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MARSHALL SCHOOL MISSION STATEMENT

Marshall School is an independent college preparatory day school for students in grades five through twelve. A Marshall education encourages students to develop strong academic habits; an ethical framework for responsible decision-making; respect for self, for others and for property; and a commitment to bettering the world.

Philosophy

To ensure the success of its mission, Marshall School is committed to supporting and nurturing:

- Students as confident and independent thinkers with the skills needed to learn and to achieve--now, in college, and throughout their lives.
- Teachers whose enthusiasm and energy for their subject sparks young people to learn and whose sense of caring enriches the school.
- Parents in their partnership with the school and their children.
- Class sizes that permit active participation, frequent feedback, and engagement in the rigor of a liberal arts curriculum.
- An atmosphere where challenging but attainable goals are set by each individual and where the exploration of new interests and talents is encouraged.
- An appreciation for each person's unique human qualities in a community which reflects kindness, integrity, and respect.

Goals

In keeping with the tenets of its philosophy, the Marshall School has chosen to work toward the following goals:

- Well-educated graduates capable of succeeding in life.
- Mastery of academic skills and competencies in a variety of academic disciplines.
- Development of intellectual habits to sustain lifelong learning.
- Awareness of global interdependency and the obligations of citizenship.
- Appreciation for the ways that a healthy mind, body, and spirit work together in an educated and productive person.
- Development of a safe, and diverse school community where students can achieve personal and academic goals.
- The expectation that both receiving and giving are part of the human cycle and that the gift of education implies leadership in that cycle.

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NOTES

MIDDLE SCHOOL CODE OF ETHICS

The actions and attitudes of the staff, students and faculty of the Marshall Middle School reflect an investment in values of caring and respect. This is our tradition and our continuing approach to learning. Everybody plays a part in making a community successful.

Respect for oneself.

Value your thoughts, feelings and abilities.

Respect for others.

Expect to help others achieve success as people and as learners, because ultimately, learning is a team effort.

Respect for property.

Apply this attitude to other people's belongings, but also to the property that we all share (the building, equipment, etc.)

Respect for learning.

Ask questions ... seek answers.

Expect the best.

Endorsed by the Middle School
Faculty in 1994

THE MIDDLE SCHOOL'S OPERATING PRINCIPLES

Given the varying social, physical, intellectual, spiritual, and emotional needs of middle school students, we encourage the development of the whole person through interdisciplinary course content. Our program is designed to guide students from concrete thinking to abstract thinking using a challenging, age-appropriate curriculum and an emphasis on content and skills.

Marshall's Middle School program aims to achieve the School's mission by:

- Emphasizing a balance between the development of learning skills, (reading, writing, speaking, listening, analytical thinking, note taking, outlining, study skills, research) and challenging content.
- Providing and modeling parameters for respect and cooperation through the Middle School Code of Ethics with emphasis placed on high expectations, consistency, and clear guidelines.
- Practicing instructional methodology appropriate to the age levels and varied learning styles of middle school students including cooperative and individual learning opportunities. Students cooperate with others and compete against themselves.
- Fostering student responsibility and self-sufficiency as students progress toward becoming independent life-long learners.
- Extending the walls of the classroom through community service, outdoor education, and widespread participation in a variety of extracurricular offerings (sports, clubs, etc.)
- Building a comprehensive program that includes fine arts (art, music, choir, band, strings); foreign language (French, German, Spanish); daily physical education alternating with health education; religion; and exploratory courses (Writer's Workshop, Tech Workshop, Thinker's Workshop, Ecology) as essential components of the curriculum.
- Responding to the needs of the individual student by prioritizing small class size, low student to teacher ratios, and organizing teachers in teams to provide a comprehensive response to student needs.

ACCREDITATION

Marshall is accredited by the Independent Schools Association of the Central States. Marshall also holds membership in the National Association of Independent Schools, the Association for Supervision and Curriculum Development, the National Middle School Association and the Minnesota Independent School Forum, Inc.

COMMUNICATION

Communication among students, parents, teachers, and administrators is an essential ingredient in any healthy school community. While this handbook is intended as a general guide for a variety of routine school procedures and issues, it is by no means exhaustive. For that reason, and because schools and relationships are characterized by the complexities of human nature, development, and individuality, we emphasize person to person communication in all the work we do at school.

When a question or concern arises, the school strongly encourages that the parties directly involved begin a conversation. Generally it is helpful to begin with information gathering and sharing. Subsequent conversations can be used to generate solutions to problems or conflicts.

We offer the following suggestions for communicating openly and effectively:

- Initially, students and parents should address classroom or academic concerns to teachers. Similarly, we expect that teachers will engage students and parents in conversations about questions or concerns.
- Subsequently, students and parents may choose to bring questions or concerns to the attention of the division director. The division director will monitor questions and concerns in order to clarify policy or facilitate more communication and solutions to problems.
- In some situations, further communication involving the Head of School will be appropriate, in order to clarify policy, or create a resolution to a difficult situation.

An open spirit of communication can create solutions to almost any scenario.

DAILY POLICIES AND PROCEDURES IN THE MIDDLE SCHOOL

School Hours

School day:	8:05 a.m. – 3:05 p.m.
After School Choice Program:	3:15 p.m. – 5:30 p.m.

Attendance

- The responsibility for the academic success and safety of our students is a priority. Therefore, it is imperative for students to attend all classes and other daily scheduled events unless they are at home ill. Attendance is taken at the beginning of every period to ensure that all students are present. If a student is ill, parents should notify the school by 8:00 a.m. each day he/she is kept home. In general, students must be in school at least half of a school day to participate in co-curricular activities.

- In the event of an approved absence, students are able to make up class work and homework. Assignment sheets are available in the Middle School office for the convenience of recording missed assignments. It is the student's responsibility to check with all teachers for missed assignments.
- If parents anticipate that their child will be absent for more than a day or two due to illness, they should contact the Middle School Office for homework assignments. A request for assignments should be made by 8:00 a.m. Homework can be picked up in the Middle School Office after 3:30 p.m.

Students who miss 12 or more class days during a semester could have their grade lowered one full letter grade or lose credit for the class unless they have a written note from a physician verifying that the absences were medically necessary. In general, any pattern of excessive absences could affect academic performance. Students may miss class for academic reasons with the Director's permission.

School or Activity Absence

In general, students know well in advance of upcoming absences for school activities (athletics, academic competition, field trips, etc.). When students are absent from class for school activities, they are required to be prepared for the next day's class which includes homework assignments, test preparation and written assignments.

