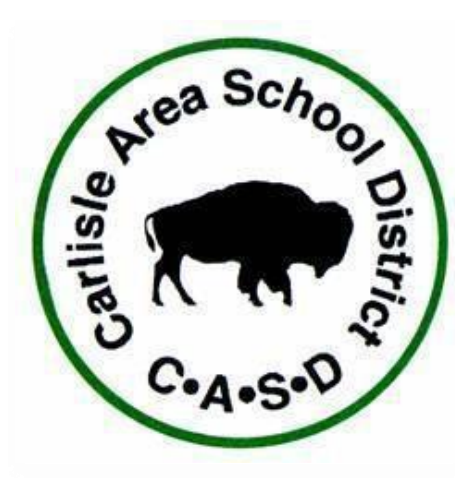


CARLISLE AREA SCHOOL DISTRICT

Substitute Handbook

for

Teachers, Paraprofessionals and Nurses



2019-2020

www.carliseschools.org



Revised: 1/6/20

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CARLISLE AREA SCHOOL DISTRICT

Welcome to Our Substitutes

The administrators and teachers of Carlisle Area School District fully recognize their dependence upon substitute teachers, substitute paraprofessionals and substitute nurses to keep the instructional program operational. Substitutes play a key role in supporting students and staff. The role of the substitute is very challenging, and it takes special emotional, physical and mental attributes to be a successful substitute. Some of the characteristics of our most successful substitutes include being open minded, flexible, confident, creative and, perhaps above all, possessing a willingness to make a good educational experience out of a difficult assignment.

We are proud of our student body and the educational program available to the students in the Carlisle Area School District. Whether you are with us for one day, several weeks or a year-long assignment, we want you to feel that you are a contributing part of our system, and we will expect you to respect our students' needs just as we will want the students to show you the same courtesy they are expected to show the full-time staff.

We welcome you to our schools, and if you have any suggestions that you feel could improve our substitute program or any facet of our program in general, please do not hesitate to bring this information to the attention of the building principals.

Best wishes for a successful experience while employed as a substitute teacher with The Education Staffing Solution (ESS), formerly Source 4 Teacher.

CARLISLE AREA SCHOOL DISTRICT

540 W. North Street, Carlisle, PA 17013-2298
717-240-6800

District Administration Office

623 West Penn Street, Carlisle, PA 17013-2298

- Ms. Christina Spielbauer, Superintendent
- Dr. Colleen Friend, Asst. Superintendent
- Mr. Mike Gogoj, Director of Curriculum & Instruction
- Ms. Stephanie Douglas, Director of Digital Learning and Technology
- Mrs. Jenna Kinsler, Business Manager
- Ms. Vonda Kelso, Asst. Business Manager
- Mr. Eric Sands, Director of Management Services
- Mrs. Jill Condo, Director of Special Education
- Mr. Josh Barr, Asst. Director of Special Education

Carlisle High School – Fowler Education Center

723 West Penn Street, Carlisle, PA 17013-2298

- Dr. Michael Black, Principal
- Dr. Albert Parrillo, Director of Center for Careers & Technology
- Mrs. Leigh Hamilton, Secretary x13813

Carlisle High School – Swartz

623 West Penn Street, Carlisle, PA 17013-2298

- Mr. Paul Wysocki, Assoc. Principal 10th
- Mr. Luther Green, Asst. Principal 9th
- Mrs. Lori Glessner, Secretary x27805

Carlisle High School – McGowan

723 West Penn Street, Carlisle, PA 17013-2298

- Mrs. Cynthia Lupold, Assoc. Principal 12th
- Dr. Patricia Buffington, Asst. Principal 11th
- Mrs. Sue Anderson, Secretary x26835

Lamberton Middle School

777 South Hanover Street, Carlisle, PA 17013

- Mr. Keith Colestock, Principal
- Mr. Nick Sadvari, Assistant Principal
- Mrs. Janet Scott, Secretary x15805

Wilson Middle School

900 Waggoners Gap Road, Carlisle, PA 17013

- Mr. Walt Bond, Principal
- Mr. Jake Evans, Assistant Principal
- Mrs. Stacy Loose, Secretary x19805

Bellaire Elementary School

905 Waggoners Gap Road, Carlisle, PA 17013

- Mr. Jeffery Bell, Principal
- Mrs. Tammy Shoemaker, Secretary x12805

Crestview Elementary School

240 Longs Gap Road, Carlisle, PA 17013

- Ms. Carole Holly, Principal
- Mrs. Rebecca Mintiens, Asst. Principal
- Mrs. Melinda Roman, Secretary x22805

