

## **VI. APPENDICES**

## Appendix A

### Auditors' Biographical Data



#### **Fenwick W. English, Senior Lead Auditor**

Currently Dr. English is the *R. Wendell Eaves* Distinguished Professor of Educational Leadership in the School of Education at the University of North Carolina at Chapel Hill. Dr. English is the “father” of the curriculum audit, having started the process in 1979. He has performed audits all over the world. He is the author/co-author of 21 books. His practitioner experience includes serving as a middle school principal in California, an assistant superintendent of schools in Florida, and a superintendent of schools in New York. He earned his Ph.D. at Arizona State University.



#### **Ricki Price-Baugh, Associate Lead Auditor**

Dr. Baugh serves as the Assistant Superintendent of Curriculum and Instructional Development for the Houston, Texas, Independent School District. Under her leadership, the district designed, developed, and implemented an innovative curriculum to clarify district-wide expectations for student learning and performance, as well as targeted staff development resulting in improved student achievement. She earned her Ed.D. at Baylor University and has served on curriculum audit teams since 1996. She took her audit training in 1995 in Atlanta,

Georgia.



#### **Curtis A. Cain, Auditor**

Dr. Cain is the Director of Curriculum and Professional Development in the Park Hill School District, Kansas City, Missouri. Formerly he was the program manager for the School Improvement Model Center at Iowa State University in Ames, Iowa, where he directed consortium based and district-specific curriculum renewal, realignment, and assessment. He has taught grades seven through the university level with an emphasis on social sciences, performance evaluation, and issues related to diversity. He has worked on several audits of urban school systems including Columbus, Ohio and the Government of

Bermuda. He earned his Ph.D. at Iowa State University. He took his audit training in Savannah, Georgia, in 1999.



#### **Beverly Freedman, Auditor**

Ms. Freedman is the Superintendent of Programs and the Uxbridge schools for the Durham District School Board, a K-12 Canadian school system of 68,000 students enrolled in over 120 schools. The Superintendent of Programs has system-wide responsibilities for curriculum, learning, and assessment. She has served as a program officer with the Ministry of Education. She holds double master's degrees in history and education and is currently completing her doctorate at the Ontario Institute for Studies in Education. She completed her

audit training in 1994 in Toronto, Canada and has served on international and American audits since that date.



**Rosalie Gardner, Associate Auditor**

Ms. Gardner is the Curriculum Coordinator and Reading Specialist in the Columbia Community United School District in Columbia, Illinois. She chairs the District Curriculum Advisory Committee and serves on the District Technology Committee. She has served as a middle school reading teacher, Title I teacher, and a sixth grade, self-contained teacher. She earned her M.S. in Education at Western Illinois University. She completed her audit training in 1999 in Bloomington, Indiana.



**Joe Gasper, Associate Lead Auditor**

Dr. Gasper is currently Assistant Superintendent for the Newaygo County Intermediate School District in Fremont, Michigan. His twenty-five years of school administration experience include the areas of curriculum, finance, technology, vocational, and special education. Dr. Gasper has served as a planning facilitator, trainer, and consultant to a variety of public, private, and governmental entities in the U.S. and Canada. He completed his doctorate in Educational Leadership from Western Michigan University and has served on curriculum audit teams since 1991. He completed his audit training in 1990 in San Diego, California.



**Elizabeth Hammerman, Intern Auditor**

Dr. Hammerman is currently a math/science consultant K-12 for seven county school systems in North Carolina. She has taught at the middle school, high school, and university levels and has twenty years of experience in teacher education and staff development. Dr. Hammerman has published books and articles on teaching in the outdoors, science education, teaching for thinking, and performance assessment. Two technology-based projects dealing with MS science and performance assessment K-10 are soon to be published. She earned her Ed.D. at Northern Illinois University. Dr. Hammerman completed her audit training in 1999 in Savannah, Georgia.



**Kendra Johnson, Auditor**

Dr. Johnson is currently the Associate Superintendent for Assessment, Curriculum, Instruction, and Staff Development in the North Kansas City School District, a suburb of the metropolitan Kansas City. She has served as a teacher in Shawnee Mission School District and a building administrator in the North Kansas City School District. She works extensively in strategic planning, state accreditation, accountability systems, and instructional improvement. She has also taught curriculum design at the University of Missouri-Kansas City. She earned her Ph.D. in leadership and policy development at the University of Missouri-Kansas City. She completed her audit preparation in Palm Springs, California, in 2000.