Non-sanctioned School Absence

The School strongly encourages parents to help ensure that their child will be in school when classes are in session. Non-sanctioned absences are absences which are with parental knowledge and approval but are not sanctioned by the School. Since the School does not sanction these absences, the individual teacher will determine what work may or may not be made up. Parents and students should be aware that such absences could affect academic performance.

Examples of such absences include ski trips, vacations, etc. Although these absences will be excused absences, a student must do the following before leaving:

- The student must bring a signed note from his/her parent to the Middle School Office one week prior to the absence.
- The student will be issued the non-sanctioned absence form and should have the form signed by all of his/her teachers within 2 days. When possible, the completed form should be returned to the Middle School Office for mailing home to parents.

Unexcused Absence

An absence is unexcused when a student is absent from class, an assembly, or other school event occurring during the school day without the permission of a parent or a Marshall administrator. We take unexcused absences very seriously because of our concern for students' safety. As a consequence for unexcused absences:

- Parents will be notified of all unexcused absences.
- Students will not receive credit for missed classroom assignments.
- Students may make up major tests or projects, but will receive only passing credit (60%).
- Students may be sanctioned to in-school suspension.
- Students may lose privileges, free time, or an equivalent.
- Students who accumulate repeated unexcused absences may lose course credit and may jeopardize grade promotion.

Tardiness

To promote an optimal learning environment in the classroom, we discourage disruptions caused by late arriving students. We understand that certain circumstances will necessitate that a student enter class after the class has started; however, in general students are expected to arrive to class on time. Students arriving late to school must have a note from their parents excusing their late arrival. Students who are late because they were working with a teacher or administrator must have a note from the detaining teacher to be excused. Repetitive tardiness to class could result in lowering a student's grade in the class.

Procedure for Leaving the School During the Day

If a student needs to leave school during the day, we require notification from a parent or legal guardian. The Middle School Office should be notified prior to departure if the student will begin the school day in school or upon the student's return if they are entering school late. All students must sign out in the Middle School Office. Signing out does not assure that the absence will be excused. Only the permission of a parent or administrator will be considered acceptable.

ACADEMIC LIFE

Homework Policy

In the Middle School, a balance is sought between homework and time students need for family activities, play and recreation. As students progress through the Middle School, homework demands increase accordingly to allow for a smooth transition to the college preparatory curriculum demands of the Upper School. Research projects, term papers, and other long-term projects are assigned in a timely fashion to allow students to spread their efforts out over a period of time. Students are responsible for keeping track of assigned homework and should use the school-provided planner for the purpose of recording assignments daily.

Homework is assigned on a regular basis to provide students with the necessary practice and review for mastery of concepts. Careful thought is given by teachers when assigning homework with this goal in mind. Therefore, students who do not complete daily assignments are not only violating the academic integrity of our school community but are also cheating themselves of the opportunity to master concepts. Students found copying a classmate's homework assignment risk losing credit for the assignment.

Major Tests

Teachers will make every effort to coordinate tests to maximize the opportunity for students to be successful. However, if there is a problem with three or more tests in one day, students should bring the matter to the attention of their teachers. The teachers involved will coordinate adjustments with one another for the benefit of the students. Tests are defined as covering cumulative material of two or more weeks.

Semester Exams

Students can expect to be tested at the end of each semester in each of their classes. As students progress through the Middle School, they will learn how to prepare for the longer semester exams that are a part of high school and college. During the Upper School's exam week at the end of each semester, the Middle School will be in session for 3 full days. Since it is a transition year for 8th graders, they will participate in a 1½ hour exam schedule at the end of the year.

Mid-quarter Progress Reports

Midway through a grading period, parents are contacted if their son/daughter is doing below average work (C- or below) or if his/her behavior is inappropriate in class. Parents are encouraged to contact teachers at any time for a progress report.

Mid-quarter dates for the 2006-2007 school year:

- 1st quarter – Oct. 2
- 2nd quarter – Dec. 4
- 3rd quarter – Feb. 27
- 4th quarter – May 7

Academic Progress Notification

If a student's average in a course falls to the "D" or "F" level at any time, teachers will contact parents either by phone, or a documented correspondence (ex. academic progress report, letter, etc.).

Grades

Generally, letter grades A-F are used for all courses. P/F (pass/fail), CR (credit), and I (Incomplete) grades may also be given. In addition to grades for courses, students may also receive a conduct mark using the following designations:

- E = Excellent
- S = Satisfactory
- W= Warning - conduct needs improvement
- U = Unsatisfactory conduct

Because student conduct impacts the quality of the learning environment in a classroom, unsatisfactory reports of conduct are considered serious infractions. Students receiving more than one unsatisfactory conduct mark during a quarter will not be eligible to participate in extracurricular activities including athletics, drama, and social activities for two weeks at which time a teacher will be asked to reassess the student's classroom conduct.

Grades are reported to parents quarterly along with written comments by teachers at the end of each semester. Parent conferences take the place of written comments at the end of the third quarter.

Incomplete Work

As a general rule, all students should complete all coursework in a given course by the end of the grading period (quarter or semester). Grades of "incomplete" may be given to students who have been prevented by injury or illness from completing coursework in a particular course. Such "incompletes" must be made up within two weeks of the end of the grading period. At the end of this two-week period, all "incompletes" are changed to a final formal letter grade.

Parent-Teacher Conferences

Parent-teacher conferences are scheduled twice a year. Conferences are designed to provide parents the opportunity to check in with teachers on their child's progress. The length of the conference does not allow for in-depth analysis or for intervention planning. For concerns that require in-depth discussion, parents are encouraged to contact the middle school counselor to schedule a student team meeting with their child's teachers.

Informal Conferences

Informal conferences may take place throughout the school year. For minor problems such as failure to complete a number of homework assignments and poor performance on a series of quizzes, the teacher may call the parent to discuss ways of remedying the situation. For continued

academic or disciplinary problems, a student team meeting is the most effective way to approach the situation. Parents should contact the middle school counselor to schedule a student team meeting.

Classroom Visits and Meetings with Teachers

We welcome parent involvement in the school. We ask parents to make prior arrangements with teachers and to check in at the Middle School office upon their arrival.

Community Service

Marshall School believes that community service is an important part of a student's experience at the school. In keeping with the mission of the school, students participate in community service projects organized by the faculty.

Religious and Ethical Studies in the Middle School

The Religious and Ethical Studies Department strongly reflects the mission statement of Marshall School, which states that a Marshall education encourages students to develop "an ethical framework for responsible decision making; respect for self, for others, and for property; and a commitment to bettering the world." This goal is accomplished through the exploration of religious practices, heroes of the modern age, and differing values present in our world today.