Hamilton Elementary School

735 Clay Street, Carlisle, PA 17013

- Mrs. Monique Wallace, Principal
- Mrs. Helen Fischbach, Secretary x14805

LeTort Elementary School

110 East South Street, Carlisle, PA 17013

- Mr. Aaron Carmichael, Principal
- Mrs. Amy Warren, Secretary x25805

Mooreland Elementary School

329 Wilson Street, Carlisle, PA 17013

- Ms. Kim Truckenmiller, Principal
- Mrs. Viki Bohn, Secretary x36805

Mt. Holly Springs Elementary School

110 Mooreland Avenue, Mt. Holly Springs, PA 17065

- Ms. Molli Davis, Principal
- Mrs. Kathy Redmond, Secretary x46805

North Dickinson Elementary School

151 N. Dickinson School Road, Carlisle, PA 17013

- Mr. Brian Gochenour, Principal
- Mrs. Pat George, Secretary x56805

Note: Address and send all district mail to:

540 West North Street
Carlisle, PA 17013-2298

Questions/Concerns - Please contact the following individuals:	
ESS – Employee Engagement	Call Center 856-482-0300 or HREast@ess.com
ESS – Worker’s Compensation	844-482-9200
ESS - Regional Manager	Phil Engle – PEngle@ess.com
CASD – General questions	Janice Baker 717-240-6800 x 16804
CASD - Staff Development Workshops	Holly Miller 717-240-6800 x 16806

*If you have any changes to your contact information, please contact your employer ESS.
If you are in a long term assignment, please notify the secretary in the building which
you are assigned or notify Janice Baker.*

Application to Become a Substitute

A person desiring to become a substitute teacher in the Carlisle Area School District must apply through Education Staffing Solutions (ESS) by visiting <https://ess.com> or <https://ess.com/jobseekers/>. Create an account and complete an application. One will receive an email containing links to new hire forms. The next phase is orientation and training.

The following documents are required for employment with ESS:

- I-9 Immigration Employment Verification Form
- 4-Tier Employment Form
- W-4 Form
- Local Earned Income Tax Form
- Act 24 Arrest/Conviction Report
- Workers Compensation Disclaimer
- Direct Deposit or Pay Card Option
- Act 168 Sexual Misconduct Abuse Disclosure Release
- School Health Form within the past year with TB test within 90 days
- Act 126 Mandated Child Reporter Training
- Act 151 Child Abuse Clearance
- Act 34 PA State Police Criminal History Record
- Act 114 FBI Fingerprint Clearance
- Proof of Education
- Emergency Permit

One is cleared to begin work as a substitute once they receive a hire letter from ESS. Their ESS ID badge will then be mailed.

ESS has a four-day per month minimum to remain active on the substitute list. This is not a requirement for substitute nurses.

Assignment as a Substitute

Substitutes will use the Substitute Attendance Management System (SAMS) to search for available assignments either by logging on via the web or receiving a daily phone call. Login information will be sent to you via email once all of your paperwork is submitted to ESS and you have been hired by the company.

Additional Information Regarding Calling Service:

- Substitutes will only be contacted by the automated system two days, at the earliest, prior to an assignment if it has not been filled.
- If the need to contact a substitute occurs during the early morning hours, calls will be made after 5:30 a.m.
- If a teacher has an emergency or becomes ill after 7 a.m., the building principal will be responsible for obtaining a substitute.
- In the event that the substitute teacher becomes ill after arranging to take the place of a regular teacher, the substitute should cancel their assignment in SAMS. If the cancellation period has passed (1 hour prior to start time) the substitute will contact the ESS call center. **It is also helpful to notify the building secretary by phone or email** (refer to page 4).
- If an assignment is canceled in SAMS, the system sends the assigned substitute teacher a notification via email.
- During periods of bad weather or emergencies, substitutes should listen to local television and radio stations or view the CASD website to determine whether or not school will be held or if the school day is delayed. Substitutes should not report for work when classes have been canceled. However, substitutes are expected to report on days when there is a delay. In general, when there is a delayed start, substitutes are encouraged to arrive at school as soon as they are able, to ensure ample time is allowed to prepare for classes.

Responsibilities of a Substitute

Reporting to School

Substitutes will report to the school office upon their arrival at the assigned school. They will use their ESS identification scan badge to clock in on the Veritime laptop computer and clock out at the end of the school day.

