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MISSOURI DEPARTMENT OF ELEMENTARY AND SECONDARY EDUCATION
FEDERAL GRANTS AND RESOURCES
PO BOX 480, JEFFERSON CITY, MO 65102-0480
1003(g) SCHOOL IMPROVEMENT GRANT (SIG)
Project Dates: February 29, 2012 to June 30, 2013
CFDA Number 84.388A
Federal Award Number S388A100026A

ORIGINAL

DIRECTIONS

Mail the completed form postmarked or delivered by Friday, December 16, 2011 to: Federal Grants and Resources, Missouri Department of Elementary and Secondary Education, PO Box 480, Jefferson City, MO 65102-0480.

Questions, contact Federal Grants and Resources: Phone: (573) 526-3232; Fax: (573) 526-6698; or e-mail to: webreplysig2010@dese.mo.gov; Visit the Department's website at: dese.mo.gov

DEPARTMENT'S APPROVAL - FOR DEPARTMENT USE ONLY

Department AUTHORIZED REPRESENTATIVE	SIGNATURE	DATE	TOTAL APPROVED
			$

SECTION I. - LEA/DISTRICT AND PROGRAM CONTACT INFORMATION

LEA/DISTRICT/AGENCY NAME			COUNTY-DISTRICT CODE
South Pemiscot Co. R-V School District			078-005
NAME OF BOARD-AUTHORIZED REPRESENTATIVE Stan Templeton	ADDRESS 611 Beasley Road		Steele, MO 63877
E-MAIL ADDRESS stempleton@southpem.k12.mo.us		TELEPHONE NUMBER 573-695-4426	573-695-4427
NAME OF GRANT CONTACT	ADDRESS		CITY, STATE, ZIP
E-MAIL ADDRESS		TELEPHONE NUMBER	FAX NUMBER
NAME OF LEA TURNAROUND OFFICER (if known)	ADDRESS		CITY, STATE, ZIP
E-MAIL ADDRESS		TELEPHONE NUMBER	FAX NUMBER

SECTION II. - ASSURANCES

A local educational agency (LEA)/District must include the following assurances in its application for a School Improvement Grant.

Check the boxes in this table to include the assurances in this application.

The LEA/District must assure that it will—

X If selected, attend the mandatory Capacity Interview held January 31, 2012 in Jefferson City, MO with the required LEA/District personnel;

X Use its School Improvement Grant to implement fully and effectively an intervention in each Tier I and Tier II school that the LEA/District commits to serve consistent with the final requirements;

X Establish annual goals for student achievement on the State's assessments in both reading/language arts and mathematics and measure progress on the leading indicators in section III of the final requirements in order to monitor each Tier I and Tier II school that it serves with school improvement funds, and establish goals (approved by the SEA) to hold accountable its Tier III schools that receive school improvement funds;

☐ If it implements a restart model in a Tier I or Tier II school, include in its contract or agreement terms and provisions to hold the charter operator, charter management organization, or education management organization accountable for complying with the final requirements; and

X Report to the SEA the school-level data required under section III of the final requirements.

SECTION III. - WAIVERS

Missouri has requested waivers of requirements applicable to the LEA's/District's School Improvement Grant. An LEA/District must indicate which of those waivers it intends to implement.

The LEA/District must check each waiver that the LEA/District will implement. If the LEA/District does not intend to implement the waiver with respect to each applicable school, in an attached document, the LEA/District must indicate for which schools it will implement the waiver.

X Extending the period of availability of school improvement funds.

Note: Missouri has requested a waiver of the period of availability of school improvement funds, that waiver automatically applies to all LEAs/Districts in the State.

☐ "Starting over" in the school improvement timeline for Tier I and Tier II Title I participating schools implementing a turnaround or restart model.

☐ Implementing a schoolwide program in a Tier I or Tier II Title I participating school that does not meet the 40 percent poverty eligibility threshold.

LEA/District approval for the Department to provide direct services:

x The LEA/District approves the Department's use of grant funds to provide improvement services directly to the LEAs/Districts and schools.

SIGNATURE OF BOARD-AUTHORIZED REPRESENTATIVE	DATE
Stan Templeton	12/16/11
SIGNATURE OF SUPERINTENDENT (if other than Authorized Representative)	DATE

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SECTION IV. - LEA/DISTRICT YEAR ONE TOTAL BUDGET & SUPPORTING DATA

This is the total of Year One Pre-Implementation, Implementation and Administration budgets for all building and district activities.

YEAR ONE SIG FUNDS	6100 Certificated Salaries	6150 Non-Certificated Salaries	6200 Employee Benefits	6300 Purchased Services	6400 Materials & Supplies	6500 Capital Outlay	6600 Other	TOTAL
1100 Instruction *1003(g) SIG*								
1200 Supplemental Instruction (Title I) *1003(g) SIG*								
2100 Non-Instructional Support Services *1003(g) SIG*								
2200 Professional Development *1003(g) SIG*								
2600 Planning and Evaluation *1003(g) SIG*								
3000 Community Services *1003(g) SIG*								
Program Costs Subtotal *1003(g) SIG*								
Indirect Costs								
Administrative Costs *1003(g) SIG*								
ADMINISTRATIVE COSTS SUBTOTAL *1003(g) SIG*								
GRAND TOTAL *1003(g) SIG*								

SECTION IV. - LEA/DISTRICT YEAR ONE TOTAL BUDGET & SUPPORTING DATA (continued)

SUPPORTING DATA	FTEs					
	Teachers (60)	Paras (80)	Ancillary Personnel (90)	Guidance Personnel (50)	Other Pupil Services (70)	General Supervisor (30)
Instructional Staff						
Supplemental Instruction						
Preschool						
Class Size Reduction						
Neglected/Delinquent Institution Supplemental Instruction						
Other Staff						
Instructional Coach						
Reading Recovery Teacher Leader						
School/Home Coordinator						
Language Translator						
Guidance Counselor						
Transition Case Manager						
Turnaround Officer						
TOTAL						

SECTION V. - SCHOOLS TO BE SERVED

An LEA/District must include the following information with respect to the schools it will serve with a School Improvement Grant.
An LEA/District must identify each Tier I, Tier II, and Tier III school the LEA/District commits to serve and identify the model that the LEA/District will use in each Tier I and Tier II school.

					INTERVENTION (TIER I AND II ONLY)			
SCHOOLNAME	NCES ID #	TIER I	TIER II	TIER III	TU	RE	CL	TR
South Pemiscot High	292853001764		X					

Notes:

1. TU - TURNAROUND, RE - RESTART, CL - CLOSURE, TR - TRANSFORMATION
2. An LEA/District that has nine or more Tier I and Tier II schools may not implement the transformation model in more than 50 percent of those schools.
3. The Department will provide each LEA/District with a list of the schools that are eligible to be served in Tiers I, II, and III. The LEA/District will indicate in the application which schools it intends to serve and which intervention it intends to implement in the selected Tier I and Tier II schools.

SECTION VI.A. - LEA/DISTRICT/BUILDING YEAR ONE STRATEGIES AND ACTIVITIES TEMPLATE *(COPY AS NEEDED)*

List the strategies from the LEA/District implementation plan and school plans that support the selected interventions and improvement activities at the LEA/District level and for each school to be served. Relate the strategies and activities from the plans to the budget codes from the budget template and complete a budget for the LEA/District and each school the LEA/District has committed to serve. Include references to the Goals, Objectives, Strategies, and Action Steps that direct the implementation of the intervention and improvement activities. Include the Year One Pre-implementation Budget in this grid, if applicable.

LEA/DISTRICT/BUILDING NAME	COUNTY-DISTRICT - BUILDING CODE
SOUTH PEMISCOT HIGH SCHOOL	078-005-1050

Budget Codes	Related Strategies and Activities
1100 Instruction	
1100 Instruction *1003(g) SIG*	Academic Coach to provide analysis of data and eMints trainer for the high school and provide professional development in eMints.
1200 Supplemental Instruction (Title I)	
1200 Supplemental Instruction (Title I) *1003(g) SIG*	Accelerated Reader software and STAR reading software. After-school tutoring.
2100 Non-Instructional Support Services	
2100 Non-Instructional Support Services *1003(g) SIG*	Student incentives for grades, attendance, behavior, and Accelerated Reader. ACT Summer Program Senior College Field Trips Teacher Incentive Fund – Meeting attendance goals and other incentives as approved by committee and superintendent. Technology – Table PCs for students and staff, storage carts, apps. Media Center Enhancements – Library checkout automation, license fees, update library titles, dedicated server for automation software, computers for library, computer tables. Classroom computer and tables. Document cameras. Periodicals for library. Teacher materials and supplies to implement HYS and differentiaion in the classroom.
2200 Professional Development	
2200 Professional Development *1003(g) SIG*	New Teacher Orientation. Elbow to Elbow – vendor providing instructional coaching and professional development and primary implementation partner. Harry Wong Effective Teacher series and The First Days of School. Ruby Payne speaker on Raising Achievement with 9 Systemic Processes.

	Regional Professional Development Center – SmartBoard and I-pad training, data team training, school planning institute, instructional strategies/active engagement strategies training, Common Core standards training.
2600 Planning and Evaluation	
2600 Planning and Evaluation *1003(g) SIG*	Purchase of Acuity, grades 9-12.
3000 Parent Involvement	
3000 Parent Involvement *1003(g) SIG*	Activities and supplies for the Parent Community Resource Center.
Administrative Costs	
Administrative Costs *1003(g) SIG*	

SECTION VI.B. - LEA/DISTRICT/BUILDING BUDGET TEMPLATE *(COPY AS NEEDED)*

Use this template to enter required school and LEA/District budget totals to be submitted with the LEA/District SIG application. Complete a budget for the LEA/District and each school for each year of the three year grant period and any pre-implementation funds the district may request.

Check the box below that applies to this budget template.(Check only one box)

X PRE-IMPLEMENTATION	☐ YEAR ONE IMPLEMENTATION	☐ YEAR TWO IMPLEMENTATION	☐ YEAR THREE IMPLEMENTATION

LEA/DISTRICT/BUILDING NAME	COUNTY-DISTRICT - BUILDING CODE
SOUTH PEMISCOT HIGH SCHOOL	078-005-1050

Year One 2012-13	6100 Certificated Salaries	6150 Non-Certificated Salaries	6200 Employee Benefits	6300 Purchased Services	6400 Materials/ Supplies	6500 Capital Outlay	6600 Other	TOTAL
1100 Instruction								
1100 Instruction *1003(g) SIG*								
1200 Supplemental Instruction(Title I)								
1200 Supplemental Instruction(Title I) *1003(g) SIG*								
2100 Non-Instructional Support Services								
2100 Non-Instructional Support Services *1003(g) SIG*								
2200 Professional Development								
2200 Professional Development				57,600				57,600

1003(g) SIG								
2600 Planning and Evaluation								
2600 Planning and Evaluation *1003(g) SIG*								
3000 Community Services								
3000 Community Services *1003(g) SIG*								
Administrative Costs								
Administrative Costs *1003(g) SIG*								
Program Costs Subtotal (Not including *1003(g) SIG*)								
***1003(g) SIG* Subtotal**								
Grand Total								**57,600**

SECTION VI.B. - LEA/DISTRICT/BUILDING BUDGET TEMPLATE *(COPY AS NEEDED)*

Use this template to enter required school and LEA/District budget totals to be submitted with the LEA/District SIG application. Complete a budget for the LEA/District and each school for each year of the three year grant period and any pre-implementation funds the district may request.

Check the box below that applies to this budget template.(Check only one box)

☐PRE-IMPLEMENTATION	XYEAR ONE IMPLEMENTATION	☐YEAR TWO IMPLEMENTATION	☐YEAR THREE IMPLEMENTATION

LEA/DISTRICT/BUILDING NAME	COUNTY-DISTRICT - BUILDING CODE
SOUTH PEMISCOT HIGH SCHOOL	078-005-1050

Year One 2012-13	6100 Certificated Salaries	6150 Non-Certificated Salaries	6200 Employee Benefits	6300 Purchased Services	6400 Materials/ Supplies	6500 Capital Outlay	6600 Other	TOTAL
1100 Instruction	795,000		277,925	78,000	151,000			1,301,925
1100 Instruction *1003(g) SIG*	45,000		14,298			11,420		70,718
1200 Supplemental Instruction(Title I)								
1200 Supplemental Instruction(Title I) *1003(g) SIG*								
2100 Non-Instructional Support Services	80,000		18,000		2,880			100,880
2100 Non-Instructional Support Services *1003(g) SIG*	5,000		823		317,063	75,000		397,886
2200 Professional Development				10,000				10,000
2200 Professional Development *1003(g) SIG*	1,200			382,625	1,810			385,635
2600 Planning and Evaluation								
2600 Planning and Evaluation *1003(g) SIG*					2,115			2,115
3000 Community Services				12,000	2,500			14,500
3000 Community Services *1003(g) SIG*					10,000			10,000
Administrative Costs								
Administrative Costs *1003(g) SIG*								
Program Costs Subtotal (Not including *1003(g) SIG*)								
***1003(g) SIG* Subtotal**								
Grand Total	926,200		311,046	482,625	487,368	86,420		2,293,659

SECTION VI.B. - LEA/DISTRICT/BUILDING BUDGET TEMPLATE *(COPY AS NEEDED)*

Use this template to enter required school and LEA/District budget totals to be submitted with the LEA/District SIG application. Complete a budget for the LEA/District and each school for each year of the three year grant period and any pre-implementation funds the district may request.

Check the box below that applies to this budget template.(Check only one box)

☐PRE-IMPLEMENTATION	☐YEAR ONE IMPLEMENTATION	XYEAR TWO IMPLEMENTATION	☐YEAR THREE IMPLEMENTATION

LEA/DISTRICT/BUILDING NAME	COUNTY-DISTRICT - BUILDING CODE
SOUTH PEMISCOT HIGH SCHOOL	078-005-1050

Year One 2013-14	6100 Certificated Salaries	6150 Non-Certificated Salaries	6200 Employee Benefits	6300 Purchased Services	6400 Materials/ Supplies	6500 Capital Outlay	6600 Other	TOTAL
1100 Instruction	795,000		277,925	78,000	151,000			1,301,925
1100 Instruction *1003(g) SIG*	45,000		14,298			3,671		62,969
1200 Supplemental Instruction(Title I)								
1200 Supplemental Instruction(Title I) *1003(g) SIG*								
2100 Non-Instructional Support Services	80,000		18,000		2,880			100,880
2100 Non-Instructional Support Services *1003(g) SIG*	5,000		823		154,478			160,301
2200 Professional Development				10,000				10,000
2200 Professional Development *1003(g) SIG*				332,625	200			332,825
2600 Planning and Evaluation								
2600 Planning and Evaluation *1003(g) SIG*								
3000 Community Services				12,000	2,500			14,500
3000 Community Services *1003(g) SIG*					10,000			10,000
Administrative Costs								
Administrative Costs *1003(g) SIG*								
Program Costs Subtotal (Not including *1003(g) SIG*)								
***1003(g) SIG* Subtotal**								
Grand Total	925,000		311,046	432,625	321,058	3,671		1,993,400

SECTION VI.B. - LEA/DISTRICT/BUILDING BUDGET TEMPLATE (COPY AS NEEDED)

Use this template to enter required school and LEA/District budget totals to be submitted with the LEA/District SIG application. Complete a budget for the LEA/District and each school for each year of the three year grant period and any pre-implementation funds the district may request.

Check the box below that applies to this budget template.(Check only one box)

PRE-IMPLEMENTATION	☐YEAR ONE IMPLEMENTATION	YEAR TWO IMPLEMENTATION	XYEAR THREE IMPLEMENTATION

LEA/DISTRICT/BUILDING NAME	COUNTY-DISTRICT - BUILDING CODE
SOUTH PEMISCOT HIGH SCHOOL	078-005-1050

Year One 2014-15	6100 Certificated Salaries	6150 Non-Certificated Salaries	6200 Employee Benefits	6300 Purchased Services	6400 Materials/ Supplies	6500 Capital Outlay	6600 Other	TOTAL
1100 Instruction	795,000		277,925	78,000	151,000			1,301,925
1100 Instruction *1003(g) SIG*	45,000		14,298			3,700		62,998
1200 Supplemental Instruction(Title I)								
1200 Supplemental Instruction(Title I) *1003(g) SIG*								
2100 Non-Instructional Support Services	80,000		18,000		2,880			100,880
2100 Non-Instructional Support Services *1003(g) SIG*	5000		823		76,478	23,000		105,301
2200 Professional Development				10,000				10,000
2200 Professional Development *1003(g) SIG*				332,625	200			332,825
2600 Planning and Evaluation								
2600 Planning and Evaluation *1003(g) SIG*								
3000 Community Services				12,000	2,500			14,500
3000 Community Services *1003(g) SIG*					10,000			10,000
Administrative Costs								
Administrative Costs *1003(g) SIG*								
Program Costs Subtotal (Not including *1003(g) SIG*)								
***1003(g) SIG* Subtotal**								
Grand Total	925,000		311,046	432,625	243,058	26,700		1,938,429

SECTION VI.B.i. - LEA/DISTRICT/BUILDING BUDGET TEMPLATE *(COPY AS NEEDED)*

Use this template to enter the school year 2011-2012 detailed school budget (the year before interventions are implemented and supported by SIG funds). Funds listed would include all Federal, state and local revenue sources.