**Penny H. Kowal, Auditor**

Dr. Kowal is currently serving as the Associate Superintendent for Educational Services of Millard, Nebraska, a suburb of Omaha, Nebraska. She has served as coordinator of programs for gifted students, direction of instructional improvement, and staff development. She has taught preschool Montessori, middle school music, and high school foreign language. She received her doctoral degree from the University of Nebraska at Lincoln. She completed her audit training in 1997 at Bloomington, Indiana.



**Kathryn LeRoy, Intern Auditor**

Kathryn LeRoy is the Education Specialist, Leadership Development Services for the Region IV Education Service Center in Houston, Texas. She is responsible for providing technical assistance to principals and central office administrators as well as teacher leaders. She directs training in benchmarking best practices, district- and campus-based curriculum leadership, systemic planning for continuous improvement, program evaluation, and state training for school administrators. Ms. LeRoy's M.Ed. is in the area of curriculum and instruction from the University of Houston. She is currently in the doctoral program at Texas A&M University. She completed her audit training in Austin, Texas, in 2000.



**Norma Maldonado, Auditor**

Ms. Maldonado serves as an Instructional Director for the San Antonio, Texas, Public Schools. She has served as an elementary teacher, speech pathologist, and an assistant principal. As an Instructional Director, she designs, organizes, and delivers site-based decision-making at the district and campus levels. In 1989 Ms. Maldonado was chosen as the San Antonio Independent School District's Teacher of the Year. She also received Trinity University's Excellence in Education Award. Ms. Maldonado completed her audit training in San Antonio, Texas in 1999.



**John P. Rouse, Associate Lead Auditor**

Mr. Rouse is currently serving as the Superintendent of Schools for the Port Aransas Independent School District in Texas. His teaching experience ranges from elementary school through first-year university chemistry students. He has served as a school principal, director of elementary education, director of instruction and federal programs, assistant superintendent for curriculum and instruction. He holds a master's degree from Texas A&M University. All the campuses in the Port Aransas school district have consistently been rated as "exemplary" or "recognized" by the Texas Education Agency. Mr. Rouse completed his audit training in San Antonio, Texas in 1995.



**Socorro Shiels, Intern Auditor**

Ms. Shiels is currently the Curriculum Coordinator for the Grant Joint Union High School District in Sacramento, California. She is responsible for curriculum alignment and development for the high school district. She has had previous experience as a site principal and bilingual teacher. She earned her M.S. at Cal State Hayward and is currently in the doctoral program at the University of Southern California. She completed her audit training in 1999 at La Quinta, California.



**Rebecca A. Shore, Intern Auditor**

Dr. Shore is currently a Lecturer in the Department of Educational Leadership and Cultural Foundations at the University of North Carolina at Greensboro. She is the former principal of Los Alamitos High School in southern California and Assistant Principal of Huntington Beach High School, also in southern California. She has written extensively on early brain development of children and is the co-author of a forthcoming book on charter school pioneers. She completed her doctoral degree at the University of Southern California in 1996. Her audit training was completed in 1994 in Burlingame, California.



**Betty E. Steffy, Senior Lead Auditor**

Dr. Steffy is formerly the Deputy Superintendent of Instruction in the Kentucky Department of Education during its first years of implementation of the famous Kentucky Education Reform Act (KERA). She has served as a superintendent of schools in New Jersey as well as a director of curriculum in a large, urban intermediate educational agency in Pittsburgh, Pennsylvania. She is the author or co-author of many books including *Career Stages of Classroom Teachers* (1989) and *The Kentucky Education Reform: Lessons for America* released in 1993. Her most recent co-authored book is *Life Cycle of the Career Teacher* (2000) released by Corwin Press in cooperation with Kappa Delta Pi, a national honorary education association. She earned her Ed.D. at the University of Pittsburgh. She completed her audit training in 1988 in Montreal, Canada.