Counseling and Guidance

The middle school counseling and guidance program aims at addressing the complex issues of adolescence. The middle school counselor works with teachers to address a breadth of concerns young adolescents deal with on their journey to adulthood. Based on the developmental counseling model that promotes addressing issues before they become problems, counselors and teachers work with students in the classroom.

The middle school counselor is also available to work with students in small groups or meet with students individually when needed.

Advisory

The Middle School Advisory program aims to promote a sense of connectedness and belonging among the students and teachers. In small groups, students meet three times a month with a faculty advisor to explore topics important in the life of a young adolescent. The faculty advisor serves as a mentor, guide and advocate for the students in his/her group.

Accommodations for Students with Learning Disabilities

Marshall School follows the suggested guidelines outlined in the American with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act of 1973. The guidelines are provided to ensure that each student requesting accommodations is treated consistently and fairly.

- A qualified professional must perform a complete psychoeducational evaluation. The name, title, and evaluator's credentials should be included in the documentation.
- A complete psychoeducational evaluation includes a battery of assessments that help to determine the individual's intellectual ability, achievement levels in reading, mathematics, oral and written language, and informational processing skills. The purpose of the evaluation is to ascertain a student's learning style strengths and weaknesses.
- The report should include a summary of the student's diagnostic interview and specific recommendations if a learning problem is detected.
- A release must be signed authorizing the evaluator to communicate with school personnel on behalf of the student's educational needs.
- Based on the psychoeducational evaluation, the middle school director, counselor and teachers will collaborate with each other to identify alternative strategies that may help the student achieve academic success.
- The report needs to be current with updates every three years.
- The student's parents shall be involved in the evaluation process.

Course Registration for Returning Students

Preliminary course registration is conducted for all students in early spring. Teachers, the middle school counselor, and the Director are available to meet with parents to discuss course selection for the following year. Once a student's program has been determined, the student is expected to follow that program unless specific, valid reasons for course changes are presented. Permission from parents must be received before any changes can be made.

Technology Acceptable Use Policy for Computer Network Use

The implementation of a comprehensive computer network, which includes Internet Access, at Marshall School provides an unlimited supply of resources for students and staff. Use of the network also places an enormous set of responsibilities on each user. The sections below are intended to make those responsibilities clear for all work on the Marshall School network.

Student Responsibilities

Students shall accept the responsibility for maintaining the integrity of the school's computer software, computer hardware, and electronic messaging system. Students are personally responsible for their use of the computer network and for all materials they place on the network or access from the network.

Students have the responsibility for:

- Using the network for educationally appropriate activities that are consistent with the philosophy of the school.
- Using only school purchased or distributed software on the network.
- Keeping all educationally inappropriate materials or files harmful to the integrity of the network from entering the school.

- Reporting all issues or violations.

Students also have the responsibility to follow the printing guidelines below:

- Printing should be limited to materials that are directly related to class assignments and projects.
- The school will monitor all printing.
- Every student is allowed to print 200 pages free of charge each year.
- After a student has exhausted his or her free printing, they may purchase additional copies for \$.05 per copy.
- Additional copies may be purchased in blocks of 20 or more.

School Responsibilities

- The school will provide instruction in appropriate use of the network.
- The school will educate students about ethical use of the network and issues of personal safety and privacy.
- The school will take steps to discourage access to educationally inappropriate materials.
- The school will determine consequences for computer and network abuse. Consequences may include suspension of a student's account, financial retribution, suspension or expulsion, and possible legal action.

Parental Responsibilities

- Parents will review the Marshall Acceptable Use Policy and guidelines for use with their child.
- The parent acknowledges that they are aware that along with excellent resources, questionable material exists on the Internet, and it is the responsibility of students to avoid inappropriate materials.

Student Guidelines for Computer Network Use

Educational Purpose

- Network use, including Internet access, is limited to educationally appropriate activities. Since our resources are limited, the following activities are listed in priority for use: class instruction, work on class assigned projects, independent research, and high-quality self-discovery activities.
- Commercial use or use of the network for solicitation is not allowed.

Personal Safety

- Use only your first name. Do not reveal your last name, address or phone number. Do not post personal information about yourself or other people.
- Promptly disclose to your teacher any message you receive, or material you access, that makes you feel uncomfortable.

Prohibited Activities

- You may not attempt to gain unauthorized access to the Marshall computer network or any other computer system through the Marshall network or go beyond your authorized access. This includes attempting to log on through another person's account or access another person's files. Do not change the internal settings (wallpaper, screensaver, etc.) of any machine.
- You may not use the network to disrupt or destroy the property of anyone, including Marshall School, by spreading computer viruses or by any other means.
- Do not download programs or print information without the permission of your supervising teacher.

System Security

- Do not share passwords or use any person's account but your own.
- Report security problems to a teacher.
- We may at any time access and monitor all messages and files on the network.

Appropriate Network Etiquette

- Be polite.
- Use appropriate language. Don't be profane, rude, vulgar, threatening or disrespectful.
- Remember e-mail is not guaranteed to be private. Don't write anything you would feel uncomfortable sharing in front of the entire school.
- Harassment in any form will not be tolerated. No messages with derogatory or inflammatory remarks about an individual or groups' race, color, creed, gender, religion, national origin, marital status, physical attributes, sexual preferences, age, or disability will be tolerated.
- Do not post private information about another person, or re-post a private message without permission.

Plagiarism and Copyright Infringement

- You must not plagiarize works you find on the Internet.
- You may not violate copyright laws, such as by copying software without the owner's permission or otherwise using an author's work without consent or proper citation.

Inappropriate Access to Material

- Transmitting or receiving any material in violation of the law is prohibited
- You may not transmit or receive material that is threatening, obscene, abusive, sexually oriented, or racially offensive.

If you mistakenly access inappropriate material, you should immediately tell your teacher or another Marshall employee.

DISCIPLINE PHILOSOPHY AND PROCEDURES

Participation in school life is a privilege for Marshall students. As students make decisions about their behavior at school, they should consider the importance of their choices in upholding the school's policies and missions, and the reality that many freedoms and privileges are impossible without standards of behavior that encourage safety, accountability, and full academic participation.

Five words should serve as guides for behavior at Marshall.

Prepared: As a member of the Marshall community, we should be prepared for classes and for activities by bringing the appropriate items and by preparing ourselves mentally to meet the tasks.

Effort: In all activities, we should give our best effort.

Respect: We must respect all members of the Marshall community, their property, their ideas and their cultural differences.

Time: We should be on time for classes and activities. It is equally important that we come prepared so as to avoid wasting other's time.

Service: As members of this community, we have a responsibility to help one another in ways that benefit the individuals and the community.

Principles consistent with the School's mission and the above principles will guide the Director in making decisions about a variety of infractions. Discussions of suspensions and expulsions, which are temporary or permanent separations from the school, will occur at the administrative level, including at least three educators.