Substitute Teacher Work Day

Schools:	Start of Day:	End of Day:
Elementary Schools	8:15 a.m.	3:45 p.m.
Middle Schools	7:30 a.m.	2:50 p.m.
Carlisle High School	7:30 a.m.	3:00 p.m.

Paraprofessional substitutes will follow the hours of the employee for whom they are covering.

Lesson Plans and Instructional Materials

Lesson plans, instructional materials and class rosters will be shared with the substitute as an attachment in the automated substitute caller program or they will be on the teacher's desk. Please check both locations for the information. Additional information such as the daily schedule will also be made available for the substitute. Substitutes are expected to leave a detailed note for the classroom teacher. Classroom teachers or building principals may contact the substitute if questions arise.

Each teacher places their materials in different locations within the classroom. Please return all materials to the location where they were originally located. Substitutes are expected to carry out the lesson plans as outlined by the classroom teacher, not simply maintain order unless otherwise directed by the building principal.

Recess Duty for Elementary Teachers

A substitute is required to take the classroom teacher's recess duty if scheduled. The duty will be listed in the plan book or on the teacher's daily schedule. If a teacher is not assigned to recess duty on a specific day, the substitute is responsible to make sure there is another teacher on duty on the playground before sending the children outside. On rainy days the substitute is responsible for having recess duty inside. In most cases the teacher will have a list of indoor recess activities available.

Extra Coverage

If a principal requests/needs a substitute to provide coverage during a planning period, the substitute does not receive extra duty pay in addition to their daily rate. A substitute cannot be double paid for the same hours.

Grading Papers

It is very helpful to the classroom teacher if the substitute grades as much daily work as possible. It is understood that some papers will be difficult for the substitute to grade. Time is available during planning periods at the secondary level, during periods in which the students receive art, music, physical education, and library instruction at the elementary level and during the last fifteen minutes of the day for grading papers. If for some reason time is not available to grade papers, it is very important that all papers (including those not finished by students) be collected and left for the classroom teacher. A note explaining why paperwork has not been completed should be included. These papers are important for determining student progress.

General Responsibilities

The district considers substitute teachers to be professional employees. The task they perform is of the utmost importance in maintaining the continuity of the district's instructional program. We expect the same attitude of professionalism required of our full-time faculty. A friendly, cheerful, cooperative attitude will have a great deal to do with the substitute's acceptance by the faculty and students. Do not share your opinion on politics, gun control, the National Anthem, etc. Substitutes should plan to spend their time working with and for the students as they are responsible for the supervision of the children in their charge. Student progress or problems should not be discussed outside of school. Substitute teachers are bound by confidentiality laws and should not release any information about students to any unauthorized persons. **Cell phone usage is not permitted during instructional periods. To reduce the possibility of disruption to the learning environment, we ask that you silence your cell phone upon entering the building.**

Substitute teachers are expected to log in to PowerSchools to report daily attendance online. These procedures are available from building secretaries. Many rooms are equipped with SmartBoards and projection devices. Substitute teachers need to have some level of training before using these technology tools. Substitute teachers need to see the building principal before using these technology tools for overview training. Only dry erase markers should be used on SmartBoard surfaces.

Evaluation

Evaluation of the substitute teacher's work may be conducted periodically by the building principal. The evaluation will be based upon the substitute's ability to provide a positive learning atmosphere and to follow the planned lesson schedule provided by the teacher, using the available instructional materials. The evaluations will be made available to the substitute teacher upon request and discussed with him/her at a mutually agreeable or convenient time.

In the event that a substitute's work is less than satisfactory or questions have been raised about his/her performance in general, the building principal will meet with the substitute to discuss the concerns and the district will report concerns to ESS. If the problems continue to exist, further action will be taken which may result in deletion of the individual from the substitute list.

Payroll Information

Refer to the ESS website for the pay date schedule and access to the payroll portal. Paychecks are direct deposited on a weekly basis except over the summer. One has the ability to logon each Wednesday to view the coming Friday's direct deposit information.

Substitutes receive a daily rate which takes into account an unpaid lunch break. A Lunch Notice is attached to each assignment in SAMS regarding substitutes paid hourly for attending required training outside of the regular school day assignment.

Elementary Early Dismissals

Elementary schools have several early dismissal days throughout the year (marked in red on the school calendar). Dismissal for students is past the half day point and substitutes will be paid a full day and may be expected to stay until 3:45 p.m. to assist where the building principal has a need.

