. Hawthorn WU Board renewal letter