A. EDUCATION PLAN

A.4. SCHOOL CALENDAR AND WEEKLY SCHEDULE

A.4.a. Compliance with Number of School Day Per Year

During the 2012 school year, Seneca Preparatory Academy (SPA) will start school on August 6, 2012 and finish on May 23, 2013 (Table 1). SPA's school calendar will be designed to mirror Sunnyside Unified School District (SUSD)'s since most of SPA's target area is covered by SUSD. SPA will provide 183 days of instruction (Table 2); that is, 3 more days of instruction per year than the minimum of 180 days recommended by A.R.S. 15-341.01; and 2 more than the total instruction days provided by SUSD in 2010-2011. During the 2012 academic year, Seneca Preparatory Academy (SPA) will be closed on a total of 25 paid holidays and days off (Table 3).

At SPA, a normal school day will span from 8:00 AM to 3:30 PM; and the scheduled early-release days (every Wednesday) will go from 8:00 AM to 1:15 PM.

Table 5 shows that Seneca Preparatory Academy (SPA) will have 47 early-release days during the 2012 school year, including 37 Wednesdays used for in-services (1.5 hr) and planning (1.0 hr). The remaining 10 early-release days will be used for parent/teacher conferences and for grading.

During the 2012 school year, SPA will devote a total of 121 hours (15.125 days) for professional development (Table 4); that is 1.5 times the 10 days used by Sunnyside Unified School District for In-service/ Record Days in 2010-2011.

A.4.b & c. Compliance with Hours/Minutes of Instruction Per Week. And Daily Instructional Minutes for Core Academics for Each Grade Level and Content Area

Tables 6, 7 and 8 show that SPA will develop a full-time instructional program since it will provide a total of 1,120 hours of instruction during the 183 instruction days in 2012-2013. For full-time students, ARS 15-901 recommends a minimum of 356 instruction hours per year for kindergarteners; 712 hours for first, second and third graders; and 890 hours for fourth, fifth and sixth graders.

As shown in Table 6, SPA students will receive a total of 30 hrs 52 min of instruction per week. This calculated figure is more accurate than the total weekly instruction time of 31 hrs 30 min shown in Table 7 and 8. In the last two tables, the 31 hrs 30 min total weekly instruction time does not take into consideration the fact that instruction weeks vary in length during the year, as reflected in Table 6. Nevertheless, regardless of the total weekly instruction time considered,

SPA will qualify for a full-time instructional program (albeit not being a high school) because it will provide more than 20 hrs total instruction time per week in one or more subjects as required by ARS 95-901 (A)(2)(c)(vi). In addition, as shown in Table 9, by providing students with 30 hrs 52 min of total instruction per week, SPA will exceed the ADE total weekly instruction time requirements for full-time instructional program; that is, 1,650 min (27 hrs 30 min) for grade 1-3, and 1,600 min (26 hrs 40 min) grade 4-6.

Data from Table 7 and 8 shows that Seneca Preparatory Academy (SPA) will provide 24 hrs 45 min instruction in core academics per week, as following: 450 min each for developmental reading and math; 225 min for language arts; and 180 min each for science/health and social studies. In most instances, SPA will meet or exceed ADE's recommendations (Table 16) even with the School providing 185 minutes/week instruction in French and/or in Spanish. For Grade 1-3, ADE's weekly recommendations for instruction time in core subjects are: 450 min for developmental reading vs. SPA's 450 min; 300 min for language arts vs. SPA's 225 min; 300 min for math vs. SPA's 450 min; 150 min for social studies vs. SPA's 180 min; 150 min for science vs. SPA's 180 min.

A.4.d. Rational for Weekly Schedule for the Target Population

Seneca Preparatory Academy (SPA) graciously received the weekly school schedules from the Carl C. Icahn Charter School (CCICS), Bronx, NY; and SPA will model its weekly schedules after the ones developed by the Carl C. Icahn Charter School since they have helped CCICS close the achievement gap in the Bronx.