Emergency Closing of Schools - Early Dismissals and Late Starts

Occasionally, the Carlisle Area School District has to delay the start of school and/or close early as a result of inclement weather and/or emergencies. One may check the district website www.carliseschools.org or Facebook® page Carlisle Area SD for weather-related updates. If a substitute teacher works 1-4 hours they will be paid a half day. If they work more than 4 hours and 15 minutes, they will be paid a full day of substitute work. Day-to-day substitutes employed for a full day of substitute work will be paid one-half of the daily substitute teacher rate if school closes before 11:30 a.m. Substitute teachers will be paid the daily substitute teacher rate if school is delayed or is dismissed early one or two hours. As a result of administrative review of this practice, we have established the following guideline.

Example 1: A substitute is contracted to work a full day. The heating system in the building to which they are assigned breaks down at 9:30 a.m. and the Superintendent notifies the principal that students and staff are to go home at 11:00 a.m. The person who was contracted as a full-day

substitute will go home when other staff are dismissed and will be paid a half day's wage.

Example 2: A substitute is contracted for a full day. It begins to snow heavily in the morning. The Superintendent makes the decision to dismiss school at 1:30 p.m. The substitute will be paid the full day's rate.

In the event of a **two-hour delay**, substitutes who are scheduled to work only for a half day-a.m. will arrive to the building according to the two-hour delay and work until:

High School	12:23 p.m.
Middle School	12:10 p.m.
Elementary School	12:00 p.m.

Substituting Outside the Areas of Certification

ESS requires each substitute teacher to apply for a day-to-day emergency permit through the Lincoln Intermediate Unit. A fee applies which is payable to the LIU. In some situations, certified teachers in Pennsylvania are allowed to substitute outside of their areas of certification for up to twenty days. If the district selects a long term substitute teacher to fill a position outside of their area of certification for more than twenty days, the substitute will need to apply for a long term emergency permit through TIMS listing Carlisle Area School District as the LEA. This certificate must be approved by the PA Department of Education prior to the twentieth consecutive day in an assignment in order to continue teaching so the district is not cited in the course of the annual audit resulting in a fine.

Substituting for Personal Care Aides

Substitute teachers do not see district aide assignments posted in SAMS unless they request a change to their profile with ESS. If a substitute teacher chooses to accept an aide assignment, they will be paid the daily substitute paraprofessional aide rate of \$70 for a full day and \$35 for a half day.

Removal from the Substitute List

Substitutes who wish to withdraw their name, either temporarily or permanently, should notify ESS.

Workshop Opportunities

Opportunities are available for substitutes to attend workshops which will earn the substitute Act 48 credits. A substitute may elect to sign up for training session for professional development, however, they are not paid for the training hours. Substitutes will need to be given a license to My Learning Plan through the Curriculum Office. Substitutes should contact Holly Miller at millerh3@carliseschools.org or 240-6800, extension 16806. Questions related to specific workshops should be directed to Michael Gogoj at 717-240-6800, extension 16806.

Tutoring

The district administrative office maintains a list of certified teachers to tutor students upon parental request. Names may be added to this list by contacting the Assistant Superintendent's office. Terms of employment will be established by the parents, the students, and the tutor. The tutor should contact the tutored student's school principal and develop the instructional program around

the school program as well as the specific needs of the student. Further guidelines will be provided by the administrative office upon request.

Additional Responsibilities of an Extended Day or Long Term Substitute

Extended day and long term substitute teachers are not part of the Collective Bargaining Agreement. They are not permitted to accrue flex hours toward an in-service. They do have professional obligations including attendance at Back to School Night and faculty meetings.

Workshop Opportunities

Extended day and long term substitutes may be required to attend Teacher Induction Training and workshops outside of their daily assignment for which they will be paid an hourly rate of \$23.58. The substitute must register at least 48 hours in advance so a training supplemental assignment can be created allowing the substitute to clock in and out of the training in order to be paid by ESS. The hourly training rate is in addition to the substitute's daily teaching pay. An hour will be deducted for the lunch break. There is no need to clock out for lunch. It is automatically deducted from the total hours paid. There is a Lunch Notice attached to each assignment explaining this policy. If a substitute is not preregistered for the training or does not scan in on the ESS Veritime laptop computer, they will NOT be paid. All after school trainings will occur in the Fowler Education Center. A substitute should refer to the Teacher Induction Schedule provided by Mr. Gogoj for the training sessions they are required to attend. Questions related to workshops or My Learning Plan may be directed to Holly Miller at millerh3@carliseschools.org.