**Rosanne Stripling, Associate Lead Auditor**

Dr. Stripling is currently serving as professor and department chair of the education administration department at Texas A&M University-Texarkana. She is the former superintendent of schools in the Waco, Texas, Independent School District. Her areas of interest and research include early childhood intervention, program evaluation, leadership development, and school law. She is currently working as an External Lead Evaluator for the State of California and has served on six prior audit teams. She earned her doctorate in educational leadership from Baylor University. She completed her audit training in 1996 in San Antonio, Texas.

## Appendix B

### List of Documents Reviewed

by the

### Anchorage School District Audit Team

<b>Name of Resource</b>	<b>Date</b>
21 Reasons Why The English Language Is Difficult To Learn	(undated)
Ace Study Final Report To School Board	May 13, 2002
ADS Board Policies	Listed on website 2002
Agreement between Anchorage School District and Anchorage Council of Education/American Federation of Teachers, Local 4425	7/1/2001 – 7/30/2003
Agreement Between the Anchorage Education Association and the Anchorage School District	7/1/2001 – 7/30/2003
Agreement Between the Anchorage Principals Association and the Anchorage School District	7/1/2001 – 7/30/2003
Alaska Native Education Study	November 2001
Alaska Quality Schools Initiatives	June 2001
Alaska Standard for Culturally Responsive Schools	February 3, 1998
Alaska Standards Culturally Responsive Schools	2001-2992
Art Curriculum Frameworks: Content Standards K-12 (Final Draft)	11/5/01
Art Curriculum Frameworks: Elementary Art/ Curriculum 4-6	Draft June 1993
Art Curriculum Frameworks: Elementary Art/ Curriculum K-3	Draft 1993, rev. 6/98
Art Curriculum Frameworks: Middle School Art Syllabus	Revised 9/98
Art Curriculum Frameworks: Senior High School Art Syllabus	9/89
ASD 1998-99 Adopted Financial Plan	1998
ASD 1999-00 Adopted Financial Plan	1999
ASD 200-01 Adopted Financial Plan	2000
ASD 2001-02 Adopted Financial Plan	2001
ASD 2002-2003 Preliminary Financial Plan and Responses To request Information Log	2002
ASD Administrative Budget Supplement Manual	FY 2002-2003
ASD Art Department Curriculum Frameworks	
ASD Assessment & Evaluation 1994 Graduate Survey Results	1994
ASD Assessment & Evaluation 1997 Graduate Survey Results	1997
ASD Assessment & Evaluation 1999 Graduate Survey Results	1999
ASD Board Monthly Agenda (for May 13, 2002)	May 13, 2002
ASD Bond Proposition School Board Work Session	12/3/01
ASD Certificated Employee Evaluation Document	2000
ASD Charter Schools 2001-2002	1/7/02
ASD Classified Employee Evaluation System - Totem Performance Appraisal – Non Instructional/Administrative	1991
ASD Classroom Connection Newspaper	9/2/01
ASD Comprehensive Annual Financial Report	FY ended 6/30/01
ASD Comprehensive Annual Financial Report	June 30, 1999