LEA/DISTRICT/BUILDING NAME					COUNTY-DISTRICT - BUILDING CODE			
SOUTH PEMISCOT HIGH SCHOOL					078-005-1050			
Year One 2012-13	6100 Certificated Salaries	6150 Non-Certificated Salaries	6200 Employee Benefits	6300 Purchased Services	6400 Materials/ Supplies	6500 Capital Outlay	6600 Other	TOTAL
1100 Instruction	795,000		277,925	78,000	151,000			1,301,925
1200 Supplemental Instruction(Title I)								
2100 Non-Instructional Support Services	80,000		18,000		2,880			100,880
2200 Professional Development				10,000				10,000
2600 Planning and Evaluation								
3000 Community Services				12,000	2,500			14,500
Administrative Costs								
Program Costs Subtotal								
Grand Total	875,000		295,925	100,000	156,380			1,427,305

SECTION VI.C. - LEA/DISTRICT/BUILDING YEAR ONE BUDGET ITEMIZATION *(COPY AS NEEDED)*

Check the box below that applies to this budget itemization. (Check only one box)

X PRE-IMPLEMENTATION	☐ PRE-IMPLEMENTATION ADMINISTRATIVE COSTS	☐ YEAR ONE IMPLEMENTATION	☐ YEAR ONE IMPLEMENTATION ADMINISTRATIVE COSTS

LEA/DISTRICT/BUILDING NAME	COUNTY-DISTRICT - BUILDING CODE
SOUTH PEMISCOT HIGH SCHOOL	078-005-1050

BUDGET ITEMIZATION	GRANT FUNDS REQUESTED
6100: Certificated Salaries	
6100 Subtotal	$
6150: Non-Certificated Salaries	
6150 Subtotal	$
6200: Employee Benefits *(optional categories)* FICA Medicare Retirement (Teacher or Non-Teacher) Health, Life, and/or Dental Insurance Other Benefits	
6200 Subtotal	$
6300: Purchased Services Elbow to Elbow – vendor providing instructional coaching and professional development and primary implementation partner.	57,600
6300 Subtotal	$57,600
6400: Materials/Supplies	
6400 Subtotal	$
6100-6400 Subtotal	$57,600
Indirect Cost Optional (Restricted Rate: ____% X Subtotal)	$
6500: Capital Outlay	

6500 Subtotal	$
TOTAL	$57,600

SECTION VI.C. - LEA/DISTRICT/BUILDING YEAR ONE BUDGET ITEMIZATION *(COPY AS NEEDED)*

Check the box below that applies to this budget itemization. (Check only one box)

☐ PRE-IMPLEMENTATION	☐ PRE-IMPLEMENTATION ADMINISTRATIVE COSTS	X YEAR ONE IMPLEMENTATION	☐ YEAR ONE IMPLEMENTATION ADMINISTRATIVE COSTS

LEA/DISTRICT/BUILDING NAME	COUNTY-DISTRICT - BUILDING CODE
SOUTH PEMISCOT HIGH SCHOOL	078-005-1050

BUDGET ITEMIZATION	GRANT FUNDS REQUESTED
6100: Certificated Salaries	
Academic Coach to provide analysis of data and eMints trainer for the high school and provide professional development in eMints.	45,000
Teacher Incentive Fund – Meeting attendance goals and other incentives as approved by committee and superintendent.	5,000
Professional development.	1,200
6100 Subtotal	$51,200
6150: Non-Certificated Salaries	
6150 Subtotal	$
6200: Employee Benefits *(optional categories)*	
FICA	
Medicare	725
Retirement (Teacher or Non-Teacher)	7,500
Health, Life, and/or Dental Insurance	6,896
Other Benefits	
6200 Subtotal	$15,121
6300: Purchased Services	
Elbow to Elbow – vendor providing instructional coaching and professional development and primary implementation partner.	374,400
Motivational speaker – Raising Achievement with 9 Systemic Processes	4,500
Regional Professional Development Center – Smartboard and Ipad training, data team training, school planning instate, instructional strategies/active engagement strategies training, common core standards training	3,725
6300 Subtotal	$382,625
6400: Materials/Supplies	

Acuity	2,115
Supplies for new teacher orientation	200
At-risk/parent involvement coordinator activities and supplies	10,000
Student incentives for attendance, grades, behavior, and AR	15,000
ACT Summer School	318
Senior College Field Trips	2,700
Table PCs or 300 students and 24 staff	129,600
5 storage carts	20,000
Apps for download (324)	12,960
Update library titles	50,000
25 computer tables for Library	6,875
26 computer tables for classroom	7,150
13 document cameras	5,460
Periodicals for library	1,000
Teacher materials and supplies for High Yield Strategies and differential instruction	66,000
The Effective Teacher dvd series	710
The First Days of School – 20 copies	700
6400 Subtotal	**$330,788**
6100-6400 Subtotal	**$779,734**
Indirect Cost Optional (Restricted Rate: ____% X Subtotal)	**$**
6500: Capital Outlay	
Dedicated server for automation software	4,000
Computers for library	25,000
Library/Media Checkout Automation	8,000
Computers for classrooms	38,000
Accelerate Reader software and Star Reading Software	11,420
6500 Subtotal	**$86,420**
TOTAL	**$866,154**

SECTION VII. – PROJECT NARRATIVE/PLAN

Provide a project narrative/plan and documentation specifically addressing each item outlined in the following sections in accordance with Title I, Section 1003(g). All items must be addressed. All narrative/plan and documentation must be organized as listed below. If multiple buildings are included in this application, the narrative/plan must be provided for each building served.

Achievement in the core academic areas and graduation rate are both low for South Pemiscot High School students. The percent of students scoring proficient or above on the MAP Communication Arts test was 41.7% and on the Mathematics exam was 41.8%. The graduation rate for the district was 86.5% last year. Needs identified for improvement according to the evidence and documentation reviewed indicates the following: 1) A need to improve in instructional design and delivery, 2) A need to develop and implement the intended curriculum to eliminate gaps and overlaps, and 3) A need to strengthen the home/school connection where high expectations exist.

South Pemiscot High educators have overwhelmingly agreed to support and implement strategies to

improve teacher practice and student achievement. An external partner will serve as the lead agent and assist with the Transformation of South Pemiscot High. Elbow 2 Elbow Educational Consulting (E2E) will provide weekly job embedded professional development to school leadership and staff in improvement strategies aimed at increasing student achievement. A School Improvement Specialist will work side by side with the principal to implement school improvement strategies and support school leadership for full implementation of the SIG proposal. Utilizing data to inform instruction and implementing a system of continuous curriculum review will be the first area for implementation. Designing and delivering effective lessons that include research-based instructional strategies that allow for differentiation of instruction is an additional strategy of priority. Realizing that our students need additional supports to meet the rigorous achievement goals, and After School Program and a Summer School Program will be implemented. To support existing staff and staff new to South Pemiscot High a New Teacher Orientation will be provided. This will be the first step in creating the professional learning community for South Pemiscot educators. Development of a Communication Arts and Mathematics curriculum and assessments that are aligned to Missouri Grade Level Expectations must occur. An Academic Coach will be hired to work side by side the E2E Specialists to lead and support the Transformation of South Pemiscot High. Once the curriculum is aligned and assessments are created, a system of remediating deficiencies and providing interventions to targeted students must be implemented. A system of identification and interventions will be put in place to target students at-risk of failing to achieve proficiency or graduate. South Pemiscot believes that the home can and should serve as a viable partner in offering supports to students identified as at-risk. To this end, the already existing At Risk Coordinator will expand to become the At-Risk/Parent Involvement Coordinator. Multiple opportunities will be offered to engage parents in the educational process in meaningful ways. To coordinate grant efforts, assist with monitoring of activities and reporting a Project Manager will be hired. The Project Manager will keep the newly formed School District Improvement Team informed monthly regarding progress and implementation toward SIG goals.

SECTION VII.A. - NEEDS AND CAPACITY

Needs Analysis

In November of 2011, as a part of an extensive needs analysis, the South Pemiscot Co. R-V School District implemented a root cause analysis to determine the underlying issues affecting low academic achievement with respect to the MAP and EOC exams at South Pemiscot High. South Pemiscot High has been designated at a Tier II School. South Pemiscot Elementary, the elementary feeder school for South Pemiscot High has been designated as a Tier III school. There are no schools in the South Pemiscot Co. R-V School District with the designation as a Tier I school.

South Pemiscot High School is a rural high school located in Pemiscot County, Missouri. At present, South Pemiscot High serves 300 students in grades 7-12. According to the Missouri Department of Elementary and Secondary Education, the student population consists of 24.9% African American, 2.3% Hispanic, 72.8% White and 15% are students with disabilities. The percentage of students eligible for free and reduced price lunch is 59.9% and the attendance rate is 93.4%. The graduation rate at South Pemiscot High is 86.5% which is a 3.9% increase from 2010 and a 9.8% increase from 2009. The school presently has 14 total classrooms which includes 3 classrooms for students with special needs. One computer lab is avaliable to teachers to take their students in as needs determine. There is one library that is utlized by all students and staff. The district will open a new building for the 2012-2013 school term. This new building will house 7 classrooms, 1 computer lab and the Media Center. The exisiting High School building contains 12 classrooms and the Alternative School.

Discussions relative to the development of the SIG application indicate a willingness to change and a desire to improve levels of learning for students in the South Pemiscot Co. R-V School District. The administration and staff believe that with thoughtful actions implemented the achievement gaps between African American students and White students can be eliminated and all students at South Pemiscot High can reach the 92% achievement target by 2013.

Implementation of this plan will allow for systems to be put in place that support the development of highly effective instructional leaders and teachers who believe that success is possible and are committed to delivering a quality education to ALL students.

The five overarching goals as a part of the Missouri planning, budget, and reporting system were considered in the anlysis. Information was obtained through document reviews, interviews with school board members, administrators, teachers and students, and surveys with parents, community members and students.

Student performance data was evaluated using achievement data from Missouri Department of Secondary and Elementary Education – Missouri Comprehensive Data System.

Finding #1

Goal 1: Student Performance

In 2011, 41.7% of the students at Pemiscot High were proficient in Communication Arts and 41.8% were proficient in Mathematics. The achievement target for Communication Arts was 75.5% and Mathematics was 72.5%. This data represents a deficiency of 33.7% in Communicaton Arts and 30.7% Mathematics. Additionally, there is a significant achievement gap between White and African American students in both subjects.

According to the Missouri Assessment Program Adequate Yearly Progress report the Communication Arts proficiency rate of 41.7% for 2011 indicated a gain of .1% from 2010 for All Students. Enrollment was 312 in 2008 and remained steady at 304 for 2009 and 2010. MAP results for Mathematics performance indicates that 41.8% of students reached the proficient level. The gap between African American and White students has remained steady since 2008 with White students performing an average of 24 % better than African American students each year. Students receiving Free and Reduced lunch rates scored an average of 15% lower than White students since 2006.

School improvement efforts and plans for improvement have failed to address the gap between African American and White students and the overall achievement levels of students has not increased. To kick off Transformation of South Pemsicot High School and signal that a change is coming, a motivational speaker will be secured to encourage the staff and faculty to persue knew strategies, be better educators and expect from themselves and their students. In addition to the motivational speaker, South Pemiscot High staff will engage in a year study of effective teaching practices using The Effective Teacher resources authored Dr. Harry Wong.

Finding #2

Goal 2: Highly Qualified Staff;

Goal 3: Facilities, Support and Instructional Resources

Data are not consistently analyzed to determine the needs of individual student populations, and teachers need assistance and support in implementing research-based instructional strategies across all content areas. Additionally, the school program and curriculum lacks consistent differentitation of instruction for targeted students.

Teacher and administrator interviews, a professional development needs assessment survey for staff, a student perception survey and a review of Look 2 Learning Classroom Walkthrough reports led to this key finding. A professional development survey completed by the staff supported the finding that teachers need support in implementation of research based strategies that engage students in the learning. A survey conducted in May 2011 revealed that on a scale of 0 to 5, teachers rated "Increasing Student Engagement" a 4 in terms of need and "Addressing Needs of Low Achieving Students" received a rating of 3.83, while "Strategies for Working With At-Risk Students" received a rating of 3.5. Professional development opportunities for teachers have been offered onsite or at the Regional Professional Development Center. Teachers do not feel their needs are truly being met using the one shot workshop approach. The professional development is either non-specific to their grade and content area or there is no support for implementation once they return back to their own classroom. This was supported by the student survey that was administered to 129, 7th and 8th grade students and then for 172, 9th through 12th grade students. Forty-five percent of the 7th – 8th grade students reported they were not asked to use pictures, graphs, maps or charts to present information. Likewise, 46% of the students in grades 9-12 reported the same. Forty-nine percent of the 7th and 8th grade students reported they were not asked to identify similarities and differences as assignments. Thirty percent of the students in grades 9-12 indicated they were not asked to summarize new material and 32% reported they were not given opportunities to work in small groups. The Look 2 Learning Classroom Walkthrough report, explained in detail below, supports this finding in that Similiarities and Differences were observed during classroom walkthroughs 0%, and Learning with Others was observed 45% of the time.

The principal utilizes the Look 2 Learning walkthrough protocol to obtain a snapshot of teaching and learning at any given time throughout the instructional day. The principal visits the classroom, takes a snapshot

of 2-4 minutes by recording data on a checklist regarding effective instructional practices and teacher and student behaviors. Look 2 Learning is a research-based tool that allows schools to improve student achievement, generate data on learning, focus school improvement efforts, and begin discussions about enhancing classroom practices. The principal is able to collect data and look for patterns and trends on curriculum alignment, levels of thinking, qualities of student work, learner engagement, and the instructional cycle. A review of data obtained from the Look 2 Learning Classroom Walkthrough protocol indicates that 63% of the time the level of thinking was at the low level, 36% of the time it was recorded at the high level and 0% of the time student thinking was at the high level of thinking. Only 1% of the time was it observed that students were introduced to the lesson through teacher utilization of an anticipatory set. Student activities included listening 36%, reading 0%, worksheets 27%, writing 18%, discussion 18%, similarities and differences 0%, reinforcing effort / providing recognition18%, nonlinguistic representations 0% and generating and testing hypotheses 0%. Inconsistent with the level of thinking data reported earlier was the finding on the Look 2 Learning report that indicates 45% of the time students are using manipulatives or involved in hands on experiences. This data supports the need for professional development on high yield strategies.strategies as well as strategies for differentiation in the classroom.

At the present time, no formal intervention program for struggling students exists. The data shows that Black males have a lower graduation rate at South Pemiscot High than any other group. A lunch program called ZAP (Zeros Are Not Permitted) occurs at lunch daily. Targeted students are those that have made zeros on their present class work. Program participation is mandatory and is only offered in math. Approximately 5 to 10 students attend daily. No after school program exists to support students identified in need of additional assistance.

Finding #3

Goal 1: Student Performance

Goal 2: Highly Qualified Staff

Goal 5: Governance and Leadership

A review of the achievement data, Look 2 Learning Classroom Walkthrough reports, professional development needs assessment, superintendent, principal and teacher interviews indicate a need to a) identify gaps and overlaps in the curriculum and b) align the curriculum horizontally and vertically.

Few opportunities for collaboration exist. Departments are not organized into Professional Learning Communities. Interviews with school leadership revealed that teachers have attended workshops and conferences on curriculum alignment, but little has been done truly address the gaps and overlaps that are evident and consistent with low academic performance. The intended and taught curriculum must align. With the introduction of Common Core, all work on curriculum has ceased until final decisions regarding the state plan for implementation of Common Core are made public.

At present, the work of aligning the curriculum has consisted of alignment of Grade Level Expectations with the textbook. The textbook still serves as the curriculum and the Grade Level Expectations are matched as appropriate to the chapters of the book.

Student achievement data indicates that the curriculum being taught lacks rigor and is below grade level standards. The is supported by the lack of high yeild instructional strategies observed during classroom walkthroughs and in formal observations. Additionally, this is consistent with the level of student thinking in the classroom as the Look 2 Learning Classroom Walkthrough reports indicate that students thinking is at the low level 63% of the time and at the middle level 36% of the time.

Finding #4

Goal 4: Parent and Community Involvement

Goal 5: Governance and Leadership

The home/school connection must be strengthened.

Findings were based on information obtained through teacher and administrator interviews and parent surveys.

Parent surveys revealed that 27% of the parents disagreed or strongly disagreed with the following statements: 1) Parents are asked for input about school decisions, 2) Our school has a program that teaches and

reinforces student self-discipline and responsibility, and 3) Discipline in my child's school is handled fairly. Administrator interviews revealed that most communication with the parents is in regards to discipline or behavior issues. Four days are set aside each year for parent/teacher conferences. Additionally, there is a Senior Parent Meeting held each year in Janurary to discuss financial aid for college and/or vocational school. Progress reports are sent home four times each year. Two sessions of Open House are scheduled to inform parents of policies and procedures in the handbook, class schedules are given to students and parents have the opportunity to meet the teacher and tour the buildings. An addition to the session involving the 9th grade students is a review of the credits to graduate.

Parents have access to the Tyler Student Information System. Through this system parents can access information on their student in regards to attendance, discipline, grades and even lunch debt. The site is accessible through the homepage of the district website.

Teachers indicate they would welcome more support for the academic program from parents and that more could be done to involve parents. At present, a group known as SP4SP (South Pemiscot Parents for South Pemiscot) has been organized and volunteers come to school on a regular basis and assist where needed. Often times, this is making copies for teachers or assisting in the office. South Pemiscot eductors realize they could do more to involve parents in meaningful ways.

Fiscal and Budget Analysis

The South Pemiscot Principal and Superintendent analyzed the budget for South Pemiscot High to determine how the funds allocated were being utilized. Most of the funds allocated to the school are in salaries and benefits of certificated personnnel. This amount includes the At-Risk Coordinator. An amount is allocated to materials and supplies for the regular education program and vocational education. Textbooks and various memberships for the High School as well as extra curricular actvities and clubs such as chearleading, quiz bowl and the art club are also a part of the budget expenditures.

The complete budget for South Pemiscot High School is available in Appendix B.

Methods used to Gather the Data and Determine Findings

Data was obtained from a variety of sources. Student performance data was obtained from the Missouri Assessment Program (MAP) in Communication Arts and Mathematics. See Appendix A for a complete analysis of the data. Administrator and teacher interviews were conducted that helped to narrow the focus and determine the specific needs for the identified goals. One principal, one assistant principal and 15 staff members participated in the surveys and contributed information that led to the findings above. Twenty-seven parent surveys were returned. All of the data sources were utilized to determine if evidence could be found that supported the notion of gaps and overlaps in the curriculum. See Appendix B for a summary of the documents and data sources reviewed to include: Teacher attendance data, teacher survey data, administrator survey data, School Improvement Plan, MAP Report, Look 2 Learning Walkthrough data, classroom observation data, technology audit report, and teacher lesson plans.