The Carl C. Icahn Charter School (CCICS) belongs to a small group of prestigious charter schools that have been heralded by the US Department of Education for being the most successful schools in the Nation to bridge the achievement gaps in underserved communities (US Dept Education, 2007). Seneca Preparatory Academy (SPA) and CCICS have a lot in common since both schools' target communities are high-minority (SPA: 96%; CCICS: 97%) and high-poverty areas (free/reduced-price lunch program, SPA: 92%; CCICS: 81%) (Greatschools, CCICS, May 2010).

Therefore, it is reasonable to assume that some of the educational programs, tools and methodologies used successfully by Carl C. Icahn Charter School to close the achievement gap, can also be used successfully at SPA. As a result, Seneca Preparatory Academy (SPA) will use the blocked-time scheduling developed and used by Carl C. Icahn Charter School (CCICS) with the hope of achieving the same type of success in the target area. On a daily basis, SPA will use a 90 minute blocked-time for math and a 135 minute block for English (90 min for developmental reading, followed by 45 min of language arts). In addition, twice a week, SPA will use 90 minute blocks each for science and for social studies instruction (Tables 7 and 8).

Research has shown that block scheduling offers several benefits to underserved students. It provides students with the opportunity to spend more time-on-task; and this is particularly important for students affected by the achievement gap since they usually need more time to master the instructional material. Block scheduling is also recommended by the Arizona Department of Education (ADE) for use in RTI as a classroom-targeted intervention designed to increase students' time-on-task (AZ RTI, Module 3, 2010).

Additionally, with more time available in block scheduling, teachers can delve more deeply into subject matter and provide more depth and breadth in their teaching. Finally, block scheduling provides more opportunities for planning and professional development, and stronger and better interactions between teachers and students (O'Brien, 2006).

A.4.e. Professional Days Alignment with Performance Management Plan

July 15, 2012

Professional Development Activities Associated with the Pre-Implementation of the of the RTI-Early Intervention Reading Program: Pre-Service Training

- Training Description: Governance & Board Training
- Objective: to train School and Corporate Board Members on board governance
- Duration: 2 hours
- Agenda: Board Governance Training.
- Trainer: TBD
- Agenda: To be determined.

July 30-31& August 1-3, 2012

Professional Development Activities Associated with the Early-Stage Implementation of the RTI-Early Intervention Reading Program: Pre-Service Training

- Objective: to train school staffs on SPA processes and on the RTI-Early Intervention Reading & Math Program.
- Duration: 5 days; 7.5 hours/day.
- Agenda:
    - Seneca Preparatory Academy's History, Mission, Philosophy and Goals.
    - RTI Early-Intervention Reading & Math Program.
    - Common Core State Standards.

- Comprehensive Assessment and Monitoring System.
- RTI Instructional Methods (Understanding by Design; direct and differentiated instructions; and block scheduling).
- Reading Mastery and Core Knowledge, the RTI general reading and language arts core curriculum.
- RTI Awareness Program.

- Trainers:
  - Jean-Claude Abougou, Seneca Preparatory Academy (SPA)
  - SRA Reading Mastery Signature Edition
  - Core Knowledge Foundation
  - SMARTT Training, LLC., Singapore Math
  - Susan Cameron, Curriculum Specialists
  - Let's Go Learn, DORA/DOMA platform

August 2012 – January 2013

Professional Development Activities Associated with the Early-Stage Implementation of the RTI-Early Intervention Reading Program: Hands-On Training.

- Provide teachers with a 6-month hands-on training period so that they can develop and improve their skills in the following areas:
  - DORA platform and data analysis.
  - SRA Reading Mastery
  - Core Knowledge Sequence.
  - Instruction alignment to CCSS.
  - Rubicon Atlas Curriculum Mapping Software.
  - Lesson plan design with Understanding by Design.
  - Comprehensive Assessment and Monitoring. System.
- **October 5 and December 17, 2012:** Organize follow-up training and classroom coaching in the following topics:
  - SRA Reading Mastery
  - Core Knowledge Sequence.

- RTI instructional methods and data analysis.
- Lesson plan design with Understanding by Design.
- Unique Reader remedial reading curriculum.