Communication is the heart of any successful resolution to a disciplinary situation. We encourage students to work proactively to resolve problems related to conduct, policies, and attendance. Students who actively seek an open, truthful, and immediate resolution to a problem will enjoy more of the privileges associated with being a Marshall student. To this end, the division director will always encourage the student to have the conversations necessary to preserve and improve trust between the student and other individuals who are affected by the disciplinary problem.

Loss of privilege is an initial response to many policy infractions. Students will be instructed by the division director as to the exact loss of privileges. A student who fails to behave in an accountable and responsible manner during a period of reduced privilege will face more serious consequences.

Suspension is the most serious disciplinary consequence short of dismissal from the school. A suspension is an actual separation from school life for a period of time determined by school officials. A suspension is intended to create time for reflection on membership in the school community, with due consideration to the mission of the school and the student's role in upholding that mission. A suspension may be served in-school, with restricted participation in school life, or out of school, without any contact with school life. Students may not participate in extracurricular activities or trips during a suspension.

During a suspension, students are expected to complete and turn in all work including homework, major projects and major tests. Daily work and quizzes due during a suspension will receive no more than passing credit (60%). Students are eligible to receive full credit on major tests and projects assigned or are due during the period of suspension. This academic sanction will apply for no more than two days of suspension; after two days, students may turn in further work for full credit consideration. Teachers are not expected to give any additional aid with make-up tasks, beyond providing basic information about assignments.

Parents will be notified of a suspension by phone and letter. A conference between parents, the student, and the division director will follow major suspensions.

Dismissal (or expulsion) from the school is the most severe of disciplinary consequences. Dismissed students lose the privilege of attending Marshall School as a member of the student body. A dismissal may result when a student threatens any member of the Marshall community, violates school policy on multiple occasions, or when student behavior is counter to the school's stated mission, and the integrity of that mission is threatened.

Teacher-Student Relationship

Our goal is to teach students to take responsibility for their actions and for their education. It is our expectation that most disciplinary discussions will occur between students and teachers in a respectful manner that offers specific solutions. Serious or multiple disciplinary concerns should be fully documented by the teacher and referred to the Middle School Director.

Disrespect

Disrespect towards any member of the Marshall community is a serious offense and could result in a suspension. Blatant and deliberate disrespect towards other students, Marshall faculty and staff or visitors will not be tolerated. Students who knowingly and consciously belittle, humiliate and/or swear at other students may be suspended.

Profanity is not acceptable in the classroom or in the hallways. Consequences will range from warnings to suspensions depending on the severity of the language used and frequency.

Fighting

Fighting is strictly prohibited and is considered a serious offense. Students involved in a fight could receive a one- to three-day suspension and be placed on probation. The length and terms of probation will be outlined in the probation letter. While on probation, students may not attend any extracurricular events including dances and other after school activities. Students may also be expected to attend problem resolution meetings with a school counselor.

Weapons and Endangerment Policy

Marshall School will always strive to maintain a safe, orderly, and non-threatening environment. Student possession of any object or implement which poses the threat or risk of physical harm to others will not be tolerated, and will be considered as gross disrespect toward the school community. This policy includes, but is not limited to, guns, knives, incendiaries, or other potentially harmful paraphernalia. Verbal or written expression of intent to use such objects, or similar expression of intent or harm, will be considered as egregious offenses subject to suspension or expulsion.

Stealing

Students caught stealing could receive a one- to three-day suspension and be placed on probation. The student's freedom will be restricted as much as possible while on probation. If the article stolen is of significant value the matter will be referred to the police, and the School will consider expulsion.

Vandalism

Students caught vandalizing the building or other property will be required to pay for the damage and will be subject to a disciplinary response appropriate to the gravity of the offense. Students caught littering will be required to pick up litter after school, before school or on a Saturday.

Search and Seizure

To protect the safety and welfare of students and school personnel, Marshall School has the right to perform unannounced searches and to seize contraband. School staff may search a student's pockets, purse, backpack, gym bag or other personal property; student lockers, school computers, computer files, networks, and disks or other school property; and student automobiles parked on school property. The searches may be performed at any time without notice and without student or parental consent.

The possession of contraband, including but not limited to weapons, controlled substances, drugs, alcohol, and cigarettes, is prohibited on school property and at school sponsored activities. All items deemed to be illegal, illicit, disruptive, or a general nuisance to the educational process may be seized by school staff. Storage, return, or destruction of such items shall be at the discretion of the division directors or the Head of School.

Alcohol/Controlled Substance

The possession, use, solicitation, distribution, exchange, or sale of illegal drugs or alcohol at any time on campus or at any school activity elsewhere is strictly forbidden. The possession of drug or alcohol paraphernalia is also strictly forbidden. Students may not promote illegal or illicit behavior at any time. Students should not arrive on campus or at school sponsored activities under the influence of drugs or alcohol. Any student showing evidence of these behaviors while under the authority of the school is subject to school discipline.

Discipline responses to drug or alcohol violations may include suspension or expulsion, depending of the gravity of the infraction, and the corresponding damage to trust and safety crucial to Marshall's mission. Because Marshall abides by the laws of the United States and the State of Minnesota, school officials reserve the right to involve law enforcement when such involvement is deemed necessary. In the case of students involved in extracurricular activities, the Minnesota State High School League rules will automatically apply.

- "Showing evidence of . . ." includes any behavior observed by an adult which is indicative of the use of alcohol or drugs.
- "Possession" includes participation in the use of, or being in the presence of the use or storage of alcohol or drugs.
- "Promoting" includes any participation in drug or alcohol related activity, as well as suggesting, encouraging, or advertising illicit or illegal behavior.
- "Drugs" includes all that is commonly understood in the context of the problem, such as federally controlled substances, narcotics, cocaine, hallucinogens, amphetamines, barbiturates, marijuana, etc.
- "While under the authority of the school . . ." refers to any location on school property, any time school is in session, any school event regardless of location, and school transportation. In this context, activities sponsored by other schools are considered to be under Marshall jurisdiction as well.

In keeping with the school's educational mission, Marshall School will strive to assist students in their efforts to control alcohol or drug use. In most cases, Marshall will inform students and parents about alcohol or drug use concerns and/or allegations. Specific information will be fully investigated according to the terms of this handbook. Counseling will be used in every appropriate instance, and every effort will be made to support students who are actively pursuing counseling solutions to drug or alcohol use problems. Confidentiality will be an important consideration in these situations.