Recent School Improvement Initiatives

At-Risk/Parent Coordinator

An At-Risk/Parent Coordinator is on staff two days a week at South Pemiscot High. Through this program, communication with parents is initiated for the purpose of resolving issues surrounding student abseenteeism, behavior, school –work habits or other infractions of concern to the teacher. Although this program has yielded positive benefits for South Pemiscot students, the proposed enhancements will provide services needed by our patrons.

SP4SP

This program is comprised of a group of parents that has organized themselves and volunteer on a regular basis at the school. Volunteer activities include assisting in the office, making copies for teachers and other tasks as needed.

Summer School

A summer school program has been offered for students in grades 7 through 12. The program ended in 2011 due to lack of attendance. The staff saw the need for the program, but it was not well attended by students. Records show that students would start the program and then drop-out after a week or two. The only students required to attend were 7th and 8th grade students that had failed a course and were facing being retained in their present grade. As a part of the summer program, a two week ACT class was held for the purpose of preparing students for the examination and approximately 20 students attended each summer. South Pemiscot composite ACT score for the 2011 test administration was 21.3. This is on ly .3 behind that state composite score of 21.6. An additional offering at summer school was the A+ program. Students attending this program most likely needed to recover a credit in order to graduate.

Acuity InFormative Assessment

The district has purchased the Acuity InFormative Assessments program. In years past, all 7th and 8th grade students have participated. Acuity Assessments are designed to help teachers improve student learning and the results obtained should drive instruction. At present, the assessments are administered 3 times a year. Once the students completes the assessment, the program generates a learning prescription. Students then log on to the computer and work through the practice assignments based on their own unique prescription. While the program was utilized to assess students to determine areas of strength and weakness, the data was not utilized by the classroom teacher to improve instruction or provide additional interventions for students falling below proficiency.

Students in grades 9-12 did not participate in the Acuity InFormative Assessment program. These students participated in a MAP Prep Class. Students would rotate through a series of classes in science, language arts, and math designed to improve their performance on the MAP exam. While the spirit in which this program was started was commendable for South Pemiscot educators, the success of the program was determined by the effectiveness of the teacher to deliver an engaging and aligned curriclum. School leadership and staff made the

decision to abandon the MAP Prep Class and would like to utilize the Acuity InFormative Assessment program implemented as intended to yield positive results for South Pemiscot High students.

School Reach Instant Parent Contact

The School District has utilized the the School Reach Instant Parent Contact program for the past three years. This electronic phone program will inform parents of events held at the school site, inclement weather and make various other announcements throughout the year. The phone system has the capability of being utilized for immediate notification to parents when students are absent or tardy. District administration is exploring implementation of this component as an effort to strengthen the home/school connection.

Selected Intervention: Transfomation Model

The South Pemiscot Co. R-V School District has selected the Transformation Model as the model of best fit for South Pemiscot High School. Through a collaborative process between key stakeholders to include parents, administrators, teachers, students and school board members, goals, objectives, strategies and actions were developed.

The district office staff is capable and committed in the support of this model. The staff is experienced and has extensive expertise to advise and assist throughout the process. The district office administration currently is formulating and making plans to put into place a more structured management system for the district. The LEA recognizes that assistance at all levels is needed to improve South Pemiscot High and is committed to supporting the lead and support partners as improvement strategies are implemented. The district further commits to being an active partner and monitor the improvement activities on a weekly basis. Weekly electronic reports from our external partner, Elbow-2-Elbow Educational Consulting (E2E) will be reviewed by the district office instructional staff. Progress monitoring meetings with the newly formed District School Improvement Team and the South Pemiscot High Leadership Team will occur monthly and will include a review of documentation relative to implementation of SIG activities. Plans for providing additional support as needed in identified areas will be provided by appropriate district level personnel.

A new leader will not be selected, as South Pemiscot High selected a new principal last year. During this short time, the current principal has made many positive changes. The school culture has improved under her leadership and an emphasis on improving learning outcomes for South Pemiscot High students exists. E2E School Improvement Specialist will provide job-embedded professional development to the principal aimed at building capacity as an effective instructional leader equipped with the necessary tools to: monitor teaching and learning, create a positive school culture, communicate/collaborate effectively with parents and community partners, create a safe, secure and engaging environment for staff and students and demonstrate a vision of success for the school.

The district developed the process as well as the criteria for the determination for the External Provider to support the needs and goals of the Transformation Model. A team including representatives from both school and district, familiar with the reform initiatives currently in place will ensure that the communication network between the external provider, central office and the high school will be strong and supportive. All changes will be monitored and supported by the newly created District School Improvement Team. This team will work collaboratively with principals to support school level flexibility in budgeting, staffing and scheduling as well as the process and implementation of ensuring accountability for data-driven student outcomes.

Through implementation of this comprehensive approach to school improvement, teachers will be provided job embedded professional development in their content areas to learn and practice new skills for effective instructional planning and delivery utilizing research-based instructional strategies. Throughout this process they will receive observation, coaching and feedback for continued improvement. The development of South Pemiscot High as a true professional learning community will allow for necessary curriculum and assesment changes that must be made. Additionally, student learning will become the focus and the reason for all decisions made by South Pemiscot educators. Extended learning opportunities will be offered, as will an emphasis on graduation and post-secondary experiences. College field trips will be planned as a part of communicating the expectation of continuing education. Support staff is also needed to provide curriculum and instruction oversight. An Academic Coach will work closely with classroom teachers to plan and deliver

effective learning experiences for students. Additionally, the Academic Coach will provide guidance and oversight for the curriculum alignment necessary and implementation and support of Common Core.

Students not meeting achievement targets will be targeted for remediation utilizing Acuity and After School Programs. The 2011-2012 proposed schedule for South Pemiscot High allows for a 30 minute period daily for students to work on their prescriptive lessons as determined by the Acuity formative assessments. Through implementation of actions aimed at reaching out to parents and community as partners, we believe that success is possible. South Pemiscot High will become a place where student learning is the focus for administrators, teachers, students, parents and the community we serve.

In summary, South Pemiscot High School has had a history of inadequate student achievement with limited gains noted over the past several years. Past reform attempts have offered few visible returns. Care was taken in planning with South Pemiscot High School to ensure that the reform model chosen (Transformation) would align with the school's vision and mission. It is our belief that through implementation of this comprehensive approach to school improvement, the 92% achievement targets for South Pemiscot High students can be reached.

Goal 1: Student Performance

Objective 1: *By 2013, 92% of South Pemiscot High students will score proficient on MAP and EOC tests in Communication Arts and Mathematics.*

Strategies:

1) Job embedded professional development provided to administrators and teachers in the analysis and use of data to inform instruction and for continuous curriculum review **(Pre-implementation Activity)**

2) Job embedded professional development and support to teachers as they implement lessons that are aligned to the state learning expectations and the Common Core Curriculum, utilizing researched-based strategies that actively engage students in learning **(Pre-implementation Activity)**

3) Additional supports provided to students not meeting achievement targets to include After School Program and Summer School, incentives, technology and Media Center Enhancements **(Pre-implementation Activity)**

Action Steps

The South Pemiscot Co. R-V School District will partner with E2E Educational Consulting (services

explained in detail in Goal 2 section) to provide weekly job embedded professional development to school leadership and staff in the analysis and use of data to inform instruction. E2E Specialists will model research-based strategies based on teacher and student needs as identified through data analysis. Additionally, teachers will be guided and supported through the process of effective lesson design and delivery utilizing Missouri Grade Level Expectations and Common Core Standards. As a part of this comprehensive plan to increase student achievement at South Pemiscot High School, After School and Summer School programs are being proposed for implementation. As students are identified at-risk and targeted for interventions, the classroom teacher, principal and At-Risk/Parent Involvement Coordinator will work with parents to ensure student participation. Student identification for participation will be determined through analyzing Acuity InFormative Assessment reports and classroom grades. Additional supports will include the purchase of technology, Implementation of Accelerated Reader and enhancements to the Media Center to encourage reading and overall usage of the Media Center. An Academic Coach is proposed for hire with SIG funds. This position will provide support to staff in implementation of best practices to improve student achievement.

Goal 2: Highly Qualified Staff

Objective 1 *– By June 2012, the South Pemiscot R-V School District will have developed for implementation beginning August 2012, a program with multiple strategies aimed at attracting and retaining a highly qualified teaching staff.*

Strategies

1) Implement a New Teacher Orientation program for teachers new to South Pemiscot High

2) Partner with Elbow 2 Elbow Educational Consulting to provide job embedded professional development and support to the teaching staff and leadership to include support and implementation for Professional Learning Communities **(Pre-implementation Activity)**

3) Develop and implement a system of rewards for effective teachers and principals.

Action Steps

New Teacher Orientation (Goal 2, Objective 1, Strategy 1)

South Pemiscot High has approximately two new teachers each year. The teachers hired are included in the orientation process for the district, but it is not specific to the expectations of South Pemiscot High Leadership. This one day session will be specifically for new teachers and supporting department heads and used to build rapport, establish expectations for lesson design/delivery, school climate and classroom management, as well as daily procedures and information specific to South Pemiscot High School. New teachers will be better prepared to address the challenges the school faces if they are equipped with the necessary tools and if lines of communication are established from the first day of school.

Partner with Elbow 2 Elbow Educational Consulting (Goal 2, Objective 1, Strategy 2)

E2E Specialists will provide job embedded professional development to all staff members in their content area. Marzano's High Yield Instructional Strategies, Max Teaching Strategies and Kagan Structures will be modeled and utilized in planning of lessons for classroom delivery. Additionally, E2E Specialists will assist the school in forming Professional Learning Communities (PLCs) so as to foster collaboration between new and existing staff members and facilitate PLC discussions as a means of continuous growth focused on analysis of student achievement data and effective strategy implementation. Support for implementation of conducting effective observations and utilizing feedback to improve instruction will be provided to the leadership at South Pemiscot High. Assistance with developing teacher professional growth plans that relate to improving classroom practice will be provided.

The Professional Learning Community (PLC) concept will be fully developed at South Pemiscot High. Job embedded professional development and support to school leadership and teachers during PLC meetings and in the classroom to build capacity will be provided on:

- high yield instructional strategies

- lesson design and delivery that accommodates various learning styles.

- multiple intelligences and brain research to include learning activities that require students to complete assessment tasks that mirror state and national assessments.

- using inquiry learning as well as high order thinking and problem solving.

- standards based units of study and current research.

- protocols of analyzing student work in all content areas and grade levels.

- effective implementation of homework to include purpose, frequency, student perception, monitoring, authentic application, feedback and instructional follow-up that should follow assignments.

- collaboration between teachers as they develop units of study and lessons across content areas that are standards based and culturally responsive.

Teacher Incentive Program (Goal 2, Objective 2, Strategy 3)

To attract and retain a 'High Quality Staff' at South Pemiscot High, a Teacher Incentive Fund is proposed in this application. The Teacher Incentive Fund would allow the district to provide incentives to teachers such as paying for college course work that would immediately enhance their performance in the classroom, travel funds to attend conferences and providing stipends for teachers that assume extra responsibilities and roles needed to transform South Pemiscot High to a school of excellence. Additionally, teachers would be rewarded for meeting attendance goals. A committee will be developed for the purpose of determining the specifics of the Teacher Incentive Plan.

Goal 3: Facilities, Support, and Instructional Resources

Objective 1: *By June 2013, a Communication Arts and Mathematics curricula, corresponding assessments and a curriculum guide will be developed and implemented by 100% of the South Pemiscot High Communication Arts and Mathematics teachers.*

Strategies

1) Develop a Communication Arts and Mathematics curricula that includes corresponding assessments and curriculum guides **(Pre-implementation Activity)**

2) Utilize E2E Specialists and hire an Academic Coach to support teachers in analyzing data to inform Instruction **(Pre-implementation Activity)**

Action Steps

Curriculum and Assessment Review and Development (Goal 3, Objective 1, Strategy 1 & 2)

Finding #3 indicates a need to identify gaps and overlaps in the align curriculum horizontally and vertically. Low student performance on MAP and EOC exams support the notion that alignment of the curriculum is needed. Professional Learning Community meetings as explained in ***(Goal 2, Objective 1, Strategy 3)*** will serve as the format to accomplish this goal. The E2E Specialists and the Academic Coach will facilitate the process of alignment and ensure curriculum maps and curriculum guides are developed that are aligned vertically and horizontally to Missouri Grade Level Expectations and Common Core. Additionally, assessments to measure student progress will be developed by the E2E Specialist, Academic Coach and Content Area Department staff. The Academic Coach will serve on the South Pemiscot High School Leadership Team as well as the District School Improvement Team.

Objective 2: *By June 2013, South Pemiscot High School will provide interventions for 100% of the students identified as being at risk of dropping out or delayed graduation utilizing the Acuity InFormative Assessments program.*

Strategies

1) Fully implement the Acuity InFormative Assessment program in grades 7-12

2) Provide interventions to identified students

3) Develop and implement a Student Incentive Plan for attendance, positive behavior and grades **(Pre-implementation Activity)**

Action Steps

The Acuity Assessments will be fully utilized in grades 7-12 and data analysis will be an ongoing activity at

South Pemiscot High. Data from MAP and EOCs as well as Acuity Assessments will be utilized to inform instruction in the classroom and provide remediation to students in need of additional support. Data walls created will reflect the analysis of student level data. Targeted interventions will come in the form on the After School Program, Summer School, interactions with the At-Risk/Parent Involvement Coordinator and through utilization of the Acuity software, Accelerated Reader and the technology enhancements proposed in this application. A committee will be formed for the purpose of developing an incentive plan for students. The proposed plan would acknowledge improvement in grades, attendance, behavior, in addition to goals met with Acuity Assessments and Accelerated Reader. This incentive plan would serve as a motivational tool for students to participate in Accelerated Reader which will improve their overall reading level, attend school, adhere to procedures for discipline and give their best effort on the Acuity Assessments. Participation in these programs, attendance in school and improved behavior and motivation for learning will positively influence scholarship in the classroom.

Goal 4: Parent and Community Involvement/Engagement

Objective 1: *By September 2012, South Pemiscot Co. R-V School District will have established a Parent and Community Center at South Pemiscot High offering opportunities for partnerships with all community stakeholders as evidences by offerings, attendance, calendar of events and program/service announcements.*

Strategies

1) District Leadership will expand the responsibilities of the current At-Risk Coordinator

2) District leadership will initiate formation of a Parent and Community Center Council

3) The Parent and Community Center will provide needed services to community stakeholders

4) Student Led Conferences – process developed and implemented

Action Steps

The South Pemiscot District realized three years ago that an At-Risk Coordinator was necessary to provide services to students in need of additional support. However, the services provided were limited to making parent contacts regarding attendance, grades and behavior as needed. The district proposes to expand this program and utilize existing personnel due to the contacts and relationships already established between the present

coordinator and the families of South Pemiscot High students. This position will be renamed to include parental involvement. The position proposed will include working with the Superintendent of Schools to establish a Parent and Community Center Council and a Parent and Community Center to provide resources and services to families of South Pemiscot High students. The Parent and Community Center will be housed at South Pemiscot High School. The At-Risk/Parent Involvement Coordinator will also be an integral part of the Student Led Conferences process. Through this process, teachers, students and parents will be trained in a process of engaging in a review of learning on the part of the student. Intially, a small cohort of teachers, students and parents in grades 7 and 9 will be trained. The process will be expanded to additional classes and grades as implementation of the Student Led Conferences process progresses. E2E Specialists will provide training for the process.

Goal 5: Governance and Leadership

Objective 1: *District and school leadership will promote working relationships among the groups and partners committed to this intervention and will monitor the implementation of actions and expenditures as outlined in the SIG application and report progress on timelines, objectives, implementation of progress as evidenced by board of education reports and project manager reports.*

Strategy

1) A project manager will be hired by the District **(Pre-implementation Activity)**

2) A District School Improvement Team will be formed **(Pre-implementation Activity)**

3) Monthly meetings between all partners will occur

Action Steps

A Project Manager will be hired to oversee activities and report progress relative to meeting the established goals and objectives. Monthly updates of the School Improvement Grant will be provided to the South Pemiscot Co. R-V Board of Education. The role of the Project Manager will be to assist with facilitating communication among the district/school leadership, external partners and to monitor and report progress of implementation relative to the goals and objective as well as the timelines established. This person will report on implementation

of School Improvement Grant activities with fidelity and integrity.

The Project Manager will provide written monthly updates relative to established Quarterly Benchmarks to the Superintendent and monthly reports to the Board of Education.Throughout SIG implementation, the District School Improvement Team, project manager, supporting external partners, principal and school leadership team will meet quarterly to assess progress and review evidence of implementation, which will formulate mid-course corrections as needed. E2E Specialists will keep district leadership informed through a written report of progress submitted weekly.

A District School Improvement Team will be formed and meet monthly. The purpose of the team will be to monitor and support grant implementation of strategies and actions. The team will make recommendations for mid-course corrections as necessary. Members of the team are outlined in the evaluation section below.

Process for Ongoing Evaluation

The South Pemiscot Co. R-V School District will implement a self evaluation of the goals and objectives to include the signed assurances of the SIG application.

The self evaluation will include the analysis of each subgroup population's summative and formative assessments data to determine impact of grant objectives. Summative data will include standardized assessments of student achievement compared to South Pemiscot High School's baseline data and needs assessment data; pre- and post- teacher evaluation ratings based on the South Pemiscot Co. R-V School District Evaluation and Professional Growth Comprehensive Assessment Plan, and pre- and post- attitudinal surveys for teachers and students. Formative assessment data will be obtained from observations and interviews of PLC focus groups, classroom observations, lesson plan analysis and data from interim assessments.