If a substitute is required to attend professional development training during the school day, they need to inform their building secretary so she may create a supplemental assignment for a daily substitute to cover the classroom. In this circumstance, long-term substitutes should not contact ESS to alter their teaching assignment. Pay for training during the school day will equal the long term daily rate. The long-term substitute teacher should still scan in/out for the day unless the training or conference takes place outside of their school building. If one is unable to scan in on the laptop, they should see the secretary for a paper sign-in sheet to record their hours for payment.

Calendar/Work Schedule

Substitute teachers do not work when students are not in session (exception may be November and February in-service days). This would include the following non-paid days off:

- Labor Day
- October In-Service
- Thanksgiving Recess
- Winter Recess (usually Christmas Eve day through New Year's Day)
- Snow days
- Martin Luther King Day
- President's Day
- March 13
- Spring Recess
- May In-Service
- Memorial Day

There are 187 teacher days during the school year (August – May). Please refer to the school calendar located on the district website.

Requesting an Absence

As a long term substitute teacher you do not receive an absence bank of sick or personal days, however, we understand there are times a situation arises when you may need to be out and take unpaid leave. As an ESS employee, you are not able to enter an absence in the Frontline SAMS system. If you need to be out for personal reasons, please contact ESS in addition to your building principal and secretary. Contact ESS at **856-482-0300** or **877-983-2244** in advance so a daily substitute may be assigned to cover your classroom. The call center is open Monday – Thursday 6:00 a.m. to 9:00 p.m. and Friday until 5:00 p.m. You should instruct the call center representative to enter your subject and grade in the “Notes to Substitute” section. If you know far in advance you will need a day off, you may contact Phil Engle, ESS Regional Manager, via email with the details of your request.

CARLISLE AREA SCHOOL DISTRICT EQUITY STATEMENT

The Carlisle Area School District is an equal opportunity education institution and will not discriminate on the basis of race, color, age, creed, religion, gender, gender-identity, sexual orientation, ancestry, national origin, marital status, pregnancy, disability or any other status protected by law in its activities, programs, or employment practices as required by Title VI, Title IX and Section 504.

No person shall on the grounds of race, color, age, creed, religion, gender, gender-identity, sexual orientation, ancestry, national origin, marital status, pregnancy, disability or any other status protected by law be excluded from participation in or be subjected to discrimination in any program or activity funded in whole or in part by federal funds. Discrimination on the basis of sex or religion is also prohibited in some federal programs.

For information regarding civil rights or grievances procedures, services, activities and facilities that are assessable to and usable by handicapped persons, contact Dr. Colleen M. Friend, Title IX Coordinator, Section 504 Coordinator, 540 West North Street, Carlisle, PA 17013, 717-240-6800.

Carlisle Area School District ***THE CARLISLE WAY***

VISION STATEMENT

“Empowering Every Learner”

MISSION STATEMENT

The Carlisle Area School District is committed to providing all students with educational and leadership opportunities to meet the challenge of personal responsibility, enabling them to become contributing members of our diverse society. The district will excel in student achievement, community engagement, and financial stewardship.

BELIEF STATEMENT

Student Achievement: All students will have the opportunity to achieve academic excellence in order to become life-long, responsible and resourceful learners who think critically and creatively, communicate effectively and collaborate in a global world.

- **Professional Learning Community:** Highly qualified, innovative and compassionate staff will be committed to life-long learning and professional growth in order to meet the individual learning needs of all students in a safe and supportive environment.
- **Academic and Extra-Curricular Programs:** A diverse, challenging and academically rigorous instructional program will meet the college and career readiness goals of all students. Extra- curricular programs will provide opportunities for students to develop leadership, interpersonal and team-building skills.
- **Student Services:** A wide range of support services will be provided to students in order to meet their academic, emotional and social needs.
- **Diversity:** Each student will have an educational experience that values and accepts diversity as an integral part of a global society.

Community Engagement: Partnerships with the community will allow our students to engage in service learning experiences and career opportunities, will provide increased access to community services and resources, and allow members of the community to participate in a variety of educational opportunities.

Financial Stewardship: Resources and financial assets will be managed in a fiscally responsible manner that supports and enhances the academic, extra-curricular and support services in order to meet the needs of every student.

STAFF EXPECTATIONS

Role Models

Students look to staff as examples of proper adult behavior. They do so far more than we sometimes realize. With this in mind we expect you to be examples in the areas of control, consideration, work ethic, language, and dress. If you expect students to be on time, then you cannot be late, unprepared, disorganized, and not ready to start class when they enter the room. In effect, you are the role model of *The Carlisle Way*.