Smoking and Chewing Tobacco

In accordance with state law and to promote a healthy campus environment, smoking and the use of chewing tobacco is prohibited on school grounds or at school sponsored events. Consequences for smoking or using other tobacco products are:

1st offense: Student will be required to write a 500-word essay on the health

2nd offense: consequences of smoking and/or using other tobacco products. Student will be required to volunteer 20 hours at the American Cancer Society, the American Lung Association, or other health care agency approved of by the Director.

Further offenses will result in additional consequences. In all cases, parents will be notified.

Policy Concerning Harassment

A vital part of Marshall's mission statement includes "respect for self, others, and property." In keeping with this belief, harassment in any form will not be tolerated. Harassment is any behavior or pattern of conduct that may reasonably be expected to denigrate, intimidate, or coerce another on the basis of religion, race, gender, color, national origin, age, disability or sexual orientation. Any verbal or physical conduct that disparages or shows hostility toward a person because of one of these factors, and that has the purpose or effect of creating an intimidating, hostile or offensive learning environment, is not acceptable at Marshall School. Harassment may include, but is not limited to, the following types of activities:

- Name calling
- Offensive joking
- Hazing
- Threats or intimidation of any kind
- Physical assault
- Retaliation towards the person making a complaint about harassment
- Uninvited pressure to participate in illicit activities, such as smoking tobacco, the use of alcohol or other drugs, display of offensive or demeaning materials.

Sexual harassment refers to behavior of a sexual nature which is offensive. It may include:

- Undesired physical contact
- Coerced sexual relations
- Physical assault, including rape
- Inappropriate personal comments or questions about clothing, physical appearance, or sexual activity
- Repeated requests for social engagements or subtle pressure for sexual activity
- Suggestive remarks
- Verbal abuse
- Leering, ogling of a person's body in any form
- Unnecessary touching such as pinching, fondling, etc.

What to do about Harassment

Unwelcome and offensive conduct often can be stopped by informing the harasser that his or her conduct is offensive, and by stating that it could be investigated.

If a student believes he or she has witnessed or has been subjected to harassment prohibited by this policy, the student must report the problem to the division director or any member of the Administrative Council which includes: Marlene David, John Gustafson, Annie Hagen, John Haire, Dave Homstad, Christa Knudsen, Tony Lockhart and Karen Snyder.

Any reported incident of harassment will be investigated promptly. The confidentiality of everyone involved will be respected, to the extent consistent with identifying and resolving the problem. There will be no retaliation against a student for reporting what he or she, in good faith, believes is harassment.

This policy is not intended to interfere with normal, mutually welcomed social interactions inside and outside of the school. It is an attempt to ensure that all students are treated with respect in the school, and not forced to tolerate conduct that is disrespectful and offensive to them.

Sexually harassing another person will not be tolerated anywhere on the Marshall campus. All unwarranted sexual comments, advances, or touching brought to the administration's attention will be investigated. Students found in violation will be placed on probation and may be suspended. The Minnesota State High School League rules will be enforced where applicable.

Academic Honesty

Honesty in academic matters is the foundation of an academic community. Sometimes, the pressure to achieve optimal grades or escape the responsibility for preparing for exams, tests, or projects can cloud one's better judgment. The Marshall community expects students to honor the highest ethical standards and resist cheating. It is the responsibility of the student to know and to work within the work guidelines prescribed by each teacher. If there is ever doubt as to what is appropriate, the student should consult with the teacher. Cheating includes but is not limited to:

- Intentionally using or giving unauthorized aid on any work for which a grade is given, for example, homework, tests, quizzes, exams, essays, term papers, lab reports, computer programs.
- Passing information, either general or specific, about a test or quiz to any student who has not yet taken it.
- Taking someone's idea or words and presenting them as your own in a graded work (plagiarism).

Failure to provide adequate documentation for research, including cited and un-cited sources, will be considered a serious breach of academic honesty.

Consequences for cheating may include loss of credit on all work in question and contacting the student's parent to discuss the offense.

Dress Code

In order to promote a respectful atmosphere for learning, students are asked to dress appropriately in a way that promotes community and respect. Clothing should not make other people uncomfortable or distract from their learning. Clothing should generally be neat, clean, and in good repair. T-shirts and sweatshirts are allowed; however, they must not contain offensive language or promote drugs, including alcohol and tobacco, or inappropriate behavior.

Guidelines for students:

- Shorts and skirts should be long enough to allow for sitting on the floor comfortably and without embarrassment. The hem of the garment should not be shorter than the fingertips when the wearer allows his or her arms to hang at the side.
- No under garment should be visible including bra straps and boxer shorts.
- Midsections should be covered at all times. Tops should be long enough to be tucked into pants or skirts.
- Backless tops, strapless tops, and tank tops should not be worn to school. Straps for tops should observe the “two finger width” rule; that is, wide enough to match the width of two fingers.
- Hats and other headwear (including stocking caps, bandanas, scarves, etc.) may be worn in public places such as hallways and outdoors. As a display of respect and proper etiquette, hats must be removed when entering classrooms, offices, auditorium and chapel gatherings.
- Outdoor jackets should be stored inside lockers and cubbies when students are inside the building.

Students who are inappropriately dressed will be asked to change their clothing. In most cases, their parents will be notified. Subsequent violations of the dress code may result in additional consequences. We count on parental cooperation in maintaining proper dress code and appreciate the support.

For health and safety reasons, students must wear appropriate physical education clothes to PE classes. Students who fail to dress appropriately for PE class will not be allowed to participate in PE activities. To maintain a safe playing surface for all students, hard-soled shoes worn outside are not allowed on the gym floor.

Lockers

A student’s locker is the property of Marshall School and is at all times under the control of the school. School authorities may perform general inspections of lockers at any time without notice and without student consent.

Each student is assigned a locker at the start of the school year. All lockers have built in locks and doors must be closed at all times. The School does not assume responsibility for lost or stolen articles.

Because it is important for the school to know each student's locker to obtain books when the student is absent, it is essential that no one change a locker without getting permission from the Middle School Office. For safety reasons and according to the fire marshal's directive, when students are not at their lockers, all materials must be stored within their lockers and not on the floor. Locker doors should be closed when students are not at their lockers. Failure to keep personal items off the floor may result in the items being picked up and secured in the Middle School Office until the end of the day. Students may retrieve their lunch from their bags at lunch time.

At the beginning of the year, students will be instructed on the proper use of their locker. Students are responsible for the locker they are assigned and may be fined at year-end for damage that is determined to be beyond normal wear and tear.

Posting signs on lockers should be done in good taste and affixed with masking tape. Students will be asked to remove postings determined to be disrespectful, disruptive or cause ill-will in the school community. Irresponsible use of lockers may result in the suspension of locker privileges.