Person Responsible: Dr. Stan Templeton, Superintendent

The LEA (District and School) will monitor implementation of the intervention model using a systematic process to include:

Formation of a District School Improvement Team to include Superintendent, Principal/Asst. Principals, Title I Coordinator, Academic Coach, E2E Specialists, At-Risk/Parent Involvement Coordinator, District Test Coordinator and Project Manager. Monthly District School Improvement Team meetings will occur. Utilizing the Benchmarks, Proposed Activities and Timelines as outlined in the SIG application, the Project Manager will provide, at each monthly meeting, written reports of progress toward meeting established outcomes for each Goal and Objective. A plan of action, relative to information reported, will be developed for implementation. Roles and responsibilities of the District School Improvement Team garnering additional resources and support to be provided at the district level and will include regular visitations to South Pemiscot High and direct participation in the Look 2 Learning Walkthrough protocol, PLCs, and School Leadership Team meetings. These roles and responsibilities for District Leadership Team members will be developed under the direction of the Superintendent of Schools.

E2E will submit agendas to the Superintendent, District Curriculum Coordinator, South Pemiscot High Principal/Assistant Principals, and Project Manager on Monday outlining weekly activities. E2E agendas are signed by school personnel at the end of the day. Since a debrief occurs at the end of each school visit where suggestions for administrator follow-up are given and the next visit is planned, the agendas merely serve as a reminder for the upcoming visit. Additionally, E2E Specialists will submit weekly written reports to the Superintendent and Project Manager outlining activities and challenges encountered the previous week.

The Project Manager will provide monthly updates relative to established Quarterly Benchmarks, proposed activities, and timelimes to the Board of Education. Throughout SIG implementation, the District School Improvement Team, project manager, supporting external partners, principal and school leadership team will meet quarterly to assess progress and review evidence of implementation, which will allow for making mid-course corrections as needed.

Sign in sheets from professional development trainings will be kept on file in the principals office.

It is the expectation of the District Leadership that a transformation of South Pemiscot High will occur. To that

end, the principal will be given reasonable authority to conduct activities necessary to meet that expectation.

This method of authenticated and scheduled progress monitoring of SIG activities will allow school and district leadership to make informed decisions regarding the district level of support needed for successful implementation of activities as outlined. Additionally, lack of commitment for improvement and unsatisfatory efforts towards improvement on the part of South Pemiscot High staff will be documented. Documentation will be used to make staff changes as necessary.

SECTION VII.B. - NOT SERVING ALL TIER I SCHOOLS

South Pemiscot High School is the only Tier II school in the district. South Pemiscot Elementary is a Tier III school. There are no Tier I schools in the district.

SECTION VII.C. - LEA/DISTRICT ACTIONS

To monitor progress and implementation of the identified interventions, the South Pemiscot Co. R-V School District, in cooperation with the selected external partner, identified the following benchmarks and performance expectations:

Performance Expectations

I. Performance expectations: Elbow 2 Elbow Educational Consulting

Responsible Staff Member: South Pemiscot Co. R-V Superintendent will be directly responsible and will coordinate oversight for implementation of job embedded professional development with South Pemiscot High School Principal.

Funding identified for Elbow 2 Elbow Educational Consulting: *1003g School Improvement Grant*

E2E will provide job-embedded professional development and technical assistance for 240 days during the grant period of March 2012 – June 2013 school year. Services will begin in March 2012. Benchmarks for the remainder of the current school term and the 2012-2013 school term are provided below.

School Improvement Support Services to be provided March 2012 – June 2013

1) Leadership support for the principal and school leadership team (School Improvement Specialist)- 70 days
2) Literacy Specialist Support for Communication Arts, Science and Social Sciences teachers- 80 days
3) Math Specialist support - 50 days
4) Library Media Specialist support - 20 days
5) Technology integration support - 20 days

Benchmarks for March 2012 – June 2012 – Pre-implementation Activities

I. Lead Partner Performance Expectations: Elbow 2 Elbow Educational Consulting

* School Improvement Specialist - Leadership support provided to school administration and leadership team - March 2012 – June 2012 - 10 days as scheduled according to need.
*Math Support provided March 2012 – June 2012 – 7 days as scheduled according to need
*Literacy Support provided March 2012 – June 2012 – 10 days as scheduled according to need
*Library Media Specialist Support provided March 2012 – June 2012 – 5 days as scheduled according to need

E2E Leadership Support – March 2012 – June 2012

*School Improvement Specialist support to school leadership and leadership team 10 days as scheduled for preparation and beginning implementation of SIG activities to include but not limited to: master schedule review, daily schedule review, monitor and support curriculum alignment review, monitor and support formative assessment development in math and communication arts, calendar SIG activities for the year, plan for professional development to be offered during August inservice and throughout the year, review the vision and mission of the school looking for evidence relative to those beliefs, observations of teaching staff, coordinate with district Technology Coordinator to order classroom and library computers, Tablet PCs and other technology related resources, assess current state of technology and begin repairs, wiring and installation of software, formation of Incentive Plan Committee and development of plan,

Measures of Progress: E2E Daily Agendas and Reports, minutes and sign in sheets from meetings, Master Schedule, Daily Schedule, August Professional Development Plan, order documents,

E2E Literacy/Mathematics Support – March 2012 – June 2012

* Math and Literacy Specialist support for appropriate content teachers – 10 days for Communication Arts and 7 days for Math to begin providing job embedded professional development, review of curriculum for gaps and overlaps, begin development of formative assessments, and analyze data from MAP assessments to determine areas of need.

***Measures of Progress*:** E2E Daily Agendas and Reports, minutes and sign in sheets from meetings, data analysis documents created

E2E Library Media Specialist Support - March 2012 – June 2012

*Library Media Specialist support provide to assist school Media Specialist – 5 days as scheduled for preparation of SIG activities to include order, scheduling of delivery and training for automation software, order and installation of Media Center computers, selection and ordering of book titles for library and ordering and installation of Accelerated Reader and STAR programs

Measures of Progress: E2E Daily Agendas and Reports, minutes and sign in sheets from meetings, order documentation, technology and software ordered and installed

Elbow 2 Elbow Educational Consulting
Quarterly Benchmarks for August 2012 to May 2013

1) Leadership support for the principal and school leadership team (School Improvement Specialist)- 60 days
2) Literacy Specialist Support for Communication Arts, Science and Social Sciences teachers- 70 days
3) Math Specialist support - 43 days
4) Library Media Specialist support - 15 days
5) Technology integration support - 20 days

1st Quarter Benchmarks

I. Lead Partner Performance expectations: Elbow 2 Elbow Educational Consulting

E2E Leadership Support

* 25% of the technical assistance completed as evidenced by E2E Reports and Daily Agendas
* Assistance with implementation of Missouri Comprehensive School Improvement Plan as evidenced by E2E Daily Agendas
* Data from interim assessments analyzed and data walls created
* Weekly Leadership meetings scheduled to focus on data, instructional delivery practices, student work and curriculum with agendas and minutes
* Technical assistance in effective instructional leadership practices provided to building administrator as evidenced by E2E Reports and Daily Agendas
* Technical assistance provided in the correct and complete implementation of Look 2 Learning Walk-Through protocol to include daily walkthroughs as evidenced by agendas and minutes of faculty meetings reviewing analyzed data with staff
* Action plans created for specific areas of improvement based on identified teacher and student needs
* Weekly PLCs with agendas and minutes
* Weekly classroom observations completed to include reflection conferences with teachers - weekly log of conferences to include areas of focus maintained
* Secured bids on classroom sets of books, computers and Tablet PCs
* Participated in planning of parental involvement/engagement sessions
* Assisted with implementation of New Teacher Orientation
* Assessed the needs of basic supplies needed for mathematics and literacy instruction and placed order

***Measures of Progress*:** E2E Daily Agendas and Reports, minutes and sign in sheets from meetings, order documentation, calendar of parenting sessions planned, agenda and sign in for New Teacher Orientation,

E2E Literacy/Mathematics Support

*25% of the technical assistance completed as evidenced by E2E Daily Agendas and Reports
* Evaluated present literacy and mathematics curriculum and determined degree of vertical and horizontal alignment as evidenced by meetings held with agendas and minutes and E2E Daily Agendas and Reports
* Identified curriculum gaps and overlaps in present literacy and mathematics curriculum and continue to ensure vertical and horizontal alignment as evidenced by meetings held with agendas and minutes and E2E Daily Agendas and Reports
* Development of a district curriculum/pacing guides in math and language arts as evidenced by development of monthly calendars of concepts and skills to be taught
* Analyzed instructional materials, resources, lesson design and delivery, multiple forms of data, and research-based practices in use as evidenced by E2E Daily Agendas and Reports
*Monitored and supported student centered instruction and development of individualized student plans to promote mastery ongoing throughout the year as evidenced by E2E Daily Agendas and Reports
* Assessed current use of high yield instructional strategies, techniques addressing various learning styles, higher order thinking and problem solving, multiple intelligences, and effectiveness of data disaggregation as evidenced by E2E Daily Agendas and Reports
* Introduced learning activities that require students to complete assessment tasks that mirror MAP and Common Core as evidenced by E2E Daily Agendas and Reports
* Established classroom management and organizational practices to ensure rigorous, relevant, uninterrupted, bell-to-bell instruction as evidenced by classroom as evidenced by E2E Daily Agendas and Reports, classroom observations and Look 2 Learning protocol data obtained during Walkthroughs
* Modeled High Yield strategies in classrooms and PLCs; share useful strategies as needed by teachers with particular GLE's as evidenced by E2E Daily Agendas and Reports and feedback forms from teachers
* Evaluated classroom assessments for rigor as evidenced by E2E Daily Agendas and Reports and minutes and sign in sheets from meetings with teachers
* Assisted teachers and Academic Coach in using state and supplementary resources to create assessments as evidenced by assessments created for classroom use
* Provided teachers with performance feedback after classroom observations and modeled strategies they incorporate in the classroom as evidenced by completed feedback forms
* Analyzed student data from formative assessments including both teacher-created and Acuity tests; provided instruction on planning for reteaching and remediation according to data as evidenced by E2E Daily Agendas and Reports, data analysis documents created and assessment wall developed
* Train first cohort of faculty, parents and students in student-led conference process as evidenced by agendas and minutes

***Measures of Progress*:** E2E Daily Agendas and Reports, minutes and sign in sheets from meetings, order documentation, calendar of parenting sessions planned, agenda and sign in for New Teacher Orientation, data wall, observations, Look 2 Learning Walkthrough data,

E2E **Library Media Specialist Support**

*25% of the technical assistance completed
* Media Center: Automated check-out system installed; initial training complete; novels ordered, processed, shelved as evidenced by order documentation and observations
* Independent Reading: Accelerated Reader (AR) purchased and installed; Accelerated Reader testing implemented in all English classes; lexile/grade level determined for each student (STAR testing);
* Completed classroom elements: student orientation; student documentation procedures; student testing guidelines; student orientation into STAR and AR testing; parent notification of procedures
* Completed elements: inventories of current novels; novel lists compiled and ordered per grade level based on STAR Reading Inventory/Missouri Grade Level Expectations/ Common Core Standards
* Periodicals: Inventory current subscriptions; research possibilities for all disciplines: interest surveys of students/faculty/administration complete
* Technology: Tablet PC training complete for English and Math teachers; iBooks/Kindle downloaded; procedures for applications designed, documentation determined, implementation guidelines completed

***Measures of Progress*:** E2E Daily Agendas and Reports, minutes and sign in sheets from meetings, order documentation, calendar of parenting sessions planned, agenda and sign in for New Teacher Orientation, data wall, observations, Look 2 Learning Walkthrough data

E2E Technology Integration Support

* 25% of Technology Integration Support completed
* Supported teachers integrating technology in lesson design and delivery to enhance instruction

***Measures of Progress*:** E2E Daily Agendas and Reports, minutes and sign in sheets from planning sessions with teachers and professional development sessions, Look 2 Learning Walkthrough data

2nd Quarter Benchmarks

I. Lead Partner Performance expectations: Elbow 2 Elbow Educational Consulting

E2E Leadership Support

* 50% of the technical assistance completed as evidenced by E2E Daily Agendas and Reports
* Assisted with implementation of the Missouri Comprehensive School Improvement Plan as evidenced by E2E Daily Agendas and Reports
* Data from interim assessments analyzed and data walls updated
* Weekly Leadership meetings scheduled to focus on data, instructional delivery practices, student work and curriculum with agendas, sign in documentation and minutes
* Technical assistance in effective instructional leadership practices provided to building administrator as evidenced by E2E Daily Agendas and Reports
* Technical assistance in the correct and complete implementation of Look 2 Learning Walk-Through protocol to include daily walkthroughs as evidenced by E2E Daily Agendas and Reports and data reports created

* School Leadership Action Plans created for specific areas of improvement based on identified teacher/student needs are updated to reflect current needs as evidenced by Action Plan documentation
* Weekly PLCs with agendas and minutes
* Weekly classroom observations completed to include reflection conferences with teachers to include a weekly log of conferences to include areas of focus
* Technology walkthroughs conducted to assess technology integration in lesson delivery

***Measures of Progress*:** E2E Daily Agendas and Reports, minutes and sign in sheets from meetings, order documentation, calendar of parenting sessions planned, agenda and sign in for New Teacher Orientation, data wall, observations, Look 2 Learning Walkthrough data

E2E Literacy and Mathematics Support

* Assisted teachers in the development of lesson plans and individual student plans that are prioritized and sequenced to promote mastery learning in every classroom
* Monitored strategic use of district curriculum/pacing guides in conjunction with data on Total Instructional documents in content areas.
* Provided job-embedded professional development (modeling in classrooms and one- on-one or small group coaching) in literacy and math with a focus on effective utilization of instructional materials, resources, lesson design and delivery, multiple forms of data analysis, and research-based practices
* Provided varied student-centered instructional practices and individualized student plans to promote mastery learning in each classroom
* Facilitated professional development and coaching to address use of high yield instructional strategies, techniques addressing various learning styles, higher-order thinking and problem solving, multiple intelligences, and effectiveness of data disaggregation
* Provided feedback and additional support to teachers in the use of authentic assessments and rubrics that mirror the Misouri Grade Level Expectations and Common Core Standards
* Monitored classroom management and organizational practices to ensure rigorous, relevant, uninterrupted, bell-to-bell instruction
* Student-Led Conferences held and additional students trained

***Measures of Progress*:** E2E Daily Agendas and Reports, minutes and sign in sheets from meetings, order documentation, calendar of parenting sessions planned, agenda and sign in for New Teacher Orientation, data wall, observations, Look 2 Learning Walkthrough data

E2E Library Media Specialist Support

*50% of the technical assistance completed
* Media Center: Automated check-out system reviewed; second phase training complete; data analyzed for checkout of new novels; nonfiction print resources ordered
* Independent Reading: Accelerated Reader implemented in all English classes; second testing for lexile/grade level updated; data from second STAR testing analyzed and presented to full faculty; determinations based on data for next steps
* Periodicals: Subscriptions completed, received, available to students/ faculty; research possibilities for all disciplines: interest surveys of students/faculty/administration complete

* Technology: Tablet PC usage data analyzed; Kindle usage data analyzed; next steps designed for spring semester

***Measures of Progress*:** E2E Daily Agendas and Reports, minutes and sign in sheets from meetings, order documentation, calendar of parenting sessions planned, agenda and sign in for New Teacher Orientation, data wall, observations, Look 2 Learning Walkthrough data

E2E Technology Integration Support

* 50% of Technology Integration Support completed
* Supported teachers integrating technology in lesson design and delivery to enhance instruction

***Measures of Progress*:** E2E Daily Agendas and Reports, minutes and sign in sheets from planning sessions with teachers and professional development sessions, Look 2 Learning Walkthrough data

3rd Quarter Benchmarks

I. Lead Partner Performance expectations: Elbow 2 Elbow Educational Consulting

E2E Leadership Support

* 75% of the technical assistance completed
* Assisted with implementation of the South Pemiscot High Comprehensive School Improvement Plan
* Data from interim assessments analyzed and data walls updated
* Weekly Leadership meetings scheduled to focus on data, instructional delivery practices, student work and curriculum to include agendas and minutes
* Technical assistance in effective instructional leadership practices provided to building administrator
* Technical assistance in the correct and complete implementation of Classroom-Walk-Through to include daily walkthroughs
* School Leadership Action Plans created for specific areas of improvement based on identified teacher/student needs are updated to reflect current needs
* Weekly PLCs with agendas and minutes
* Weekly classroom observations completed to include reflection conferences with teachers - weekly log of conferences to include areas of focus
* Completed ACT Saturday School implementation plan

***Measures of Progress*:** E2E Daily Agendas and Reports, minutes and sign in sheets from meetings, order documentation, calendar of parenting sessions planned, agenda and sign in for New Teacher Orientation, data wall, observations, Look 2 Learning Walkthrough data

E2E Literacy and Mathematics Support

* Monitored the use of instructional calendars, lesson plans, and individual student plans
* Increased development and implementation of creative approaches to instructional materials, resources, lesson

design and delivery, multiple forms of data, and research-based practices
*Facilitated professional development to include PLCs and provided job-embedded coaching to address use of high yield instructional strategies, techniques addressing various learning styles, higher order thinking and problem solving, and multiple intelligences, and effectiveness of data disaggregation
* Provided feedback and additional instruction to teachers as teachers used authentic assessments and rubrics to complete assessment tasks that mirror Missouri Grade Level Expectations and Common Core Standards
* Provided techniques for electronically sharing of lesson plans, curriculum maps, total instructional alignment documents, and sample strategies
* Student-Led Conferences held and additional students trained

***Measures of Progress*:** E2E Daily Agendas and Reports, minutes and sign in sheets from meetings, order documentation, calendar of parenting sessions planned, agenda and sign in for New Teacher Orientation, data wall, observations, Look 2 Learning Walkthrough data

E2E Library Media Specialist Support

*75% of the technical assistance completed
* Media Center: Automated check-out system reviewed; nonfiction print resources ordered, processed, shelved; data compiled for fiction and nonfiction print usage
* Independent Reading: Accelerated Reader implemented in all classes across-the-curriculum; third testing for lexile/grade level update/increase; data from third STAR testing analyzed and presented to full faculty; determinations based on data for next steps
* Periodicals: Usage documentation created; usage data reviewed; determined needs based on data
* Technology: additional applications researched; lessons designed using new applications

***Measures of Progress*:** E2E Daily Agendas and Reports, minutes and sign in sheets from meetings, order documentation, calendar of parenting sessions planned, agenda and sign in for New Teacher Orientation, data wall, observations, Look 2 Learning Walkthrough data