Teacher-Student Relationships

The teacher-student relationship is always a professional one between adults and adolescents. There are two quotable quotes that describe *The Carlisle Way* in this area. The first quote is, “They don’t care what you know until they know that you care.” We must always present ourselves as adults who really like kids. Our desire for presenting ourselves as a caring staff should not be interpreted as advocating that we’re “running a loose ship.” On the contrary, classroom discipline and reasonable structure are often the best contribution you can make to the education of your students. The other quote is, “They remember how you treated them long after they forgot what you taught them.” We have to be for students, not against them. You must be student-oriented in Carlisle Area School District. Our schools were built for the benefit of our

students. We must be caring, firm, fair, consistent, and persevering. We acknowledge that virtually any trained educator can reach the intelligent, motivated, and well-behaved student. The master teachers however, find ways to teach the others.

Dress

Carlisle Area School District staff must be sensitive to the way they are dressed each day. As professionals, we need to dress in a manner that is generally recognized as professional. Neatness and good grooming are expected. It is recognized that certain staff members must dress according to their jobs.

Interpersonal Skills Development

We will continue to teach content across the curriculum. We will also be committed to the activities outlined in the strategic plan as well as the district initiatives designed to support this plan. All staff members shall be sensitive to the development of the principles of character education in our students. This includes the teaching of manners, consideration of others, respect for property, and the use of appropriate language. The acquisition and use of appropriate interpersonal skills by all of us are essential if we are to bring the components of the core philosophy alive and to create and maintain a school climate that will support our vision.

Discipline

Discipline is the responsibility of all staff in Carlisle Area School District. We expect everyone from the custodians to the teachers, counselors, and office personnel to be conscious of student behavior. All staff members are to confront and to report inappropriate conduct. Staff members must not ignore behavior that is contrary to the principles inherent in *The Carlisle Way*.

Administrative Support

We will not tolerate inappropriate, unacceptable behavior from our students. In dealing with student misconduct disciplinary procedures will be followed at all times by all staff. We are here to provide you with administrative support with respect to student discipline. When you think before you act or speak and avoid creating situations where your actions are questionable, you will have our absolute support. We will assist you with the problem, help to calm the conflict, and/or to “save face” as much as possible. However, we cannot and will not say that you were right if you were wrong. Please remember to think carefully before you speak and act.

Parent Contact

Professional staff members will be in contact with parents regarding the progress of their students. You are encouraged to contact parents with positive as well as negative information. Parent support is paramount in the success of students in school and we must do everything possible to solicit this support.

Teacher Participation

As often as possible, teachers are encouraged to support and to participate in student activities outside of the classroom. There is value in seeing our students participate in activities that are important to them. Additionally, when students see you attend these activities it sends the message that you care about and support things that interest them. We have been fortunate to have staff members who take great pride in providing students with a wide range of valuable, extra-curricular opportunities.

Teaching at All Levels

You will be expected to teach all levels of students. Some teachers prefer to teach only our “college-bound” students, but it is essential that students experience a variety of teachers. It is also expected that teachers differentiate instruction and assessment to accommodate various levels of student abilities and needs.

Grades and Grading Policy

We expect all teachers to adhere to the district grading policy guidelines. Grades should be available at all times for inquiries from students, parents, or administrators regarding students’ progress. Grades are one of the indicators of student success and as such are subject to review and inquiry.

Homework and Assignments

We shall differentiate between homework given for practice purposes and homework given that is project based. Teachers must be sensitive to the amount of homework given to students for practice and the amount of time that would be expected to complete each assignment. The purpose of homework should be considered when homework is to be included (counted) in the course grading policy.

The Carlisle Way

We want Carlisle to be a school district that is associated with the terms class, integrity, and achievement, to be recognized as a school that embraces the diversity of our community and pushes our students to the brink of their potential, to be competitive, but known for our sportsmanship. We want the Carlisle Area School District known as a district where the staff and students look good and act even better. This appearance, attitude, and behavior must start with us. Some students come from an environment that cultivates these traits while others may need support from staff to acquire them. If *The Carlisle Way* represents a philosophy that you can support, then we welcome your application for employment in our district.

Reference: Girvin, Nancy J., *The Emerald Way*, August 1999.

Note: Ms. Girvin is the Principal of Emerald Middle School, A California Blue Ribbon School in El Cajon, California

Board Approval: August, 2014