ASD Comprehensive Annual Financial Report	June 30, 2000
ASD Comprehensive Financial Audit Report	1999
ASD Comprehensive Financial Audit Report	2000
ASD Comprehensive Financial Audit Report	2001
ASD Consolidated FY 2002-2003 No Child Left Behind Federal Programs Integrated Project Application	May, 2002
ASD Counselor Evaluation Rubrics	
ASD Curriculum overview Kindergarten to Grade 6	2001
ASD Developmental Profile	2001-2002
ASD Earth Systems Elementary Science Curriculum Frameworks	
ASD Elementary Budget Development Manual	FY 2002-2003
ASD High School Program of Studies	2001-2002
ASD Indian Education Act Native Advisory Committee By-Laws	
ASD Indian Education Program	
ASD Instructional Technology Draft Curriculum Frameworks	2002
ASD K-12 Physical Health Curriculum Framework and Sexuality Education Guidelines for Instruction	
ASD K-12 Social Studies Curriculum Frameworks	
ASD Kindergarten –Algebra 2 Math Program	4/21/99
ASD King Career Centre Curriculum Frameworks	
ASD King Career Centre High School Curriculum Frameworks	
ASD Language Arts K-8 and Grade 9 and English 10 Curriculum Frameworks	1999
ASD Language Arts: Student Performance Standards Kindergarten through Grade 8, English 9, English 10	May 24, 1999
ASD Mathematics Content Standards	1999
ASD Mathematics K-8 & Pre-Algebra, Algebra I, Geometry and Algebra II, with State of Alaska Performance Standards at Four Benchmark Levels	1999
ASD Mathematics K-8 & Pre-Algebra, Algebra I, Geometry and Algebra II	1999
ASD Mathematics Performance Standards	1999
ASD Memorandum #219 - Bilingual Education Plan of Service	4/10/00
ASD Memorandum #278 (2001-2002)	May 13, 2002
ASD Memorandum Administrative Response to Human Resources Audit	December 12, 2001
ASD Municipal Public Opinion Survey	November 2001
ASD Music Department Curriculum Frameworks	
ASD Music Documents: Kindergarten (k1-6); First Grade (1A, 1B, 2A, 2B, 3A, 3B, 4, 5, 6, 7A, 7B); Second Grade (1-8); Third Grade (1A, 1B, 2A, 2B, 3A, 3B, 4,5,6); Fourth Grade (1A, 1B, 2A, 2B, 3A, 3B, 4, 5, 6); Fifth Grade (1A, 1B, 2A, 2B, 3, 4, 5, 6, 7); Sixth Grade (1A, 1B, 2, 3, 4, 5, 6, 7)	No date
ASD Profile of Performance	1999-2000
ASD Profile of Performance	2000-2001
ASD Profile of Performance Slides	2000-2001
ASD School Action Guide	2001-2002
ASD Science Frameworks Grade 7-9, Biology I, Chemistry I, Geology I, Physics I, Biological Sciences, Earth Sciences, Conceptual Chemistry,	1999

Conceptual Physics, Biology II, AP Biology, Chemistry II, AP Chemistry, AP Physics B, AP Physics C	2001
ASD Special Olympics World Winter Games	1999-2000
ASD Standards Based Instruction Survey	1999-2000
ASD Training and Professional Development	2/5/02
ASD Vacancy Position Posting	1999
ASD World Languages Curriculum Frameworks	March 4, 2002
Budget Basics	
By-Laws of Native Advisory Committee	
Class Crier	May 1 2002
Class Crier	May 2002
Collective Bargaining Agreement by and between Anchorage School District and the Totem Association Support Personnel	7/1/2001 – 6/30/2004
Collective Bargaining Agreement by and between Anchorage School District and Public Employees Local 71 AFL-CIO	7/1/2001 – 6/30/2004
Collective Bargaining Agreement by and between Anchorage School District and Anchorage Food Service Bargaining Unit	7/1/2001 – 6/30/2004
Competitive Grant procedures Flow Chart	9/05/01
Cook Inlet Tribal Council TREE (Together Reaching Educational Excellence)	
Description of Anchorage School District's Inservice Days	2002-2003
Earth Systems Elementary Science Curriculum Overview	2/1995, 9/17/1997
Essential Components of Comprehensive School Health Services – School Nurse Evaluation Rubrics	2001
Ethnic Origin Categories from Data Processing (Undated)	
Get to know your Anchorage School Board and Superintendent	2001-2001
Gifted Education Report Card	2000
Grant Submission by Fiscal Year Report	1999-2001
Guidelines for Determining Proficient, Nearly Proficient, or Struggling Readers	
Health Curriculum Frameworks and Sexuality Education – Guidelines for Instruction: K-6, 4-6, 7-8, 9-12 (four documents)	1/15/97 (last rev. date)
Independent Auditors' Management Letter	1999
Independent Auditors' Management Letter	2000
Independent Auditors' Management Letter	2001
Information Packet prepared for Literacy review Committee Meeting	January 8, 2002
Instructional Technology Plan (Working Document)	Spring 2002
K-12 Social Studies Framework: (bound as one)	May 1994
K-12 Social Studies Framework: Economics Course Frameworks	February 1998
K-12 Social Studies Framework: Eighth Grade Social Studies Frameworks	May 1996
K-12 Social Studies Framework: High School Social Studies Elective Requirements Geography/Area Studies Category A, History/Social Sciences Category B	January 1999
K-12 Social Studies Framework: High School Social Studies Frameworks	1996-97
K-12 Social Studies Framework: Middle School Social Studies Frameworks	May 1999
K-12 Social Studies Framework: Social Studies Literature	May 1994