- In-service and professional development programs are held every Wednesday afternoon through the school professional learning community.

February – May 2013

Professional Development Activities Associated with the Full Implementation of the RTI-Early Intervention Reading Program in Year-1.

- Teachers and para-professionals attend online training on:
  - Instruction for English Language Learners.
  - Use of technology in instruction.
  - RTI remedial reading methods.
  - Cooperative learning.
- Teachers continue to attend in-service and professional development programs organized every Wednesday afternoon.
- **March 11 and May 23, 2013 All Day Training Workshops**
  - SRA Reading Mastery
  - Core Knowledge Sequence.
  - RTI instructional methods and data analysis.
  - Lesson plan design with Understanding by Design.
  - Unique Reader remedial reading curriculum

July 2013 – May 2014

Professional Development Activities Associated with the Full Implementation of the RTI-Early Intervention Reading Program in Year-2.

- Provide pre-service training for new and returning teachers; and hands-on experience for new teachers on the following:
  - Seneca Preparatory Academy's History, Mission, Philosophy and Goals.
  - RTI Early-Intervention Reading Program.
  - Common Core State Standards.
  - Comprehensive Assessment and Monitoring System.

    - RTI Instructional Methods (Understanding by Design; direct and differentiated instructions; and block scheduling).
    - Core Knowledge, the RTI general reading core curriculum.
    - RTI remedial reading intervention curricula.
    - RTI Awareness Program.
- In July and January, administer a needs assessment survey to all school faculty to determine their educational; use the assessment results to design Wednesday in-service and professional development programs.
- Develop an internal training team that will conduct most of the training in Year-3.
- Teachers continue to attend in-service and professional development programs organized every Wednesday afternoon.
- Evaluate the whole professional development plan at the end of the school year.

SENECA PREPARATORY ACADEMY 2012-2013 CALENDAR

July 2012						
Su	M	Tu	W	Th	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

August 2012						
Su	M	Tu	W	Th	F	S
29			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	
	20 school days					

September 2012						
Su	M	Tu	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
	19 school days					

October 2012						
Su	M	Tu	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			
	21 school days					

November 2012						
Su	M	Tu	W	Th	F	S
28				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	
	19 school days					

December 2012						
Su	M	Tu	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	10 school days				

January 2013						
Su	M	Tu	W	Th	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		
	21 school days					

February 2013						
Su	M	Tu	W	Th	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28		
	18 school days					

March 2013						
Su	M	Tu	W	Th	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
	16 school days					

April 2013						
Su	M	Tu	W	Th	F	S
31	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				
	22 school days					

May 2013						
Su	M	Tu	W	Th	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	21	22	23	24
25	27	28	29	30	31	
	17 school days					

June 2013						
Su	M	Tu	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
29	30					

- First Student Day; and Last Student Day/PD day
- School Closed/Holidays
- AIMS Testing Window for Grade 2-6
- Grading Day/Conference Day. Early Release Days
- Full Day Professional Development Workshops

Table 1. Seneca Preparatory Academy 2012 – 2013 Calendar.