E2E Technology Integration Support

* 75% of Technology Integration Support completed
* Supported teachers integrating technology in lesson design and delivery to enhance instruction

***Measures of Progress*:** E2E Daily Agendas and Reports, minutes and sign in sheets from planning sessions with teachers and professional development sessions, Look 2 Learning Walkthrough data

4th Quarter Benchmarks

I. Lead Partner Performance expectations: Elbow 2 Elbow Educational Consulting

E2E Leadership Support

* 100% of the technical assistance completed
* Assisted with implementation of the South Pemiscot High Comprehensive School Improvement Plan
* Data from interim assessments analyzed and data walls updated
*Weekly Leadership meetings scheduled to focus on data, instructional delivery practices, student work and curriculum to include agendas and minutes
* Technical assistance in effective instructional leadership practices provided to building administrator
*Technical assistance in the correct and complete implementation of Classroom-Walk-Through to include daily walkthroughs
* School Leadership Action Plans created for specific areas of improvement based on identified teacher/student needs are updated to reflect current needs
*Weekly PLCs with agendas and minutes
*Weekly classroom observations completed to include reflection conferences with teachers - weekly log of conferences to include areas of focus
*Incentive Plan monitored by committee to include feedback from teachers and students with adjustments made as needs determine
* Developed an ACT Saturday School implementation plan as evidenced by completed ACT Saturday School Plan

Measures of Progress: E2E Daily Agendas and Reports, minutes and sign in sheets from meetings, order documentation, calendar of parenting sessions planned, agenda and sign in for New Teacher Orientation, data wall, observations, Look 2 Learning Walkthrough data

E2E Literacy and Mathematics Support

* Incorporated first steps toward inclusion of Common Core Standards to mesh with present curriculum
* Increased development and implementation of creative approaches to instructional materials, resources, lesson design and delivery, multiple forms of data, and research-based practices
* Provided one-on-one feedback to address use of high yield instructional strategies, techniques addressing various learning styles, higher order thinking and problem solving, multiple intelligences, and effectiveness of data disaggregation
* Paralleled data analysis, authentic assessments, and rubric application to hone assessment tasks that mirror Missouri Grade Level Expectation and Common Core Standards.
*Evaluated effectiveness of techniques for electronically sharing of lesson plans, curriculum maps, total instructional alignment documents, and sample strategies and determined next steps in the process.
* Student-Led Conferences held and additional students trained

Measures of Progress: E2E Daily Agendas and Reports, minutes and sign in sheets from meetings, order documentation, calendar of parenting sessions planned, agenda and sign in for New Teacher Orientation, data wall, observations, Look 2 Learning Walkthrough data

E2E Library Media Specialist Support

*100% of the technical assistance completed
* Media Center: Analysis of effectiveness of automated check-out system completed, documented, shared with faculty; fiction and nonfiction print resources evaluated and determinations completed for additions based on

usage data; orders placed for additional print novels and nonfiction
* Independent Reading: Effectiveness of Accelerated Reader implementation determined based on exit data from reading exams and STAR testing; Post testing for lexile/grade level update/increase; data from STAR post test analyzed and presented to full faculty; determinations based on data for next steps
* Periodicals: Usage documentation completed; usage data reviewed; needs determined based on data; orders placed for next school year
* Technology: Analysis of usage, effectiveness, and engagement; additional applications researched; lessons designed using new applications

***Measures of Progress*:** E2E Daily Agendas and Reports, minutes and sign in sheets from meetings, order documentation, calendar of parenting sessions planned, agenda and sign in for New Teacher Orientation, data wall, observations, Look 2 Learning Walkthrough data

E2E Specialists will provide weekly job-embedded professional development, demonstration lessons, resource evaluation and opportunities for continuous reflection, discussion, and processing of new learning throughout the 2012-2013 school year.

E2E Technology Integration Support

* 100% of Technology Integration Support completed
* Supported teachers integrating technology in lesson design and delivery to enhance instruction

***Measures of Progress*:** E2E Daily Agendas and Reports, minutes and sign in sheets from planning sessions with teachers and professional development sessions, Look 2 Learning Walkthrough data

Student Incentives (Goal 1, Strategy 3) –Begins Pre-Implementation period

Responsible Staff: Principal will lead the formation of the Committee to develop the Student Incentive Plan

Funding identified for Student Incentives: *1003g School Improvement Grant*

Timeline:

*Incentive Plan Committee formed: April 2012

*Student Incentive Plan completed: May 2012

*Student Incentives ordered: May 2012

*Format for Quarterly recognition ceremonies honoring students' achievements developed: May 2012

*Quarterly recognition ceremonies scheduled for 2012-2013 school year: May 2012

(October 2012, January 2013, March 2013, May 2013)

*Parent/student informational meeting introducing Student Incentive Plan: August 2012

*Parent meeting to evaluate current effectiveness of Student Incentive Plan/Quarterly Recognition Ceremonies: February 2013

*Revise/enhance Student Incentive Plan/Quarterly Recognition Ceremonies: February 2013

Measures of Progress: Completed Student Incentive Plan, E2E Daily Agendas and Reports, minutes and sign in sheets from meetings, order documentation, calendar of meetings as well as agendas and minutes of meetings with parents, Quarterly Recongition Cermony agendas and list of honorees

Technology – Tablet PCs and Computers for Media Center and Classrooms (Goal 1, Strategy 3) –Begins Pre-Implementation period

Responsible Staff:_ Principal will be responsible for the implementation of the necessary elements to ensure integrated technology usage within the curriculum.

Funding identified for technology: *1003g School Improvement Grant*

Timeline:

*Purchase of Tablet PCs with carts, protective covers, applications, and computers: May 2012

*Documentation developed for checkout, storage, updates for equipment, troubleshooting: June 2012

*Professional Development on use and integration of technology in lesson design and delivery: July 2012

*Calendar additional technology professional development opportunities monthly: July 2012

*Calendar monthly meetings to evaluate individual student progress, consider expansion as data requires: July 2012

*Evaluate/ expand Technology Integration progress: October 2012

*Tablet PC usage data analyzed; Kindle data anlayzed; next steps designed: October 2012

*Analysis of usage, effectiveness, and engagement; additional applications researched; lessons designed using new applications: January 2013, March 2013, May 2013

Measures of Progress: E2E Daily Agendas and Reports of job embedded professional development offered, minutes and sign in sheets from meetings, order documentation, calendar of professional development sessions

planned, Look 2 Learning Walkthrough data

Media Center Enhancements (Goal 1, Strategy 3) –Begins in Pre-Implementation period

***Responsible Staff*:** The principal will be responsible for the enhancement of the Media Center.

Funding identified for Media Center: *1003g School Improvement Grant*

Timeline:

*Inventories of current novels; current subscriptions; research capabilities for all disciplines: interest surveys of students/faculty/administration: April 2012

*Novel lists compiled and ordered per grade level based on Reading Inventory/Common Core Standards: May 2012

*Automated check-out system installed initial training complete: May 2012

*Nonfiction print resources ordered; novels ordered, processed, shelved May 2012

*Accelerated Reader purchased and installed May 2012

*Accelerated Reader/ STAR professional development: July 2012

*Accelerated Reader implemented in all English classes; testing for lexile/grade level updated; data from STAR testing analyzed and presented to full faculty: September 2012

*Additional novels ordered, coded and available to students; documentation for novel checkout procedures revisited: October 2012

*Analysis of effectiveness of automated check-out system completed, documented, shared with faculty;

*Fiction and nonfiction print resources evaluated and determinations completed for additions based on usage data; orders placed for additional print novels and nonfiction: October 2012,

*Analysis of effectiveness of automated check-out system completed, documented, shared with faculty; Beginning October 2012 and occurring monthly

* Independent Reading: Effectiveness of Accelerated Reader implementation - Beginning October 2012 and occurring monthly

* Independent Reading: Effectiveness of Accelerated Reader implementation determined based on exit

data from reading exams and STAR testing; Post testing for lexile/grade level update/increase; data from STAR post test analyzed and presented to full faculty; determinations based on data for next steps: May 2013

* Periodicals: Usage documentation completed; usage data reviewed; needs determined based on data; orders placed for next school year May 2013

***Measures of Progress*:** E2E Daily Agendas and Reports, minutes and sign in sheets from meetings, order documentation, Useage and implementation reports, Look 2 Learning Walkthrough data,

Academic Coach (Goal 1, Strategy 1 & 2)

Funding identified for technology: *1003g School Improvement Grant*

Timeline:

*Participate with E2E Specialist in curriculum alignment and formative assessment development activities: August 2012 and ongoing

* Provide job embedded professional development to teachers: Beginning May 2012 and occurring daily

*Participate by leading and/or contributing to PLCs: Beginning August 2012 and occurring weekly

* Provide leadership to staff in analyzing data and model process of utilizing data to inform instruction: Beginning August 2012 and occurring weekly

*Provide model and demonstration lessons to staff in implementation of research-based practices: Beginning September 2012 and occurring weekly

***Measures of Progress*:** E2E Daily Agendas and Reports, minutes and sign in sheets from meetings, Lesson plans of model and demonstration lessons presented, curriculum documents development, data wall, principal observations, Look 2 Learning Walkthrough data

New Teacher Orientation (Goal 2, Objective 1, Strategy 1)

Responsible Staff: Superintendent of Schools

Funding identified for technology: *1003g School Improvement Grant*

Timeline:

*Goals established for New Teacher Orientation: May 2012

*Meetings with Department Chairs to plan New Teacher Orientation: May 2012

*Teachers notified of orientation as hired

*New Teacher Orientation held: August 2012

Measures of Progress: E2E Daily Agendas and Reports, minutes and sign in sheets from meetings, order documentation, agenda and sign in for New Teacher Orientation meeting, feedback form from participants

Extended Day - Implement After School and ACT Summer School -

Pre-Implementation period and yearly (Goal ____, Strategy _____)

Responsible Staff: High School Principal

Funding identified for technology: *1003g School Improvement Grant*

After School

*Data from classroom grades and Acuity InFormative Assessments pretest analyzed to determine After School attendees: September 2012

*Communication procedures between classroom teacher and after school teacher developed: April 2012

* Inform students and parents of participation in After School program: September 2012

* Initial order for materials and supplies for After School program : August 2012

Summer School

Responsible Staff: High School Principal

Funding identified for technology: *1003g School Improvement Grant*

Timeline:

*Data from classroom grades and Acuity InFormative Assessments posttest analyzed to determine Summer School attendees: April 2012

*Curriculum developed for use in Summer School program: April – May 2012

* Initial order for materials and supplies for Summer School program : April 2012

*Staff finalized for participation in Summer School program: May 2012

* After School program begins serving students: September 2012

ACT Summer School:

Responsible Staff: High School Principal

Funding identified for ACT Summer School: 1003g School Improvement Grant and Local Funds

Timeline:

Registration of students for the ACT: Spring 2012

Materials and supplies ordered: April 2012

ACT Summer Program begins: June 2012

***Measures of Progress*:** E2E Daily Agendas and Reports, minutes and sign in sheets from meetings, order documentation, Summer School notification letter to parents, List of student participants, number of student registrations for ACT

Parental and Community Involvement/Engagement (Goal 4, Strategy 1, 2 & 3)

Responsible Staff: *Superintendent of Schools*

Funding identified for technology: *Local funds and 1003g School Improvement Grant*

***Timeline*:**

*Parent/Community Focus Group convened to provide input and suggestions for parent sessions: August 2012

*Activities planned and calendared: August 2012

*Community Resources identified and partnerships developed for services to offer families of South Pemiscot High students: September 2012

Parent and Community Center Council Developed: September 2012

Parent and Community Center established: September 2012

Initial training with staff and parents on Student Led Conference process: September 2012

Initial training with first cohort of students on Student Led Conferences: September 2012

First cohort of students participate in Student Led Conferences: October 2012

***Measures of Progress*:** E2E Daily Agendas and Reports, minutes and sign in sheets from meetings, order documentation of supplies and materials for Parent and Community Center, calendar of parenting sessions and services to provide, agenda and sign in for Student Led Conferences training with faculty, parents and students

LEA/District Oversight and Support

School and district leadership will monitor progress of the interventions as outlined in the this section of the proposal. E2E Specialists will submit reports of progress to the Superintendent and school leadership and will participate, as a member, of the district school improvement team as will the At-Risk Parent and Community Coordinator.

The Superintendent will monitor the implementation closely to ensure that professional development offered is consistent with the overall professional development plan for the South Pemiscot Co. R-V School District. The South Pemiscot High School Principal will work closely with E2E Specialists to monitor and support professional development and ensure consistent follow through and implementation of the teaching staff.

This becomes an accountability measure as the Superintendent and the district leadership team monitor and provide support and hold building level administrators and staff responsible for full implementation of the selected model of school reform.

There will be weekly written communication between E2E and the district office administration documenting progress and ongoing plans for improvement. Additionally, E2E will keep the district Professional Development Center Coordinator informed of the supports needed from this office. The Project Manager will prepare monthly reports that will be made/presented to the Board of Education documenting progress of school improvement initiatives.

SECTION VII.C. - LEA/DISTRICT ACTIONS (continued)

Recruit, Screen, And Select External Providers

The district leadership reviewed the achievement gains made by schools in Missouri and Arkansas who had utilized Elbow 2 Elbow Educational Consulting to provide intensive support to leadership and staff as compared to the other vendors. Schools with E2E Specialist support made gains in student achievement above those of

other vendors. In reviewing the district/school data the performance expectations with quarterly benchmarks were developed collaboratively between school/district leadership and E2E. The district leadership also considered the communication processes and the intensity of support provided by each vendor in making their decision. It was crucial the selected vendor utilize research based strategies for improvement, be able to clearly articulate the services to be offered and had the personnel to provide the services as needs determined.

The evaluation process of services provided will be done on a monthly basis as data and written implementation reports will be reviewed by the District School Improvement Team. Contractual agreements made with selected vendors will be consistent with district practices and policies.

Align Other Resources With The Interventions

South Pemiscot High School Improvement Grant support will be utilized to build on previous initiatives to dramatically improve student achievement. An At-Risk Coordinator is already in place in the district and as proposed in the application will have additional responsibilities and resources to engage the parents and community members in the educational process. Parent outreach and support are an integral part of the South Pemiscot High plan.

New facilities are being built for South Pemiscot High School students. These new facilities will have wireless capability and house 7 classrooms and 3 classrooms for special needs students.

Community based organizations in collaboration with South Pemiscot High are prepared to provide technical and financial support to enhance the implementation of intervention strategies. Local businesses will participate in the Student Incentive Plan and contribute to the incentives provided to students.

The district will maintain the funding sources of activities as reflected in the South Pemiscot High budget as funds are available.

The Regional Professional Development Center (RPDC) will continue to be utilized as a source of professional development for South Pemiscot High staff and leadership. Professional development through the RPDC on Professional Learning Communities, Technology Integration, Data Analysis and Effective Teaching

Strategies is offered throughout the year.

South Pemiscot Co. R-V School District has augmented recruitment and placement of highly qualified teachers by exploring partnerships with organizations such as Teach for America.

Resources have been selected and align with the findings of the needs analysis. The transformation model and the interventions made possible through SIG funding will provide:

1. Intense support and extended learning opportunities will be provided for students to ensure rapid gains in achievement and future successful graduation for students at South Pemiscot High School.
2. A comprehensive professional development plan that is mandated for staff will result in improved instruction and substantial achievement gains by students.

Modify Practices Or Policies To Implement Interventions Fully And Effectively

The South Pemiscot Co. R-V School District does not need to modify its Board policies at this time. School district leadership has identified several practices that will be modified to ensure full implementation of the interventions as outlined in the SIG application. Practices to modify at South Pemiscot High include but are not limited to: full implementation of the Look 2 Learning protocol, more fully developed Professional Growth and Individual Improvement Plans for leadership and staff, effective lesson planning and delivery of instruction, differentiation of instruction in the classroom and using data to inform instruction and providing interventions for at-risk students. As conversations with DESE regarding including evaluation systems that include student growth are held and decisions are made, decisions made regarding revision of Board Policy will be made in order to support the initiative.

Contractual agreements made with selected vendors will be consistent with district practices and policies.

Sustaining The Reform

A Project Manager will carefully monitor SIG implementation and provide written updates to the

Superintendent and the Board of Education monthly. Throughout SIG implementation the district School Improvement Team, project manager, supporting external partners, principal and school leadership team will meet monthly to assess progress and make corrections as needed. Following the outline of the plan with deliberate implementation and fidelity will build a foundation for sustained reform at the end of the grant funding period. The use of a Project Manager will allow for weekly monitoring, ensuring the fidelity of the implementation of SIG activities making them day-to-day processes of school and system operations. Through these supports the focus for improvement will remain laser-like even though changes may occur in the attrition of personnel.

The Academic Coach will work with E2E Specialists to establish practices that will be sustained after the grant funding ends. The principal will establish a plan for monitoring and ensuring an implementation that is consistent and pervasive.

The professional learning, tutoring, and overall student and teacher support will continue beyond the grant. Professional development is designed to empower staff with the skills they need to institutionalize reforms. The District School Improvement Team will continue beyond the grant period as a means of continued support and monitoring of practices implemented. South Pemiscot High administrators will convene with central office staff biweekly to show tangible evidence of the framework that is being implemented to ensure that the reform efforts remain intact. Administrators will be required to bring data to support ongoing improvement in the areas of attendance, discipline, formative assessments in the areas of mathematics, communication arts and staff absenteeism. The administrator's capacity to sustain the reform efforts will be documented in the annual performance review process.

Since the main thrust of selecting E2E is to build capacity among existing school and district leadership and staff, the South Pemiscot Co. R-V School District will be able to continue improvement practices once funding ends. Best practices and support for school improvement will be sustained as implementation efforts not only continue at South Pemiscot High but other underperforming schools in the district. Grant funds will be used to

transform South Pemiscot High School and build capacity among its leadership and staff. The train the trainer approach will be utilized to build capacity with South Pemiscot educators. At the end of the grant period, the principal will have developed the leadership skills necessary to effectively continue improvement efforts. As PLCs are established and fully functioning, staff will have an increased understand of the power of utilizing data and effective teaching strategies. Strategies for curriculum review and assessment development will continue to be in place once the grant period has ended. This process will continue to ensure that gaps and overlaps in the curriculum do not occur and that assessment is utilized *for* learning in addition to *of* learning.