Skateboards and In-Line Skates

The use of roller blades and skateboards is not permitted in the school without permission from school personnel.

Gym Use

For the safety of all students, teacher supervision is required to use the gym. Students are not allowed in the gym during the lunch period. No food or beverages are permitted in the gym at any time.

CD Players, Radios, Etc.

To encourage positive peer interaction and to support parental monitoring of music, CD players, MP3 players, iPods, PSP's and similar electronic devices that require headphones are not permitted on campus or at school sponsored activities such as field trips and dances.

To avoid disturbing teachers and students working in classrooms, radios, tape recorders and other music equipment may not be played before, during or after school. Permission from faculty advisors may be obtained for use at special events such as decorating for dances.

Pagers and Cellular Phones

In order to avoid disrupting classes, students are not allowed to use pagers and cellular phones during the school day. Cell phone use in the academic wings is strictly limited to emergencies that require immediate attention.

CO-CURRICULAR ACTIVITIES, ATHLETICS AND STUDENT RESOURCES

Academic Requirements for Co-curricular Activities

The following rules apply to all students participating in co-curricular activities. To determine eligibility, the coach/advisor will use quarter grades. A student who receives a mid-quarter deficiency for poor behavior or any grade below a "C" will be given a scholastic warning by the coach/advisor relative to the student's eligibility. If a student receives below a 1.70 grade point average and/or receives more than one course failure or is sanctioned in two or more disciplinary proceedings in a grading period, the student will not be eligible to compete in contests for two weeks. If at the end of this 2-week period the student attains at least a 1.70 grade point average and does not receive more than one failure, and is not further sanctioned in any disciplinary proceeding, the student will again be eligible to fully participate.

In general, students must be in school at least half of a school day to participate in co-curricular activities. In certain circumstances, this may be waived by the Middle School Director.

Marshall School Athletics Statement

As an important part of the Marshall educational experience, the athletic program's purpose is to provide meaningful athletic experiences for students, coaches, spectators and officials. Individual and team sports enhance physical, mental and emotional development.

See Athletic Handbook for details.

Marshall Outdoor Recreation and Education Program (M.O.R.E.)

Currently, fifth, sixth, and seventh graders participate in outdoor experiences at different sites such as Camp Widjiwagan in Ely and the Audubon Center as part of the MORE program. These trips are opportunities for students to explore their northern ecological environment and strengthen their peer relationships. Participation in these programs is strongly encouraged as it is an important connection to the learning that goes on in the classroom.

The school will also be exploring outdoor opportunities for students in all grade levels.

MARSHALL COMMUNITY AND GENERAL INFORMATION

Parent Information

Marshall aims to keep parents informed about various aspects of school life. To meet this goal, weekly emails are sent from the middle school office, a bi-weekly e-newsletter is sent from the head of school office and a newsletter, Marshall School News, is mailed to homes each month. The school calendar and other relevant information is kept current on the Marshall School web site at www.marshallschool.org.

Reminders of special events (conferences, parent events, etc.) are often emailed to parents. Academic reports are mailed quarterly. Tuition statements are mailed monthly. It is important that the School has current mailing and email addresses and phone numbers in order to maintain communication. Families requiring correspondence to parents at different addresses should notify the Middle School office.

Interfaith Services

Students are given the opportunity to attend regularly scheduled all-faith chapels. Chapels are presided over by the school chaplain and student volunteers who celebrate Marshall's commitment to peace and justice in prayer, music and inspired readings. Some chapels are all-school, others are exclusive to the upper or middle school. Parents and staff are always welcome to attend and participate as fully as they would like.

Health Services

The Health Center is staffed by a licensed school nurse and a health educator from 8:00 a.m. through 2:00 p.m. while school is in session. The Health Center staff maintains the personal health information of students. Health information is shared on a "need-to-know" basis among the faculty and staff of the school and with medical service providers in an emergency. The Health Center staff makes every reasonable effort to maintain the privacy of the personal health information of its students.

Physical Exam

All students entering 7th grade are required to have a physical examination performed by a physician the summer preceding their enrollment in 7th grade. Students who are transferring to Marshall from out of state are also required to have a current physical on file with the Health Center.

Medication

For the health and wellness of all students, the school nurse must be advised of all prescription drugs to be consumed during the school day. If a student needs to take medication during the school day, the guidelines below must be followed:

- The medication must be in the properly labeled pharmacy container.
- A written note from the parent/guardian giving school personnel authority to administer the medication in school must accompany the medication.
- If the medication is to be given for more than 2 weeks, a statement from the prescribing physician is required. The physician's statement shall include the name of the medication, dose and time to be given at school, the reason the medication is prescribed, and any side effects to be aware of.
- Over the counter medication must be presented in the original labeled container as purchased from the pharmacy. An authorization form that requires a parent signature and a physician signature is available in the Health Center.

Questions about the above guidelines should be directed to the school nurse.

Any distribution of medication to other students will be handled as drug abuse. Where drug and alcohol dependence is suspected, a professional evaluation is required.

Parking

Parents will use the main parking lot. Individuals who park in violation of parking regulations will typically receive a written warning for a first offense, a fine (\$25.00) for a second offense, or towing (at owner's expense). Cars parked in violation of fire lanes will be subject to immediate towing (no warning). Cars found parked on the upper ramp, lower circle, bus parking area or behind the school during school hours may be towed at the owner's expense or fined \$25.00. Suspicious cars may be subjected to towing, and the owner subject to a fine. For safety and liability reasons, Marshall reserves the right to enforce these regulations firmly.

Transportation

Under the Minnesota Fair Bus Act, transportation is provided at no cost to all Marshall students residing within the Duluth school district boundaries and outside of a two-mile limit. The Duluth school district governs the service. Students are reminded that having the right to ride a school bus is a privilege that must be respected. Proper behavior while riding on a school bus is imperative for the ultimate safety of everyone. Bus safety instruction is provided annually for students in grades 5-10. The school will forward a copy of misconduct reports received from the bus company to parents.

Safety Drills

At the first sign of an actual or potential life threatening or otherwise serious emergency, contact the nearest teacher, administrator or other school staff person to request assistance. If you need emergency assistance and you are unable to locate school personnel, call 911.

Fire Drills

When the fire alarm sounds, teachers, students, administration, and staff must leave the building immediately.

If you are attending a regularly scheduled class:

- Exit the building with your teacher following the plan for fire drills.
- Move to assigned evacuation locations. If exit is blocked, use the next closest exit situated away from the emergency.
- When you arrive at your evacuation location, report to your teacher so he/she knows you have safely exited the building.
- If you were not with a teacher when the fire alarm sounded, report to the nearest teacher at the evacuation location.
- Wait for an administrator to notify you when it is safe to enter the building.
- In some cases, you may be instructed to move to the Mars–Lakeview Hockey Arena for your safety.
- Follow the administrator or teacher’s direction for the safest route to the Arena. Once in the arena, report to your teacher so he/she knows you have safely arrived at the Arena.
- Remain in the Mars–Lakeview Hockey Arena until otherwise notified.