TOTAL NUMBER OF INSTRUCTION DAYS IN 2012-2013			
Date	**1st Quarter (Aug 6 - Oct 5)**	**Inst. Days***	**Notes**
August 6	First Day of School	1	Regular day: 8:00 AM – 3:30 PM
August 7 – October 5	Regular School Days	32	Regular day: 8:00 AM – 3:30 PM
October 2 - 4	Grading/Conference Day	3	Early release: 1:15 PM
October 5	Full Day Prof. Development	---	No school
Wed Early Release	In-service/Professional Dev	8	
Total Instruction Days	----	44	---
	2nd Quarter (Oct 8 - Dec 17)		
Oct 8 – Dec 17	Regular school days	33	Regular day: 8:00 – 3:30 PM
Oct 9	Full Day Prof. Development	---	No school
December 13 - 14	Grading/Conference Day	2	Early release: 1:15 PM
December 17	Full Day Prof. Development	---	No school
Wed Early Release	In-service/Professional Dev	10	Early release: 1:15 PM
Total Instruction Days	----	45	----
	3rd Quarter (Jan 1 - Mar 11)		
Jan 1 – Mar 1	Regular School Days	38	Regular day: 8:00 AM – 3:30 PM
March 7 - 8	Grading day/Conference Day	2	Early release: 1:15 PM
March 11	Full Day Prof. Development	---	No school
Wed Early Release	In-service/Professional Dev	10	Early release: 1:15 PM
Total Instruction Days	----	45	----
	4th Quarter (Mar 17 - May 23)		
March 17 - May 23	Regular School Days	46	Regular day: 8:00 AM – 3:30 AM
May 21-23	Grading day/Conference Day	2	Early release: 1:15 PM
May 24	Last Day of School	1	Early release: 1:15 PM
Wed Early Release	In-service/Professional Day	9	Early release: 1:15 PM
Total Instruction Days	----	49	----
Total Number of Instruction Days in 2012-2013	----	**183**	----

Table 2. Total Number of Instruction Days in 2012-2013 at Seneca Preparatory Academy (SPA).

Note: Inst. Day*, stands for Instruction Day.

SCHEDULED HOLIDAYS & DAYS OFF IN 2012-2013			
Date	**Event**	**Days**	**Notes**
September 3	Labor Day	1	Holiday. School closed
October 8	Columbus Day	1	Holiday. School closed
November 11	Veterans Day	1	Holiday. School closed
November 21 – 22	Thanksgiving	2	Holiday. School closed
December 17 – 31	Winter Break	11	No school
January 1	Celebrated New Year Day	1	Holiday. School closed
January 21	Martin Luther King Day	1	Holiday. School closed
February 21 – 22	Rodeo Day	2	No school
March 12 – 15	Spring Break	5	No school
Total Holidays & Days off per Year	**----**	**25**	**----**

Table 3. Scheduled Holidays and Days Off at Seneca Preparatory Academy (SPA) in 2012 – 2013.

PROFESSIONAL DEVELOPMENT TIME IN 2012-2013				
Date	**Event**	**Days**	**Meeting Time**	**Professional Dev Time (hrs)**
July 30 – August 3	Full Day Pre-service Workshop	5	8:00 AM – 4:00 PM	36.25
October 5	Full Day Prof. Dev. Workshop	1	8:00 AM – 4:00 PM	7.25
December 17	Full Day Prof. Dev. Workshop	1	8:00 AM – 4:00 PM	7.25
March 11	Full Day Prof. Dev. Workshop	1	8:00 AM – 4:00 PM	7.25
May 23	Full Day Prof. Dev. Workshop	1	8:00 AM – 4:00 PM	7.25
Aug 6 – May 23	1.5 hr in-service and 1.0 hr for planning on Wed	37	1:30 PM – 4:00 PM	55.5
Total Prof Dev Hours in 2012-2013	----	----	----	**121 hrs (15.125 days)**

Table 4. Professional Development Time in 2012-2013 at Seneca Preparatory Academy (SPA).

Notes:

- A 45 min lunch break/day is taken during full day Professional Development Workshop and Pre-Service. Thus, a full day Professional Development last 7hr15 min.
- Prof. Dev. Workshop stands for Professional Development Workshop
- Every Wed is an early release day unless specified otherwise on the calendar. On these early release Wed, 1.5 hr is dedicated for in-service/professional development; the remaining time, 1.0 hr is used for planning and coordination.

EARLY RELEASED DAYS IN 2012 - 2013			
Date	**Event**	**Days**	**Release Time**
October 9 – 11	Grading day/Conference Day	3	1:15 PM
December 13 – 14	Grading day/Conference Day	2	1:15 PM
March 7 – 8	Grading day/Conference Day	2	1:15 PM
May 21 – 22	Grading day/Conference Day	2	1:15 PM
May 24	Last day of school	1	1:15 PM
Aug 4 – May 25	1.5 hr for Prof. Dev. every Wed	37	1:15 PM
Total Number of Early Release Days in 2012-2013	----	**47**	----

Table 5. Early Release Days in 2012-2013 at Seneca Preparatory Academy (SPA).