Additional grant funding will be sought and district funds as available will be utilized to maintain the activities occurring as a part of the Parent and Community Center. South Pemiscot Co. R-V School District realizes that parents and community are an integral part of student success.

Changing the culture at South Pemiscot High School to one of high expectations for leadership, staff and students will result in institutionalization of the practices making them become routine and embedded in day to day operations.

SECTION VII.D. – TIMELINE

Timeline:

	Activities
Pre-implementation Activities	
March 2012	*Automated Media Center book checkout system ordered
	* Computers and Tablet PCs ordered
	* Contract with Elbow2Elbow for specified job embedded professional development services
	* Initial meeting between E2E Educational Consulting, District School Improvement Team, and School Leadership Team to prepare for implementation
	*E2E Specialists begin providing job embedded professional development to leadership and staff
	* *Form District School Improvement Team* ***(evaluation component)***
	* *District School Improvement Team, School Leadership Team, E2E Specialists, Project Manager to meet and review goals, objectives and planned activities to include benchmarks and timelines and to review established roles and responsibilities of team members* ***(evaluation component)***
	Monthly meeting with principal to review evidence toward implementation ***(evaluation component)***

April 2012	* *Adverstise for Project Manager* ***(evaluation component)***
	*Advertise for Academic Coach
	*Automated Media Center book checkout installed
	* Student incentive plan committee formed to develop plan for improved grades, improved attendance, a decrease in tardiness, and positive behavior
	Monthly meeting with principal to review evidence toward implementation ***(evaluation component)***
May 2012	* Conduct interest surveys of students/faculty/administration for purchase of periodicals for Media Center
	* Inventory current periodical subscription for Media Center and purchase periodicals
	* Student incentive plan developed by committee for improved grades, improved attendance, a decrease in tardiness, and positive behavior
	* *District School Improvement Team meeting to review SIG implementation. The Project Manager will provide progress monitoring reports relative to the goals, objectives, benchmarks and activities* ***(evaluation component)***
	* Schedule weekly South Pemiscot High School Leadership Team meetings with a specific focus on data and instructional practices as evidenced in observations and Classroom Walkthroughs
	Monthly meeting with principal to review evidence toward implementation ***(evaluation component)***
	*Quarterly recognition ceremonies scheduled for 2012-2013 school year
End of Pre-Implementation Activities	
August 2012	*Motivational Speaker to Kick Off Transformation of South Pemiscot High School
	*Begin year long study of effective teaching practices using The Effective Teacher series
	* PLCs begin meeting weekly and establish their focus for the year
	E2E Specialist and Academic Coach inititate curriculum review team analyzing for gaps and overlaps
	* Data from MAP and EOC exams analyzed and data walls created
	* E2E School Improvement Specialist to review CSIP with South Pemiscot High Leadership Team and plan for faculty and stakeholder input in CSIP revisions
	* School Leadership develops and begins implementation of an incentive program
	*Format for Quarterly recognition ceremonies honoring students' achievements developed
	*Parent/student informational meeting introducing Student Incentive Plan
	* Conduct two day New Teacher Orientation for teachers new to South Pemiscot High
	* Survey teaching staff to determine needs for basic math and literacy supplies
	* Technology needs assessment conducted
	* Digital wiring replaced or repaired
	* Existing digital equipment is repaired or replaced
	* Computers installed, Tablet PCs delivered
	*Training for teachers/students on usage of Tablet PC in mathematics and literacy classrooms
	* *District School Improvement Team meeting to review SIG implementation. The Project Manager will provide progress monitoring reports relative to the goals, objectives, benchmarks and activities* ***(evaluation component)***
	* Technical assistance in effective instructional leadership practices provided to building administrator
	* Principal, administrative support staff to develop a schedule and begin weekly

	observations to include reflection conferences with teachers – ongoing throughout the year
	* Develop instructional calendars, lesson plans and individual student plans that are prioritized and sequenced to promote mastery learning
	Monthly meeting with principal to review evidence toward implementation ***(evaluation component)***
	*Form Common Core Cadre from ELA, math, sci , ss, technical subject teachers and leadership; schedule monthly meetings
September 2012	* Training and support continued for teachers/students on usage of Tablet PCs in mathematics and literacy classrooms
	* Calibrate School Leadership in utilization of the Look 2 Learning Classroom Walkthrough Protocol
	* Create action plans for specific areas in need of improvement based on identified teacher and student needs
	* Principal, administrative support staff to develop a schedule and begin weekly classroom observations to include reflection conferences with teachers- ongoing throughout the year
	* E2E Specialists to engage teachers in reflective feedback following classroom observations/modeled lessons
	* Schedule six Parental Involvement sessions to be offered throughout the year
	* Continue to repair or replace any necessary digital equipment or internal connections
	* Technology integration support provided to teachers
	* Continue to evaluate present literacy and mathematics curriculum for vertical and horizontal alignment. Identify curriculum gaps and overlaps and establish an approach to ensure alignment is in place
	* Analyze instructional materials, resources, lesson design and delivery and multiple forms of data
	* Monitor and support student-centered instruction and development of individualized students plans to promote mastery ongoing throughout the year
	* Assess current use and model effective practice in high yield strategies, techniques addressing various learning styles, higher order thinking and problem solving, and effectiveness of data disaggregation in the core subjects
	* Evaluate classroom assessments for rigor and introduce learning activities that require students to complete assessment tasks that mirror Missouri Grade Level Expectations and Common Core Standards in Literacy and Mathematics

	* Establish classroom management and organizational practices to ensure rigorous, relevant, uninterrupted, bell-to-bell instruction
	* Implement strategic use of district curriculum resources and pacing in all areas/subjects having district adopted pacing guidelines
	* Media Center novels ordered, processed and shelved
	* Media book checkout system initial training for staff/students
	* Begin STAR testing
	* Convene faculty and other stakeholders to begin review and revision of ACSIP
	* Weekly Leadership Team meetings continue
	* *District School Improvement Team meeting to review SIG implementation. The Project Manager will provide progress monitoring reports relative to the goals, objectives, benchmarks and activities* ***(evaluation component)***
	* PLCs meet weekly
	* Technical assistance in effective instructional leadership practices provided to building administrator
	*Schedule monthly professional development devoted to Common Core
	Monthly meeting with principal to review evidence toward implementation ***(evaluation component)***
October 2012	* Provide job-embedded professional development (modeling in classrooms and one-on-one or small group coaching) in literacy and math with a focus on effective utilization of instructional materials, resources, lesson design and delivery, multiple forms of data analysis, and research-based practices
	* Media book checkout system initial training
	* Inventory current Media Center subscriptions of periodicals
	* Media Specialist to conduct interest survey of students, staff and administrators regarding periodicals to purchase
	* Periodicals subscriptions completed, received, available to students/staff
	* Media Center to develop and communicate checkout procedures to staff and students
	* Data from interim assessments analyzed and data walls updated
	* Weekly Leadership Team meetings continue
	* *District School Improvement Team meeting to review SIG implementation. The Project Manager will provide progress monitoring reports relative to the goals, objectives, benchmarks and activities* ***(evaluation component)***
	* Technical assistance in effective instructional leadership practices provided to building administrator
	* Calibrate School Leadership in the utilization of the Classroom Walkthrough protocol
	* Principal, administrative support staff to develop a schedule and begin weekly observations to include reflection conferences with teachers – ongoing throughout the year
	* Provide job embedded professional development to address the use of high yield instructional strategies, techniques addressing various learning styles, higher order thinking and problem solving, multiple intelligences, and effectiveness of data disaggregation
	* Provide feedback and additional support to teachers in the use of authentic assessments and rubrics that mirror MAP and Common Core
	* Monitor classroom management and organizational practices to ensure rigorous, relevant, uninterrupted, bell-to-bell instruction
	* PLCs meet weekly

	* Technology walk-throughs conducted to assess technology integration in the classroom
	*Technology integration support provided to teachers
	* Complete STAR testing
	Monthly meeting with principal to review evidence toward implementation ***(evaluation component)***
November 2012	* Weekly Leadership Team meetings continue
	* *District School Improvement Team meeting to review SIG implementation. The Project Manager will provide progress monitoring reports relative to the goals, objectives, benchmarks and activities* ***(evaluation component)***
	* Technical assistance in effective instructional leadership practices provided to building administrator
	* Calibrate School Leadership in the utilization of the Look 2 Learning Classroom Walkthrough protocol.
	* Principal, administrative support staff to continue weekly observations to include reflection conferences with teachers
	* Develop an ACT Saturday Implementation Plan
	* PLCs meet weekly
	*Review Media Center automated check-out system; second phase training conducted
	* Analyze data for the check out of new novels in Media Center
	* Nonfiction print resources ordered for Media Center
	* Continue to monitor functionality of digital equipment and repair as needed
	* Technology integration support provided to teachers * Schedule and implement introduction to Common Core Glossary of Key Terms- full faculty
	Monthly Principal/Superintendent meeting to review evidence toward implementation ***(evaluation component)***
December 2012	* Weekly Leadership Team meetings continue
	* *District School Improvement Team meeting to review SIG implementation. The Project Manager will provide progress monitoring reports relative to the goals, objectives, benchmarks and activities* ***(evaluation component)***
	* Technical assistance in effective instructional leadership practices provided to building administrator
	* Calibrate School Leadership in the utilization of the Classroom Walkthrough protocol
	*Principal, administrative support staff to continue weekly observations to include reflection conferences with teachers
	* Monitor and support student centered instruction and development of individualized student plans to promote mastery- ongoing throughout the year
	* PLCs meet weekly
	* Continue implementation and monitor Accelerated Reader program
	* Media Center automated check-out system analysis of usage
	* Continue to monitor functionality of digital equipment and repair as needed
	* Technology integration support provided to teachers
	Monthly Principal/Superintendent meeting to review evidence toward implementation ***(evaluation component)***
January 2013	* Weekly Leadership Team meetings continue with a focus on data, instructional delivery

	practices, student work and curriculum
	* *District School Improvement Team meeting to review SIG implementation. The Project Manager will provide progress monitoring reports relative to the goals, objectives, benchmarks and activities* ***(evaluation component)***
	* Technical assistance in effective instructional leadership practices provided to building administrator
	* Continue implementation of Smart Accountability Plan and ACSIP
	* Data from interim assessments analyzed and data walls updated
	* Calibrate School Leadership in the utilization of the Look 2 Learning Classroom Walkthrough protocol
	* Action Plans created for specific areas as identified by data analysis and classroom observations and walkthroughs
	* Principal, administrative support staff to continue weekly observations to include reflection conferences with teachers
	* ACT Saturday School, 6 Saturdays leading up to the spring administration, begins and is organized for students scoring below 19 on the ACT
	* Media Center analyzes data for periodicals, fiction and nonfiction print usage
	* PLCs meet weekly
	* Technology walkthrough conducted to determine existing equipment function and accessibility
	* Technology repaired or returned if under warranty
	* Technology integration support provided to teachers
	* Monitor Accelerated Reader for usage; analyze report data
	* STAR testing
	* Schedule and implement overview of Common Core Released Performance tasks-ELA and math departments
	Monthly Principal/Superintendent meeting to review evidence toward implementation ***(evaluation component)***
February 2013	* Weekly Leadership Team meetings continue
	*Revise/enhance Student Incentive Plan
	Parent meeting to evaluate current effectiveness of Student Incentive Plan/Quarterly Recognition Ceremonies
	* *District School Improvement Team meeting to review SIG implementation. The Project Manager will provide progress monitoring reports relative to the goals, objectives, benchmarks and activities* ***(evaluation component)***
	* Technical assistance in effective instructional leadership practices provided to building administrator
	* Calibrate School Leadership in the utilization of the Classroom Walkthrough protocol
	* Principal, administrative support staff to continue weekly observations to include reflection conferences with teachers
	* Continued implementation of Accelerated Reader
	* Media Center analyzes usage of print resources
	* PLCs meet weekly
	* Technology walkthrough conducted to determine existing equipment function and accessibility
	* Technology repaired or returned if under warranty

	* Technology integration support provided to teachers
	* Analyze Common Core Writing Samples
	Monthly Principal/Superintendent meeting to review evidence toward implementation ***(evaluation component)***
March 2013	* Weekly Leadership Team meetings continue
	* *District School Improvement Team meeting to review SIG implementation. The Project Manager will provide progress monitoring reports relative to the goals, objectives, benchmarks and activities* ***(evaluation component)***
	* Technical assistance in effective instructional leadership practices provided to building administrator
	* Calibrate School Leadership in the utilization of the Look 2 Learning Classroom Walkthrough protocol
	* Principal, administrative support staff to continue weekly observations to include reflection conferences with teachers
	* Continue implementation of Accelerated Reader
	* Classroom library usage data analyzed
	* PLCs meet weekly
	* Technology walkthrough conducted to determine existing equipment function and accessibility
	* Technology repaired or returned if under warranty
	* Conduct a digital equipment refresher training for students and teachers
	* Technology integration support provided to teachers
	Monthly Principal/Superintendent meeting to review evidence toward implementation ***(evaluation component)***
April 2013	* Weekly Leadership Team meetings continue
	* *District School Improvement Team meeting to review SIG implementation. The Project Manager will provide progress monitoring reports relative to the goals, objectives, benchmarks and activities* ***(evaluation component)***
	* Technical assistance in effective instructional leadership practices provided to building administrator
	* Principal, administrative support staff to continue weekly observations to include reflection conferences with teachers
	* Calibrate School Leadership in the utilization of the Classroom Walkthrough protocol
	* Continue implementation of Accelerated Reader and analysis of usage data
	* Media Center to complete the analysis of the effective use of the automated check out system
	* Begin STAR post testing for Accelerated Reader
	* Media Center to review data on usage of periodicals, determine needs, orders placed for next school year
	* PLCs meet weekly
	* Technology walkthrough conducted to determine existing equipment function and accessibility
	* Technology repaired or returned if under warranty
	* Technology integration support provided to teachers
	* Overview of Common Core Released Performance tasks for science, social studies, and technical subjects
	Monthly Principal/Superintendent meeting to review evidence toward implementation ***(evaluation component)***
May 2013	* Weekly Leadership Team meetings continue
	* *District School Improvement Team meeting to review SIG implementation. The Project*

	Manager will provide progress monitoring reports relative to the goals, objectives, benchmarks and activities ***(evaluation component)***
	* Calibrate School Leadership in the utilization of the Look2Learning Walkthrough protocol
	* Technical assistance in effective instructional leadership practices provided to building administrator
	* Principal, administrative support staff to continue weekly observations to include reflection conferences with teachers
	* Complete post testing (STAR test) for Accelerated Reader
	* Media Center to analyze data on usage of periodicals, determine needs, orders placed for next school year
	* PLCs meet weekly
	* Technology walkthrough conducted to determine existing equipment function and accessibility
	* Technology repaired or returned if under warranty
	* Technology integration support provided to teachers
	* Finalize initial Common Core Exemplar texts choices; purchase needed texts
	* Analyze Common Core Writing Samples
	Monthly Principal/Superintendent meeting to review evidence toward implementation ***(evaluation component)***
June 2013	** District School Improvement Team meeting to review SIG implementation. The Project Manager will provide progress monitoring reports relative to the goals, objectives, benchmarks and activities* ***(evaluation component)***
	** Analyze available data from MAP and EOC assessments* ***(evaluation component)***
	* Determine scheduling and staffing needs to transition to implementation of Common Core
	Monthly Principal/Superintendent meeting to review evidence toward implementation ***(evaluation component)***
	* Analyze increased funding needed for implementation of Common Core elements for 2013-2014

SECTION VII.E. – ANNUAL GOALS FOR STUDENT ACHIEVEMENT

The South Pemiscot School District in collaboration with South Pemiscot High School has set specific annual targets for student achievement on the MAP assessment in Communication Arts and Mathematics. As described in Goal 1 by 2013, 92% of students will score proficient on MAP and End of Course (EOC) tests in Communication Arts and Mathematics. This objective and the targets identified below will be used for Grades 7 and 8 Communication Arts and Mathematics as well as High School English 2 and Algebra 1 EOC assessments.

In 2011, only 41.7% of all students at South Pemiscot High School were proficient in Communication Arts and 41.8% of all students were proficient in Mathematics. The target goals set for 2013 will allow South Pemiscot High School to meet the requirements of NCLB and will move the school out of corrective action and

represent a 50.3% increase in the percentage of students proficient in Communication Arts and 50.2% increase in Mathematics.

By 2012, 66.7 % of the students at South Pemiscot High School will be proficient in Communication Arts and 66.6% of the students will be proficient in Mathematics as evidenced by the MAP scores in Communication Arts and Mathematics.

By 2013, 92% of the students at South Pemiscot High School will be proficient in Communication Arts and 92% of the students will be proficient in Mathematics as evidenced by the MAP scores in Communication Arts and Mathematics.

The table below shows the baseline measure and annual goals for the leading indicators.