K-12 Social Studies Framework: United States Government	April 1997
K-6 Science Framework Expanded Version	2001
K-6 Science Frameworks Expanded Version (draft)	2001
Library Materials: Budget Amounts	1991-1992, May 2002
Memorandum on Vision and Goal Statements, Alaska 20/20	December 6, 2001
Migrant Education Booklet	May 2002
New Teacher News	October 2001
Newspaper Clippings provided by ASD	2000-2001
Newspaper Clippings provided by ASD	2001-2002
Participation Guidelines for Alaska Students in State Assessments	2001-2002
Physical Education Curriculum Framework K- 12	4/97
Physical Education Curriculum Framework K-12	4/97
Promote Success for Bilingual Students: Part II	2002
Reading Database memorandum to Elementary Principals	April 8, 2002
Retention: Double Promotion Report by Ethnicity and Gender	2000-2001
Science Frameworks : Grade 7-9 Integrated Sciences: Biology I, Chemistry I, Geology I, Physics I, Biological Sciences, Conceptual Chemistry, Conceptual Physics, Biology II, AP Biology, Chemistry II, AP Chemistry, AP Physics B, AP Physics C	
Guiding Principles	February 8, 1999
Science Frameworks: 7 <sup>th</sup> Grade Life Science	June 23, 1997
Science Frameworks: 7 <sup>th</sup> Grade Chemistry	June 23, 1997
Science Frameworks: 7 <sup>th</sup> Grade Earth Science	June 23, 1997
Science Frameworks: 7 <sup>th</sup> Grade Physics	June 23, 1997
Science Frameworks: 8 <sup>th</sup> Grade Chemistry	June 23, 1997
Science Frameworks: 8 <sup>th</sup> Grade Earth Sciences	June 23, 1997
Science Frameworks: 8 <sup>th</sup> Grade Life Sciences	June 23, 1997
Science Frameworks: 8 <sup>th</sup> Grade Physics	June 23, 1997
Science Frameworks: 9 <sup>th</sup> Grade Chemistry	June 23, 1997
Science Frameworks: 9 <sup>th</sup> Grade Earth Science	June 23, 1997
Science Frameworks: 9 <sup>th</sup> Grade Life Science	June 23, 1997
Science Frameworks: 9 <sup>th</sup> Grade Physics	June 23, 1997
Science Frameworks: AP Biology Frameworks	June 25, 2001
Science Frameworks: AP Chemistry Frameworks	June 25, 2001
Science Frameworks: AP Physics B Frameworks	June 25, 2001
Science Frameworks: AP Physics C Frameworks	June 25, 2001
Science Frameworks: Biological Sciences Frameworks	May 22, 2000
Science Frameworks: Biology I Content Frameworks	February 8, 1999
Science Frameworks: Biology II Frameworks	June 25, 2001
Science Frameworks: Chemistry II Frameworks	June 25, 2001
Science Frameworks: Conceptual Chemistry Frameworks	May 22, 2000
Science Frameworks: Conceptual Physics Frameworks	May 22, 2000
Science Frameworks: Earth Sciences Frameworks	May 22, 2000
Science Frameworks: Geology I Content Frameworks	February 8, 1999
Science Frameworks: Physics I Content Frameworks	February 8, 1999
Science Frameworks: Science As A Process	February 8, 1999
Scope for Instrumental: Woodwind, brass, Percussion/band, Strings/Orchestra	1982
Secondary Administrative Manual	November 2001

Secondary Budget Development Manual	FY 2002-2003
Six-year Capital Improvement Plan	July 1, 2002-June 30, 2008
Slingerland Program Booklet	
SMS Test Score Reports	April 19, 2002
Special Education Disaggregated by Ethnicity	2001-2003
Standards for Alaska's Administrators	1997
Standards for Alaska's Schools	
Standards for Alaska's Teachers	1997
State released Time In-Service Plans	2002
Submission from Dr. Obermyer	April 15, 2002
The Global Village Handout	
Title	Date
Trends in Alaska's People and Economy	October 2001
World Languages Curriculum Framework	1998-99

*Note: Some documents identified in the audit text may not appear on this list.*

**Appendix C**  
**Proposed Organizational Relationships**  
**Anchorage School District**