TOTAL INSTRUCTION TIME IN 2012-2013	
Total number of instruction days in 2012- 2013	**183 days**
Instruction time/regular day. A regular school day runs from 8:00 to 15:30 or 7 hrs 30 min/day = 450 min/day. If we subtract 45 min for lunch, 405 min/day is devoted to instruction.	**405 min/regular day**
Total instruction time for 136 regular days / year. 136 regular days = 183 instruction days /yr – 47 early release days / yr. Total instruction time for 136 regular days / yr = (405 min/day) x (136 days) = 55,080 min / yr	**55,080 min/yr**
Instruction time/early-release day. Early release day run from 8:00 to 13:15 or 5 hr 15 min. If we subtract 45 min for lunch, then 270 min/early release day is devoted to instruction.	**270 min/early-release day**
Total instruction time for 47 early-release days per year. (270 min/day) x (47 days) = 12,690 min / yr.	**12,690 min/yr**
Total instruction time in 183 days in 2012-2013. 55,080 min + 12,690 min = 67,770 min = 1,129.5 hrs	**1,129.5 hr/yr**
Total number of instruction weeks in 183 days of instruction/ yr. (183 days) / (5 days/weeks) = 36.6 weeks	**36.6 wks of instruction/yr**
Calculated instruction time per week in 2012-2013. (1,129.5 hr / yr) / (36.6 wks / yr) = 30.86 hr / wk. or 30 hr 52 min / wk.	**30 hr 52 min instruction time/week.**
Note: ARS 15-901(A) (2) (a) (i) and ARS 15-901(A) (2) (a) (b) (i) provide the following guidance for the minimum hours of instruction per year required for full-time students: a) Kindergarten: 356 hrs. b) Grades 1, 2 & 3: 712 hrs. c) Grades 4, 5 & 6: 890 hrs.	

Table 6. Total Instruction Time for Full-Time K-6 Students at Seneca Preparatory Academy (SPA) in 2012 - 2013.

ARS 15-901 (2011). From http://law.onecle.com/arizona/education/15-901.html.

TEACHER'S NAME: **Grade: K - 3** **Week of: August 6, 2012**

DAY/PERIOD	8:00 –8:45 1	8:45 – 9:30 2	9:30 – 10:15 3	10:15 - 11:00 4	11:00 – 11:45 5	11:45 – 12:30 6	12:30 – 1:15 7	1:15 – 2:00 8	2:00 – 2:45 9	2:45 – 3:30 10
MONDAY	Dev Reading	Dev Reading	Language Arts	Math	Math	Lunch	Science & Health	Science & Health	French or Spanish	French or Spanish
TUESDAY	Dev Reading	Dev Reading	Language Arts	Math	Math	Lunch	Social Studies	Social Studies	Art/Music	PE
WEDNESDAY	Dev Reading	Dev Reading	Language Arts	Math	Math	Lunch	PE	1:15 PM EARLY RELEASE		
THURSDAY	Dev Reading	Dev Reading	Language Arts	Math	Math	Lunch	Science & Health	Science & Health	French or Spanish	French or Spanish
FRIDAY	Dev Reading	Dev Reading	Language Arts	Math	Math	Lunch	Social Studies	Social Studies	Art/Music	PE
Total Instruction Hrs Per Week	**Developmental Reading: 450 min/wk** **Language Arts (LA): 225 min/wk**			**Math:** **450 min/wk**		**----**	**Science & Health: 180 min/wk** **Social Studies: 180 min/wk**		**French/Spanish: 180 min/wk** **PE: 135 min/wk** **Art/Music: 90 min/wk**	

- **Total Instruction Time/Week in Core Academics (Math, Developmental Reading & Language Art, Science & Health, and Social Studies): 1,485 min = 24 hrs 45 min**
- **Total Instruction Time/Week in all Topics: 1,890 min = 31 hrs 30 min.**

Table 7. Weekly Schedule for Seneca Preparatory Academy (SPA)'s K-3 Classes in 2012-2013.