Leading Indicator	**Measure**	**Baseline Data 2011 – 2012**	**Target Year 1 2012-2013**	**Target Year 2 2013-2014**	**Target Year 3 2013-2014**
Number of Minutes in the school year	Calculations based on calendar and school schedule	____380.34__to tal minutes in the school schedule	_390.34__ total minutes in the school schedule (added 10 minutes to each day)	Five additional time will be added to the schedule	Five minutes will be added to the schedule
Graduation Rate	State reported data on graduation rate Total: 86.7 Black: 75.8 Hispanic: 83.4 White: 89.3	2011 data Total: 86.5% Black: 88.9% Hispanic: 100% White: 85.7%	90% Graduation Rate	95% Graduation Rate	100% Graduation Rate
Drop Out Rate	State reported data on drop out rate Total: 3.4 Black: 8.8 Hispanic:4.8 White: 2.2	2011 data Total: 6.8% Black: 10.8% Hispanic: 0% White 5.8%	Decrease of 33.3%	Decrease of 33.3%	Decrease 100%
Student Attendance Rate	Average Daily Attendance	2011 data 93.4%	94%	95%	95%
Number/Percent of Student Completing Advance		2011 data			

Coursework (AP/IB, dual *enrollment* 59 Students					
Discipline Incidents	District Discipline Statistical Report – Teacher Referrals	2011 data __5__ incidents occurred	__4__ incidents	__3__ incidents	__2__ incidents
	State Report Incident Referrals	2011 data *1 incident leading to 10 days out of school suspension * 0 expulsions	A decrease of 1 incident leading to 10 days out of school suspension * 0 expulsions	0 incidents leading to 10 days out of school suspension * 0 expulsions	0 incidents leading to 10 days out of school suspension * 0 expulsions
Truants	Missing more than 5 days a semester puts student at risk for loss of credit	2011 data Semester 1: _.03__% 10 students with one truancy each Semester 2: _.006__% 2 students with one truancy each	A decrease of 10%	A decrease of 10%	A decrease of 10%
Distribution of teachers by Performance Level	In 2010-2011 all tenured teachers were observed two times using the South Pemiscot Co. R-V School District Evaluation System	2011 data: Recommended for Rehire: _21__ out of _22___. Recommended with an Improvement Plan developed: __0_out of __22_ Not Recommended: _1__	More detailed and focused Improvement Plans may increase the number of teachers not recommended for rehire.	More detailed and focused Improvement Plans may increase the number of teachers not recommended for rehire.	More detailed and focused Improvement Plans may increase the number of teachers not recommended for rehire.
Teacher Attendance Rate	Total actual days of teacher attendance/possible total days of teacher attendance X 100	2011 data: 94% teacher attendance rate: 1 teacher below 90%	Increase to 95% attendance rate; O teachers below 90%	Increase to 96.5% attendance rate; O teachers below 90%	Increase to a 98% attendance rate; O teachers below 90%

SECTION VII.F. – SERVICES AND ACTIVITIES

All services proposed for implementation will be at South Pemiscot High School which is designated as a Tier II School.

SECTION VII.G. – ANNUAL GOALS FOR STUDENT ACHIEVEMENT

All services proposed for implementation will be at South Pemiscot High School which is designated as a Tier II School.

SECTION VII.H. – CONSULTATION WITH AND INVOLVEMENT OF STAKEHOLDERS

Date	Department Organization	Attendees	Position/Title
9/21/11	Community Teachers' Association	50	Teachers/Administrator

SECTION VII.I. – COMPETITIVE PRIORITIES

1. **Implement one plan.** LEAs should demonstrate that policies, processes and procedures support (and do not contradict) the implementation of the buildings turnaround plan.

The transformation plan represented in the South Pemiscot C. R-V School District SIG application for South Pemiscot High School is a comprehensive plan aimed at increasing student achievement by improving teacher quality, providing instructional resources, increasing parent and community involvement, and providing increased governance. The plan will guide and support a true transformation at Pemiscot High School. All other plans to include the district professional development plan and technology plan will align with and support the objectives and strategies outlined. Additionally, goals and benchmarks for student achievement have been established and align with state requirements for meeting or exceeding adequate yearly progress by 2013.

2. **Set ambitious targets for improvement.** LEAs should create improvement targets rigorous enough to demonstrate significant growth in student achievement over the three-year grant period, as agreed to by the Department.

In 2011, 41.7% of secondary students in Pemiscot High achieved proficiency in Communication Arts, and 41.8% achieved proficiency in Mathematics falling short of the proficiency targets of 75.5% and 72.5% respectively as determined by the state of Missouri.

Targets as established by the transformation plan outlined indicate that 92% of students will score

proficient on MAP and EOC tests in Communication Arts and Mathematics by 2013. Utilizing interim assessments to track data quarterly, and partnering with an external provider to provide intensive job embedded professional development, achievement gains can be realized.

3. **Design an innovative plan for recruiting, evaluating, and retaining the best teachers and leaders – and removing those who are ineffective.** To include: (1) annual evaluations of teachers using multiple measures, including student-growth data as one significant factor; (2) strategies for removing staff found to be ineffective in improving student outcomes; (3) incentives to attract teachers to high need areas.

The South Pemiscot Co. R-V School District Improvement team will consult and seek guidance from the Department of Elementary and Secondary Education to determine appropriate and approved evaluation systems that include student progress measures. The current teacher appraisal system requires teachers to have two formal observations each year. A summative evaluation occurs at the end of the year. At this time individual professional growth plans are developed. These plans are based on observations that occurred throughout the year and student test data. Teachers in need of support are place on a support plan. Failure to improve performance after support has been provided results in termination of employment with the South Pemiscot Co. R-V School District. South Pemiscot Co. R-V School District leadership is committed to providing an ideal working environment in conjunction with constant training and professional development for continued success. Additionally, keeping class sizes low in number allows for teachers to more effectively provide individualized instruction and integrate technology in lesson design and delivery. A Teacher Incentive Fund is proposed in this application that would allow the district to provide incentives to teachers such as paying for college course work that would immediately enhance their performance in the classroom, providing stipends for teachers that assume extra responsibilities and roles needed to transform South Pemiscot High to a school of excellence. A committee will be developed for the purpose of determining the specifics of the Teacher Incentive Plan.

4. **Identify high-risk students and create opportunities to succeed.** Strong proposals will feature

early warning systems that use a combination of common formative assessment results and attendance measures to identify students at risk of failure. Such proposals also will provide supports designed to ensure that high-need students, including low income students, English-language learners, and special-needs students are achieving at grade level and are being prepared for success in college or a career.

South Pemiscot High School will utilize Acuity InFormative Assessments and monitor attendance data to identify students at risk of dropping out so that interventions can be provided. This system will allow South Pemiscot educators to examine school-level patterns for attendance and achievement in the current school year and over time, in order to address systemic issues that may be impeding a student's ability to graduate. Additionally, South Pemiscot High School revised the School Wide Discipline Plan at the end of the 2010-2011 school terms. Preliminary data for 2011-2012 is positive to date and shows a reduction in the number of discipline incidents.

Students identified as being high-risk will receive additional supports to include 30 minutes of instruction the computer lab utilizing the Acuity software. Additional opportunities provided will include:

- Student-led conferences held each quarter
- An after school tutoring program
- An enrichment program aligned to state and college readiness standards.

5. **Be bold and innovative.** To receive these new SIG funds, districts must demonstrate that they provide their schools with consistent support, freedom to innovate, and autonomy to make personnel decisions. True reform requires structural changes in the school day and year. Bold proposals will lengthen the school day and add weekend or summer programs for all students. Districts that request SIG dollars must pledge to change personnel policies that lead to turnover among school leaders and staff. Districts must ensure that schools can select their staff, remove ineffective employees, avoid an imbalance of novice teachers (unless part of an intentional staffing strategy), and retain high-performing staff members. In addition, LEAs must ensure that SIG dollars supplement, not supplant,

the existing state, local, and federal funding that schools receive.

The South Pemiscot Co. R-V School District and South Pemiscot High are committed to operating in a more efficient and effective manner. The present method of operation would be classified as more traditional with limited teacher evaluations, limited data analysis from MAP and EOC assessments and no interim assessments. Professional development has been offered through workshops, not taking into consideration the needs of each staff member and not based on needs determined by patterns and trends for the building.

The transformation plan outlined in the SIG application will put in place innovative strategies and initiatives to bring about the needed improvement in each of these areas and will include the following:

- An extended school day with additional instructional time for students identified as at-risk
- Full implementation of Acuity InFormative Assessments to identify and track progress of at –risk students
- Job embedded professional development that targets the individual needs of the staff aimed at improving teacher practices in instructional delivery and using data to inform instruction
- A Parent and Community Resource Center housed at South Pemiscot High to encourage collaboration and formation of strong partnerships

6. **Demonstrate teacher commitment.** Individual teachers have the largest single school effect on student performance. Strong proposals will demonstrate that at least 80% of the teachers agree to implement the plans included in the School Improvement Grant application.

Twenty-five teachers participated in the vote and all but one teacher was in support of SIG activities as outlined in the application. The percentage of teachers supporting SIG implementation was 95%.

SOUTH PEMISCOT CO. R-V - STEELE MO
PAGE:

ACTUAL REPORT(ALL FUNDS, ALL ACCOUNTS)
1

DATE: 12/15/11
TIME: 3:36 PM

MONTH: 7/2011 FISCAL YEAR: 2011/12

FD	FUNCT	OBJECT	UNIT	SF	PY	DESCRIPTION	TYPE	PROPOSED BUDGET	BUDGET THIS YEAR	ACTUAL LAST YEAR	ACTUAL 2 YEARS AGO	ACT YEAI
THE COMPARISON REPORTS ARE PRINTED USING HISTORICAL DATA. THE HISTORICAL DATA CAN BE CHANGED WITHOUT MAKING A JOURNAL ENTRY BY USING THE GENEARL LEDGER FILE MAINTENANCE PROGRAM. COMPARISON REPORTS MAY BE OUT OF BALANCE IF HISTORICAL DAT HAS BEEN CHANGED.												
*** ASSETS 1000: ***												
1		1111				CASH	A	0.00	0.00	-759,969.69	-837,223.15	-931,
2		1111				CASH	A	0.00	0.00	2,230.38	1,716.43	151,
4		1111				CASH	A	0.00	0.00	1,081,277.17	1,124,923.83	1,048,
C		1111				CASH	A	0.00	0.00	323,537.86	289,417.11	268,
2		1112				HRA ACCOUNT	A	0.00	0.00	0.00	0.00	
1		1131				CHANGE FUNDS - CASH	A	0.00	0.00	100.00	100.00	
1		1132				PETTY CASH	A	0.00	0.00	1,600.00	1,600.00	1,
1		1142				CERTIFICATE DEPOSITS	A	0.00	0.00	2,472,417.17	2,439,144.84	2,393,
4		1611		90		BLDG LEASE PRINCIPAL	A	0.00	0.00	787,436.25	987,436.25	1,040,
4		1611		91		NEW BLDG PRINCIPAL	A	0.00	0.00	2,070,000.00	0.00	
4		1621		90		BLDG LEASE INTEREST	A	0.00	0.00	-251,408.75	-209,536.25	228,
4		1621		91		NEW BLDG INTEREST	A	0.00	0.00	1,060,705.00	0.00	
						SUB TOTAL		0.00	0.00	6,464,387.53	3,508,161.95	3,933,
*** LIABILITIES 2000: ***												
4		2711		90		BLDG LEASE PRINCIPAL	L	0.00	0.00	-401,738.75	-601,738.75	-1,040,
4		2711		91		NEW BLDG PRINCIPAL	L	0.00	0.00	-2,070,000.00	0.00	
4		2731		90		BLDG LEASE INTEREST	L	0.00	0.00	-134,288.75	-176,161.25	-228,
4		2731		91		NEW BLDG INTEREST	L	0.00	0.00	-1,060,705.00	0.00	
						SUB TOTAL		0.00	0.00	-3,666,732.50	-777,900.00	-1,268,
*** CAPITAL 3000: ***												
1		3111				FUND BALANCE	C	0.00	301,629.00	-1,603,621.69	-1,464,270.06	-1,560,
2		3111				FUND BALANCE	C	0.00	74,533.00	-1,716.43	-151,517.86	-71,
4		3111				FUND BALANCE	C	0.00	180,597.00	-1,124,923.83	-1,048,600.33	-1,221,
C		3111				FUND BALANCE	C	0.00	556,759.00	-2,730,261.95	-2,664,388.25	-2,852,

			SUB TOTAL		0.00	556,759.00	-2,730,261.95	-2,664,388.25	-2,852.
*** OBJECT 5100 : LOCAL REVENUES ***									
1	5111		CURRENT TAXES	R	0.00	781,050.00	-783,869.66	-746,685.50	-755.
4	5111		CURRENT TAXES	R	0.00	128,950.00	-122,841.18	0.00	
C	5111		CURRENT TAXES	R	0.00	910,000.00	-906,710.84	-746,685.50	-755.
1	5112		TAXES PRIOR YEAR	R	0.00	105,000.00	-98,826.02	-116,627.39	-104.
1	5113		PROP C	R	0.00	59,225.00	-137,644.50	-184,948.83	-411.
2	5113		PROP C	R	0.00	530,553.00	-450,280.25	-431,956.36	-247.
C	5113		PROP C	R	0.00	589,778.00	-587,924.75	-616,905.19	-659.
4	5114		INTANGIBLE TAX	R	0.00	14,700.00	-14,785.95	-11,498.50	-9.
4	5115		M & M SURCHARGE	R	0.00	10,000.00	-10,737.45	-9,422.11	-4.
2	5121		REG DAY SCH TUITION	R	0.00	1,800.00	-1,848.51	0.00	
1	5140		INVESTMENT EARNINGS	R	0.00	52,000.00	-52,865.12	-67,182.79	-101.
4	5140		INVESTMENT EARNINGS	R	0.00	2,000.00	-2,626.62	-4,082.21	-11.
C	5140		INVESTMENT EARNINGS	R	0.00	54,000.00	-55,491.74	-71,265.00	-112.
1	5151		SALES TO PUPILS	R	0.00	40,000.00	-46,780.76	-38,551.75	-41.
1	5161		SALES TO ADULTS	R	0.00	4,317.00	-5,272.25	-4,317.20	-4.
1	5165		FOOD SER-NON PROGRAM	R	0.00	100.00	-192.25	-89.10	
1	5178	71	PA BASKETBALL	R	0.00	6,460.00	-6,815.17	-6,460.46	-14.
1	5178	73	PA VOLLEYBALL	R	0.00	5,000.00	-5,331.00	-2,247.45	-2.
1	5178	74	PA BASEBALL	R	0.00	500.00	-728.00	-419.00	-1.
1	5178	76	PA YEARBOOK	R	0.00	3,800.00	-3,735.00	-4,680.00	-4.
1	5179	51	SA SENIOR CLASS	R	0.00	1,000.00	-1,161.15	-619.50	-2.
1	5179	52	SA JUNIOR CLASS	R	0.00	10,000.00	-5,526.60	-14,357.67	-9.
1	5179	54	SA FBLA	R	0.00	3,000.00	-14,595.79	-2,930.00	-1.
1	5179	55	SA HONOR SOCIETY	R	0.00	8,000.00	-8,223.27	-5,510.20	-7.
1	5179	56	SA SAC	R	0.00	10,000.00	-10,163.19	-11,630.77	-13.
1	5179	58	SA FCCLA	R	0.00	500.00	-834.83	0.00	.

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1		5179	59			SA QUIZ BOWL	R	0.00	200.00	-214.57	-200.00	-
1		5179	60			SA ELEM	R	0.00	1,093.00	-1,670.96	-1,092.76	-
1		5179	62			SA HIGH SCHOOL	R	0.00	3,400.00	-3,422.97	-3,844.92	-8,
1		5179	63			SA MU ALPHA THETA	R	0.00	500.00	-858.00	-5,076.10	
1		5179	65			SA ART CLUB	R	0.00	600.00	-661.00	-721.00	
1		5179	66			SA HIGH SCHOOL SHOP	R	0.00	0.00	0.00	0.00	.
1		5179	69			SA JH CHEERLEADER	R	0.00	6,026.00	-6,148.06	-6,025.75	-7,
1		5179	72			SA HS CHEERLEADER	R	0.00	7,000.00	-7,078.14	-9,445.97	-5,
1		5191				RENTALS	R	0.00	45,450.00	-45,484.80	-126,938.00	
2		5197				RETIREE INSURANCE	R	0.00	0.00	0.00	0.00	-80,
1		5198				MISC LOCAL REV	R	0.00	9,854.00	-11,437.43	-9,853.60	-9,
						SUB TOTAL		0.00	1,852,078.00	-1,862,660.45	-1,827,414.89	-1,863,
*** OBJECT 5200 : COUNTY REVENUES ***												
2		5211				FINES	R	0.00	58,000.00	-66,121.58	-59,656.25	-64,
I		5221				STATE UTILITY TAX	R	0.00	165,000.00	-169,310.43	-192,246.39	-185,
4		5221				STATE UTILITY TAX	R	0.00	15,000.00	-18,243.10	0.00	
C		5221				STATE UTILITY TAX	R	0.00	180,000.00	-187,553.53	-192,246.39	-185,
						SUB TOTAL		0.00	238,000.00	-253,675.11	-251,902.64	-249,
*** OBJECT 5300 : STATE REVENUES ***												
1		5311				BASIC FORMULA	R	0.00	137,634.00	-264,208.30	-443,159.85	-166,
2		5311				BASIC FORMULA	R	0.00	2,448,431.00	-2,377,874.70	-2,317,459.15	-3,167,
C		5311				BASIC FORMULA	R	0.00	2,586,065.00	-2,642,083.00	-2,760,619.00	-3,333,
1		5312				TRANSPORTATION	R	0.00	50,000.00	-50,243.00	-84,551.00	-93,
1		5319				CLASSROOM TRUST FUND	R	0.00	276,660.00	-272,314.00	0.00	
4		5319				CLASSROOOM TRUST FUND	R	0.00	0.00	0.00	-253,723.00	-260,
C		5319				CLASSROOOM TRUST FUND	R	0.00	276,660.00	-272,314.00	-253,723.00	-260,
1		5324				EARLY CHILDHOOD ED	R	0.00	8,000.00	-8,902.83	-19,489.19	-28,

1	5332		EFFECTIVENESS INDEX	R	0.00	0.00	0.00	-52.00	
4	5332		EFFECTIVENESS INDEX	R	0.00	0.00	-224.00	0.00	
C	5332		EFFECTIVENESS INDEX	R	0.00	0.00	-224.00	-52.00	
4	5332	32	50/50 EQUIPMENT GRANT	R	0.00	5,000.00	-2,856.00	0.00	
1	5333		FOOD SERVICE STATE	R	0.00	2,000.00	-2,204.84	-1,827.02	-2.
1	5359	59	VOC ENHANCEMENT GRANT	R	0.00	0.00	0.00	-27,581.00	
1	5397		STATE REV/MISC	R	0.00	700.00	-710.92	-938.02	-
1	5397	67	E-MINTS GRANT	R	0.00	100,000.00	0.00	0.00	
			SUB TOTAL		0.00	3,028,425.00	-2,979,538.59	-3,148,780.23	-3,719.
*** OBJECT 5400 : FEDERAL REVENUES ***									
1	5421	21	PERKINS/VOCATIONAL	R	0.00	6,493.00	-9,508.40	-11,949.00	-8.
1	5422	22	STABILIZATION FUNDS	R	0.00	0.00	-692.12	-18,647.60	
2	5422	22	STABILIZATION FUNDS	R	0.00	73,222.00	-137,731.88	-503,448.40	
C	5422	22	STABILIZATION FUNDS	R	0.00	73,222.00	-138,424.00	-522,096.00	
1	5423	23	TRANSPORTATION - ARRA	R	0.00	0.00	0.00	-9,702.00	
2	5424	24	STABILIZATION FUNDS	R	0.00	4,066.00	-84,628.00	0.00	
2	5425	25	JOBS FUND/CLASSROOM T	R	0.00	0.00	-27,756.00	0.00	
2	5428	28	JOBS FUND/STATE SCH	R	0.00	0.00	-117,752.00	0.00	
2	5429	29	JOBS FUND/BUDGET STA	R	0.00	0.00	-75,685.00	0.00	
1	5445		SCHOOL LUNCH PROGRAM	R	0.00	185,000.00	-183,087.88	-197,495.97	-169.
1	5446		SCHOOL BREAKFAST PROG	R	0.00	65,000.00	-66,430.44	-77,402.26	-66.
1	5448		SCHOOL SNACK PROGRAM	R	0.00	2,000.00	-2,369.48	0.00	
1	5451	51	TITLE I	R	0.00	141,309.00	-101,763.48	-8,866.00	-36.
2	5451	51	TITLE I	R	0.00	267,740.00	-174,704.48	-254,212.00	-284.
C	5451	51	TITLE I	R	0.00	409,049.00	-276,467.96	-263,078.00	-320.
1	5453	53	READING FIRST	R	0.00	0.00	-107,680.01	-109,155.80	-214.