If classes are not in session and the fire alarm rings:

- Exit the building using the closest available safe exit.
- Staying a safe distance from the building, proceed to the closest gathering point as indicated on the attached map.
- Once you have arrived at the closest gathering point, follow the instructions of the administrator on duty.
- In the event that an administrator does not reach your gathering point, follow the instructions of the teacher who takes charge of that area and proceed to the Mars–Lakeview Hockey Arena according to the instruction given.

Please note: In certain cases you may be advised by an administrator to ignore fire alarms. You should follow the evacuation procedures outlined above in response to a fire alarm unless an administrator specifically informs you that you are not to do so.

Lockdown in Classrooms

Three short bells will signal that there is a potential danger inside the building and that the building needs to be locked down.

If class is in session:

- Leave your desk and take position away from the door so that you are not visible to someone in the hallway.
- Do not leave the room.
- Remain in the room until an administrator informs you of the next actions or tells you when it is safe to resume classes.

If classes are not in session:

- Move to the nearest available classroom, gymnasium, library or computer laboratory. If an adult has not reached the room, shut the door, turn off the lights, and take a position away from the door so you are not visible to someone in the hallway.
- Do not leave the room.
- Remain in the room until an administrator informs you of the next actions or tells you when it is safe to leave the room.

Lockdown in Hallways

In some situations, the classrooms will not provide the best protection for students or adults in the building. In these cases, **five** short bells will indicate that there is potential danger outside the building and adults and students need to move to the hallways.

If classes are in session:

- Follow your teacher's instruction. Take a position with your back against the lockers or wall facing the interior of the building.
- Remain there until an administrator assigned to each section of the building informs you of the next required actions or when it is safe to return to normal activities.

If classes are not in session:

- Move to the nearest position in the hallways away from glass windows.
- Remain there until an administrator assigned to each section of the building informs you of the next required actions or when it is safe to return to normal activities.

Lunch Program

Students may bring a brown bag lunch or buy any part of the hot lunch menu. Lunch and beverages are available to all at posted prices. Lunch is served in the cafeteria daily and students are expected to eat in the cafeteria unless arrangements have been made by teachers for special activities.

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A hot lunch program is provided daily in the dining hall. In addition to hot lunch selections, a salad bar, assorted cold salads, soup, cold sandwiches, fruit, yogurt, juice and milk are available daily. Our Dining Services uses a computerized checkout system and parents are asked to make a deposit into their child's lunch account. Payments should be made separate from other payments made to Marshall School. A notation should be made on the check with the student's name and the family ID number. Checks should be sent to Marshall School, Attn: Business Office. The school also accepts credit card payments in the amount of \$100 or more for deposit in lunch accounts. Students may purchase a complete hot lunch for \$ 2.85 or ala carte items at posted prices. Students are able to track their balances daily and are encouraged to do so. Accounts may not go below \$ 2.85, the 2006-2007 price for the daily special. If a balance goes below \$ 2.85, students will be offered a limited lunch.

Presently, there is a \$5.00 per day limit on what middle school students may purchase. If you would like the limit lowered, please contact Dining Services Director Dean Korach. Lunch prices are posted in the cafeteria and on the monthly menu distributed to students.

Marshall School Library Media Center

Hours: Monday-Friday 7:30 a.m. – 4:00 p.m.

Mission of the Marshall School Library Media Center

To ensure that all students and faculty at Marshall become effective, self-reliant, life-long users of information, ideas and technology within an environment where diversity, responsibility and teamwork are valued.

Lending Policy

- Fiction: Three weeks
- Non-Fiction: Three weeks
- Magazines: One week

Items can be renewed. Students cannot check out reference books.

There is a copying machine in the library for student use. The cost is 10 cents per copy.

Overdue Books and Materials

Library borrowing privileges will be suspended for students with overdue books. At the end of the school year, items not returned will be considered lost and the student will be charged its replacement value.

Library Computers

Students are bound by the "Acceptable Use Policy for Computer Network Use" as stated in the handbook. The Library Media Center enforces all guidelines in the Student and Parent Handbook.

Choice After School Program

Because we understand the importance of safety and supervision of students when the school day ends, Marshall has introduced an after school program entitled "Choice." Middle school students who remain on campus after 3:15 p.m. and are not under the direct supervision of a faculty or staff member are expected to participate in the Choice program. The components of the 2006-2007 program include:

- 3:15 - 4:00 p.m. Respite (free to all middle school students)
Students are allowed to buy snacks or bring a snack from home and participate in quiet activities (board games, quiet visiting, reading, etc.).

7th & 8th graders may choose to socialize in the front hallway and gym foyer. Students should not be on the playground or parking lot areas unsupervised.
- 4:00 - 5:30 p.m. Options may include fee-based enrichment activities or a free supervised homework room.

If students wish to attend an athletic contest on campus, they are asked to bring a note from their parent granting them permission to attend the athletic event. Students should present the note to the Choice supervisor and sign out with him/her.

Middle School Student Council

The middle school student council, comprised of 7th and 8th graders, is elected in the fall of each year. Students are asked to self-nominate themselves for consideration. The student council is responsible for planning activities such as dances, movie nights, etc. for their classmates, as well as serve as a sounding board for student ideas and concerns.

Social Activities

Social activities are planned for students throughout the year. Generally, 5th and 6th graders will plan activities together and 7th and 8th graders plan activities together. 5th and 6th graders may not attend 7th and 8th grade activities and vice versa. Middle School students are not permitted to attend any Upper School social activities.

Snow Days

If school has been canceled due to bad weather, it will be announced early in the morning on local radio and television stations. When bad weather requires closing of the School prior to the end of the school day, the safety of students will be the highest priority in arranging transportation home. Parents are asked to use their best judgment during bad weather conditions. If road conditions at the student's home prevent safe travel to school, parents should keep their student home regardless of school being open for classes. Parents are expected to call the school under these circumstances.

Lost and Found

All articles found in the School are to be turned in to the Middle School Office. Anyone who loses an article should claim it in the Middle School Office.

MARSHALL PARENT ORGANIZATION

All parents are urged to actively support the School in accord with their time and talent. Active parents groups include the Performing Arts Boosters, Athletic Boosters, Parent Auction Committee, Academic Boosters, Admissions, Annual Fund, Faculty and Staff Support, Volunteers, Friends of the Library, and Middle School Committee. Parents are called upon throughout the year to help with admissions, development, the library, and supervision of students on field trips and at dances and sporting events. Parents are also called upon to chair and serve on various committees.