TEACHER'S NAME: **Grade: 4 - 6** **Week of: August 6, 2012**

DAY/PERIOD	8:00 –8:45 1	8:45 – 9:30 2	9:30 – 10:15 3	10:15 – 11:00 4	11:00 - 11:45 5	11:45 – 12:30 6	12:30 – 1:15 7	1:15 – 2:00 8	2:00 – 2:45 9	2:45 – 3:30 10
MONDAY	Dev Reading	Dev Reading	Language Arts	Math	Math	Spanish or French	Lunch	Science & Health	Science & Health	PE
TUESDAY	Dev Reading	Dev Reading	Language Arts	Math	Math	Spanish or French	Lunch	Social Studies	Social Studies	PE
WEDNESDAY	Dev Reading	Dev Reading	Language Arts	Math	Math	Art/Music	Lunch	1:15 PM EARLY RELEASE		
THURSDAY	Dev Reading	Dev Reading	Language Arts	Math	Math	Spanish or French	Lunch	Science & Health	Science & Health	PE
FRIDAY	Dev Reading	Dev Reading	Language Arts	Math	Math	Spanish or French	Lunch	Social Studies	Social Studies	Art/Music
Total Instruction Hrs Per Week	**Developmental Reading: 450 min/wk** **Language Arts: 225 min/wk**			**Math: 450 min/wk**		**Spanish or French: 180 min/wk**	----	**PE: 135 min/wk** **Science & Health: 180 min/wk** **Social Studies: 180 min/wk** **Art/Music: 90 min/wk**		

- **Total Instruction Time/Week in Core Academics (Math, Developmental Reading & Language Arts, Science & Health, and Social Studies): 1,485 min = 24 hrs 45 min**
- **Total Instruction Time/Week in all Topics: 1,890 min = 31 hrs 30 min**

Table 8. Weekly Schedule for Seneca Preparatory Academy (SPA)'s Grade 4-6 in 2012-2013

Arizona Department Of Education Recommended Instructional Time

RECOMMENDED MINUTES OF INSTRUCTION FOR ELEMENTARY SCHOOLS

	Primary Grades (1-3)		Upper Elementary (4-6, including 7 & 8 if self contained)	
	Daily	Weekly	Daily	Weekly
Developmental Reading	90 Min.	450 min.	60 min.	300 min.
Language Arts	60 min.	300 min.	60 min.	300 min.
Mathematics	60 min.	300 min.	60 min.	300 min.
Social Studies	30 min.	150 min.	40 min.	200 min.
Science	30 min.	150 min.	40 min.	200 min.
Physical Education	*30 min.	120 min.	*30 min.	120 min.
Art	**15 min.	60 min.	**15 min.	60 min.
Music	**15 min.	60 min.	**15 min.	60 min.
Health	**15 min.	60 min.	15 min.	60 min.
Total	345 min.	1650 min.	335 min.	1600 min.

*It is recommended that this be scheduled and taught at least 120 minutes per week.

**It is recommended that this be scheduled and taught at least 60 minutes per week.

It is assumed the normal six hour day will provide for 360 minutes of instructional activities in which children are under the guidance and direction of teachers in the teaching process. The above recommendations provide 15 minutes for primary grades and 25 minutes for upper elementary grades that the teacher can schedule additional activities that are in the best interest of the youngsters. The school week should consist of 1800 minutes of instruction at both the primary and upper elementary grade levels. This allows approximately 150-200 minutes of instruction time per week to be used at the discretion of the teacher. It should be noted that in both the daily and weekly schedule that reading and language arts activities should be incorporated into other instructional areas, and rich content should be incorporated into reading and language arts.

The Arizona Department of Education gratefully acknowledges the work of the Missouri Department of Education in providing a sample of recommended elementary school instructional minutes.

Table 9. Sample Instructional Times from Arizona Department of Education

Source: AZ Dept of Education website. http://www.ade.state.az.us/.

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