PARENT TO PARENT

The Marshall School Parent Organization encourages parents to join each other in their initiative called Parent to Parent which encourages communication, support for each other in promoting age-appropriate social activities, and discourages illegal use and abuse of chemicals by their sons and daughters.

Members of Parent to Parent agree to:

- Communicate by telephone regarding activities of Marshall students.
- Always (and actively) support their sons'/daughters' parties.
- Have only chemical-free activities for their sons/daughters and their sons'/daughters' guests.
- Support established Marshall policies and state laws regarding the use of chemicals.

Membership information is distributed in the fall of each school year.

ADMISSIONS AND FINANCIAL AID

Families wishing to have a child apply for admission to Marshall are encouraged to contact the Admissions Office to request an application. A completed application, transfer of records, admission test, and a student visit/interview, along with the appropriate fee, are required before an admission decision may be made.

Families interested in applying for financial aid must submit a completed application form along with the processing fee to School and Student Services for Financial Aid (SSS). A copy of the completed form must be submitted to Marshall School by the priority deadline of March 1, 2007. A copy of each parent's 2006 tax returns must also be submitted to the Admissions Office by April 1, 2007. Each parent, whether married, divorced, separated or never married, must complete the financial aid process. Only students enrolled at Marshall School are offered financial aid. Newly

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enrolled students to Marshall School will be offered financial aid after their enrollment contract is received. Please contact the Admissions Office for a full copy of the school's financial aid policy.

DEVELOPMENT OFFICE

Independent schools depend upon an active development program which supports current and new programs for students. The Development Office works with the MPO, Board of Trustees, and the faculty and staff in seeking funds for operational expenses not covered by tuition. The annual fund and auction seeks broad based financial support from all constituencies including the business community and alumni.

Contact John Gustafson for more information regarding development efforts and how you can become involved in this essential and rewarding work.

GRADE LEVEL ADVISORS

An essential role of the middle school grade level advisors is to work with the middle school director to create a healthy sense of community and identity within each grade level. The 2006-2007 grade level advisors are:

Grade 5:	Wanda Birnbaum
Grade 6:	Scott Kylander-Johnson
Grade 7:	Michelle Bonderer
Grade 8:	Barry Wolfe

CO-CURRICULAR ACTIVITIES

- Middle School Student Council –TBD
- Japanese Culture and Study Club – Tom Buck
- Jr. High Math League - Michelle Bonderer
- Science Club - Wanda Birnbaum
- Spelling Bee – Scott Kylander-Johnson
- Geography Bee - Barry Wolfe
- Math Club - Wanda Birnbaum
- Tech Team – Tom Buck
- Lego League – Tom Diener

BOARD OF TRUSTEES

The major policy decisions, and financial and facilities management of the School are entrusted to the Marshall Board of Trustees. Board members include community leaders, parents, alumni, and friends of the School.

2006-2007 Board of Trustees

President, Brian Murphy '76
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Julia N. Marshall
John F. McGrath
Robert J. Rich '36
John M. Runquist

MARSHALL SCHOOL STAFF

Head of School Office

Marlene M. David Head of School
Amber Kern Administrative Assistant

Upper School Office

John Haire Upper School Director
Julie LaFond Administrative Assistant

Middle School Office

Karen Snyder Middle School Director
Gwen Faith Administrative Assistant

College Guidance Office

Katie Voller-Berdan College Guidance Director
Jennifer Mass Administrative Assistant

Admissions Office and Public Relations

Christa Knudsen Admissions
Director
Amy Geissler Administrative Assistant

Development Office

John Gustafson Development Director
Kim Holland Development Associate
Sarah Perry-Spears Alumni Director
Debora Joyce Administrative Assistant

Business Office

Annie Hagen Business Manager
Linda Gross Student Accounts
Jami Charon Accounts Payable
Holly Mattinen Payroll and Benefits
Marlene Havron Receptionist

Athletic Department

David Homstad Athletic Director
Peggy McGregor Administrative Assistant

Technology

Tony Lockhart Technology Director
Ben Gagne Technology Specialist

Library

Tere Dawson Librarian

Counseling

Mark Hughes US Counselor
Robin Florestano MS Counselor

Health Center

Dianne Kuiti Nurse
Laura Lembke Health Educator

Dining Services

Dean Korach Food Service Director
Denise Nelson Food Service Assistant
Jody Jezierski Food Service Assistant
Janice Martin Food Service Assistant

Operations Management

Joe Houle Operations Supervisor
Tim Britton Maintenance
Joe Burcar Custodian
Vinnie Ventling Custodian
Bruce Nemece Maintenance
Donald King Maintenance

MARSHALL SCHOOL FACULTY

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Tina Alcalá.....	Religious/Ethical Studies	Dave Johnson	5 th /6 th Grade
Bill Alexander*	Band	Scott Kylander-Johnson	5 th /6 th Grade
Chico Anderson*	Religious/Ethical Studies	Heidi Labyad	French
Heather Anderson	Science	Anita Larson*	Social Studies
Scott Arntson*	Math	Tony Lockhart.....	Social Studies
Julie Ball	Social Studies	Marta Maddy.....	Religious/ Ethical Studies
Wanda Birnbaum	5 th /6 th Grade	Nathan Mattson	English
Michelle Bonderer	Math	Greg Mirau*	PE/Health
Tom Buck*.....	Computer Science	Mary Moline*.....	Spanish
Karen Burmeister	Art	Susan Nygaard*.....	English
Anne Castle.....	Math	Miriam O'Brien.....	German
Michael Clabaugh.....	History and Religious/Ethical Studies	Nance O'Brien.....	Spanish
Tom Diener	Science	Lois O'Leary	After school program
Lori Durant.....	English	Paul Pearson	Math
Tiffanie Ellis.....	PE/Health	Kristine Peterson	Band
Rojean Flaherty	5 th /6 th Grade	Lance Rhicard.....	English
Brandy Forsman	Science	Dave Risdon.....	Orchestra
Lynn Fryberger.....	Math	Terry Schoer.....	PE/Health
Don Gramke.....	Social Studies	Fred Sippel	Social Studies
Ann Grover.....	German	David Vosen*	Science
Ken Hanson*	Art	Donna Walker.....	Math
Kathy Hermes.....	Science	Larry Weber	Science
Linda Herron	French	Mary Whitlock	Choir
Dorothy Johns.....	English	Matt Whittaker	English
		Barry Wolfe.....	Geography

* Department Head