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2		5453	53			READING FIRST	R	0.00	0.00	0.00	-51,992.27	-123,
C		5453	53			READING FIRST	R	0.00	0.00	-107,680.01	-161,148.07	-338,
1		5455	55			TITLE V	R	0.00	0.00	0.00	0.00	
1		5456	56			TITLE I/ARRA	R	0.00	22,438.00	-49,211.48	-104,178.00	
1		5457	57			TITLE I/SCH IMP-ARRA	R	0.00	8,378.00	-18,700.45	-6,908.00	
1		5459	98			21ST CENTURY	R	0.00	0.00	-995.63	-55,336.10	-30,
2		5459	98			21ST CENTURY	R	0.00	0.00	-23,376.37	0.00	
C		5459	98			21ST CENTURY	R	0.00	0.00	-24,372.00	-55,336.10	-30,
1		5461	61			TITLE IVA	R	0.00	0.00	-2,197.00	-3,050.00	-3,
1		5465	65			TITLE II.A	R	0.00	26,540.00	0.00	0.00	-6,
2		5465	65			TITLE II.A	R	0.00	51,338.00	-52,012.34	-53,100.00	-62,
C		5465	65			TITLE II.A	R	0.00	77,878.00	-52,012.34	-53,100.00	-68,
1		5468	68			TITLE II.D/ARRA	R	0.00	0.00	-460.00	0.00	
4		5468	68			TITLE II.D/ARRA	R	0.00	0.00	0.00	-7,545.00	
C		5468	68			TITLE II.D/ARRA	R	0.00	0.00	-460.00	-7,545.00	
1		5472	99			SCH AGE COM GRANT	R	0.00	0.00	-12,299.00	-11,813.00	
2		5472	99			SCH AGE COM GRANT	R	0.00	26,244.00	-14,549.00	0.00	
C		5472	99			SCH AGE COM GRANT	R	0.00	26,244.00	-26,848.00	-11,813.00	
1		5481				SUMMER SCH FOOD SERV	R	0.00	7,742.00	-10,863.68	-21,032.67	-18,
1		5492	92			TITLE VI.B	R	0.00	16,327.00	-20,784.92	-2,144.00	-18,
						SUB TOTAL		0.00	903,837.00	-1,295,239.04	-1,507,978.07	-1,043,
*** OBJECT 5600 : ***												
*** OBJECT 5800 : ***												
2		5810				OTHER DIST REVENUES	R	0.00	0.00	-540.00	0.00	-3,
						SUB TOTAL		0.00	0.00	-540.00	0.00	-3,
*** FUNCTION 1102 : ***												
*** FUNCTION 1111 : ELEMENTARY ***												

2	1111 6111		EL CERTIFIED SALARY	E	0.00	-1,030,000.00	872,091.99	1,081,868.56	1,138.
2	1111 6111	25	EL CERT SAL/JF-CLASS	E	0.00	0.00	27,756.00	0.00	
2	1111 6111	28	EL CERT SAL/JF-ST SCH	E	0.00	0.00	117,752.00	0.00	
2	1111 6111	450 51	TITLE I SALARY	E	0.00	-40,425.00	0.00	0.00	
2	1111 6121		EL SUBSTITUTE SALARY	E	0.00	-10,000.00	9,600.00	16,740.00	16.
2	1111 6131	98	21 CENTURY TEA SAL	E	0.00	0.00	23,400.00	40,051.00	45.
2	1111 6131	99	SAC-TEA SALARY	E	0.00	0.00	25,750.00	14,549.00	5.
2	1111 6141		EL UNUSED SICK LEAVE	E	0.00	-1,065.00	3,930.00	5,580.00	3.
1	1111 6161	98	21 CENTURY-NT SAL	E	0.00	0.00	2,367.00	1,971.00	4.
2	1111 6211		EL TEA RET	E	0.00	-170,000.00	161,525.72	162,113.75	164.
2	1111 6211	98	21 CENTURY TEA RET	E	0.00	0.00	3,275.98	4,515.89	5.
2	1111 6211	99	SAC-TEA RET	E	0.00	0.00	3,510.50	1,829.93	
2	1111 6211	450 51	TITLE I TEA RET	E	0.00	-6,375.00	0.00	0.00	
1	1111 6221	53	READING FIRST NT RET	E	0.00	0.00	0.00	0.00	
1	1111 6221	98	21 CENTURY-NT RET	E	0.00	0.00	156.91	97.71	
2	1111 6231		EL TEA SUB OASDI	E	0.00	-700.00	595.20	430.90	
1	1111 6231	98	21 CENTURY OASDI	E	0.00	0.00	146.75	122.22	
2	1111 6231	99	SAC-TEA OASDI	E	0.00	0.00	6.98	0.00	
2	1111 6232		EL MEDICARE TEA	E	0.00	-13,200.00	12,538.60	11,502.90	11.
1	1111 6232	98	21 CENTURY MED-NT	E	0.00	0.00	34.32	28.60	
2	1111 6232	98	21 CENTURY MEDICAR	E	0.00	0.00	297.54	517.45	
C	1111 6232	98	21 CENTURY MEDICAR	E	0.00	0.00	331.86	546.05	
2	1111 6232	99	SAC TEA MEDICARE	E	0.00	0.00	329.03	208.64	
2	1111 6232	450 51	TITLE I TEA MEDICARE	E	0.00	-580.00	0.00	0.00	
2	1111 6241		EL TEA INSURANCE	E	0.00	-150,000.00	143,187.36	126,030.61	132.
2	1111 6241	450 51	TITLE I TEA INSURANCE	E	0.00	-5,490.00	0.00	0.00	

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1	1111	6343				EL TRAVEL	E	0.00	-500.00	166.02	82.50	1,
1	1111	6343		99		SAC-TRAVEL	E	0.00	0.00	0.00	2,500.00	
1	1111	6392		98		21 CENTURY PUR	E	0.00	0.00	0.00	547.48	
1	1111	6392		99		SAC-PUR SER	E	0.00	0.00	2,567.50	3,000.00	
1	1111	6411				EL SUPPLIES	E	0.00	-32,000.00	70,820.47	34,489.72	32,
1	1111	6411		53		READING FIRST SUPPLY	E	0.00	0.00	0.00	129,741.62	157,
1	1111	6411		71		EL SUPPLIES/BBALL	E	0.00	-4,000.00	0.00	0.00	
1	1111	6411		92		TITLE VI B SUPPLIES	E	0.00	-10,000.00	10,018.89	20,268.53	4,
1	1111	6411		98		21 CENTURY-SUPPLY	E	0.00	0.00	468.76	280.84	1,
1	1111	6411		99		SAC-SUPPLIES	E	0.00	0.00	2,658.08	6,121.41	
1	1111	6411	450	51		TITLE I SUPPLIES	E	0.00	-10,000.00	0.00	0.00	
1	1111	6431				EL TEXTBOOKS	E	0.00	0.00	0.00	0.00	30,
4	1111	6542		92		TITLE VI B EQUIPMENT	E	0.00	-6,328.00	0.00	0.00	5,
4	1111	6542	450			TITLE I/EQUIPMENT	E	0.00	-11,599.00	0.00	0.00	
						SUB TOTAL		0.00	-1,502,262.00	1,494,951.60	1,665,190.26	1,766,
*** FUNCTION 1151 : HIGH SCHOOL ***												
2	1151	6111				HS CERT SALARY	E	0.00	-795,000.00	522,099.61	452,741.28	853,
2	1151	6111		22		HS CERT SAL/SF	E	0.00	0.00	118,543.20	0.00	
2	1151	6111		23		HS CERT SALARY-SFSF	E	0.00	0.00	0.00	407,962.03	
2	1151	6111		24		HS CERT SALARY-SF	E	0.00	0.00	84,628.00	0.00	
2	1151	6111		29		HS CERT SAL/JF-BUDGET	E	0.00	0.00	75,685.00	0.00	
2	1151	6121				HS SUBSTITUTE SALARY	E	0.00	-21,000.00	20,250.00	20,680.00	11,
2	1151	6131		70		HS EXTRA CUR SALARY	E	0.00	-50,800.00	49,165.12	44,850.04	23,
2	1151	6141				HS UNUSED SICK LEAVE	E	0.00	-200.00	720.00	4,140.00	2,
2	1151	6211				HS TEA RET	E	0.00	-135,000.00	112,930.79	75,324.24	122,
2	1151	6211		22		HS TEA RET/SF	E	0.00	0.00	19,185.56	0.00	
2	1151	6211		23		HS TEA RET-SFSF	E	0.00	0.00	0.00	52,823.05	

2	1151 6211	70	HS TEA RET EXTRA CUR	E	0.00	-7,000.00	6,491.88	5,677.02	2.
2	1151 6231		HS TEA SUB OASDI	E	0.00	-1,200.00	1,429.10	510.57	
2	1151 6232		HS TEA MEDICARE	E	0.00	-12,000.00	11,595.10	6,162.15	10.
2	1151 6232	23	HS TEA MEDICARE-SFSF	E	0.00	0.00	0.00	4,121.56	
2	1151 6232	70	HS MEDICARE EXTRA CUR	E	0.00	-725.00	676.62	600.61	
2	1151 6241		HS TEA INSURANCE	E	0.00	-122,000.00	112,360.31	57,321.07	95.
2	1151 6241	23	HS TEA INSURANCE-SFSF	E	0.00	0.00	0.00	38,542.05	
1	1151 6312	67	HS PUR SER/E-MINTS	E	0.00	-75,000.00	36,000.00	0.00	
1	1151 6343		HS TRAVEL	E	0.00	-3,200.00	2,926.82	3,212.91	5.
1	1151 6371		HS MEMBERSHIP DUES	E	0.00	-500.00	0.00	0.00	1.
1	1151 6411		HS SUPPLIES	E	0.00	-72,000.00	74,287.37	75,442.48	39.
1	1151 6411	67	HS SUPPLIES/E-MINTS	E	0.00	-25,000.00	0.00	0.00	
1	1151 6411	71	HS BASKETBALL SUP	E	0.00	-20,000.00	20,303.28	21,285.29	25.
1	1151 6411	72	HS CHEERLEADER SUP	E	0.00	-2,000.00	1,996.88	2,034.21	4.
1	1151 6411	73	HS VOLLEYBALL SUP	E	0.00	-7,500.00	7,483.00	7,694.43	7.
1	1151 6411	74	HS BASEBALL SUPPLIES	E	0.00	-14,000.00	13,959.32	14,645.21	15.
1	1151 6411	76	HS YEARBOOK SUPPLIES	E	0.00	-17,500.00	17,268.96	17,751.48	17.
1	1151 6411	78	HS BAND SUPPLIES	E	0.00	-10,500.00	11,608.62	11,208.94	9.
1	1151 6411	83	HS ENTRY FEE	E	0.00	-500.00	294.00	552.00	
1	1151 6431		HS TEXTBOOKS	E	0.00	0.00	0.00	0.00	35.
			SUB TOTAL		0.00	-1,392,625.00	1,321,888.54	1,325,282.62	1,282.
*** FUNCTION 1191 : SUMMER SCHOOL ***									
2	1191 6111	150 97	SUM SCH HS CERT SAL	E	0.00	-14,000.00	13,165.90	13,571.00	27.
2	1191 6111	450 97	SUM SCH EL CERT SAL	E	0.00	-30,000.00	0.00	568.40	17.
2	1191 6211	150 97	SUM SCH HS TEA RET	E	0.00	-2,050.00	1,823.33	1,467.59	2.
2	1191 6211	450 97	SUM SCH EL TEA RET	E	0.00	-4,350.00	0.00	76.73	1.

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2	1191	6231			97	SUM SCH OASDI/SUB	E	0.00	-15.00	8.81	0.00	
2	1191	6232	150		97	SUM SCH HS TEA MEDICA	E	0.00	-178.00	151.76	196.78	
2	1191	6232	450		97	SUM SCH EL TEA MEDICA	E	0.00	-450.00	0.00	0.00	
1	1191	6411			97	SUM SCH SUPPLIES	E	0.00	-3,500.00	0.00	2,000.00	4.
						SUB TOTAL		0.00	-54,543.00	15,149.80	17,880.50	54.
*** FUNCTION 1211 : GIFTED & TALENTED ***												
2	1211	6111				GIFTED CERT SALARY	E	0.00	0.00	42,000.00	37,451.85	35.
2	1211	6211				GIFTED TEA RET	E	0.00	0.00	6,663.42	5,636.31	5.
2	1211	6232				GIFTED TEA MEDICARE	E	0.00	0.00	601.45	543.01	
2	1211	6241				GIFTED TEA INSURANCE	E	0.00	0.00	5,927.76	4,600.96	5.
1	1211	6411				GIFTED SUPPLIES	E	0.00	0.00	934.80	521.00	2.
						SUB TOTAL		0.00	0.00	56,127.43	48,753.13	48.
*** FUNCTION 1221 : ***												
1	1221	6311				SPECIAL EDUCATION	E	0.00	-506,120.00	506,119.68	516,664.00	527.
						SUB TOTAL		0.00	-506,120.00	506,119.68	516,664.00	527.
*** FUNCTION 1251 : SUPPLEMENTAL INSTRUCTION ***												
2	1251	6111	450		51	TITLE I CERT SALARY	E	0.00	-147,600.00	237,343.04	227,835.50	246.
2	1251	6211	450		51	TITLE I TEA RET	E	0.00	-21,450.00	37,027.13	34,472.71	35.
2	1251	6232	450		51	TITLE I TEA MEDICARE	E	0.00	-2,145.00	3,288.49	3,538.30	3.
2	1251	6241	450		51	TITLE I TEA INSURANCE	E	0.00	-19,000.00	29,356.22	28,152.40	26.
1	1251	6392			51	TITLE I PUR SER-SES	E	0.00	0.00	56,812.98	0.00	
1	1251	6392			92	TITLE VI B PUR SER	E	0.00	0.00	0.00	0.00	2.
1	1251	6411			56	TITLE I/ARRA SUPPLIES	E	0.00	0.00	5,446.47	110,167.93	
1	1251	6411	450		51	TITLE I SUPPLIES	E	0.00	-10,000.00	0.00	0.00	
4	1251	6542	450		51	TITLE I/EQUIPMENT	E	0.00	-8,000.00	0.00	0.00	
						SUB TOTAL		0.00	-208,195.00	369,274.33	404,166.84	313.
*** FUNCTION 1300 : VOCATIONAL PROGRAMS ***												

2	1300 6111	150	VOC CERT SALARY	E	0.00	-43,225.00	40,800.00	40,275.00	39.
2	1300 6211	150	VOC TEA RET	E	0.00	-7,130.00	6,495.42	6,079.17	5.
2	1300 6232	150	VOC TEA MEDICARE	E	0.00	-630.00	589.56	578.08	
2	1300 6241	150	VOC TEA INSURANCE	E	0.00	-6,500.00	5,919.48	5,080.20	4.
1	1300 6411	150	VOC SUPPLIES	E	0.00	-5,000.00	212.61	10,044.19	2.
1	1300 6411	150 21	VOC SUPPLIES/PERKINS	E	0.00	-6,495.00	9,508.40	0.00	
1	1300 6411	150 22	VOC BUSINESS SUPPLIES	E	0.00	-4,000.00	1,088.18	37,393.95	6.
4	1300 6542	150 32	VOC 50/50 EQUIP GRANT	E	0.00	-5,000.00	2,860.00	0.00	
			SUB TOTAL		0.00	-77,980.00	67,473.65	99,450.59	60.
*** FUNCTION 1411 : STUDENT ACTIVITIES ***									
1	1411 6411	51	STU SENIOR CLASS	E	0.00	-4,500.00	4,506.65	3,655.25	4.
1	1411 6411	52	STU JUNIOR CLASS	E	0.00	-10,000.00	6,084.74	10,756.96	8.
1	1411 6411	54	STU FBLA	E	0.00	-4,000.00	11,999.46	2,930.00	4.
1	1411 6411	55	STU HONOR SOC	E	0.00	-6,500.00	6,515.34	4,789.93	12.
1	1411 6411	56	STU SAC	E	0.00	-10,000.00	8,935.22	10,443.01	19.
1	1411 6411	58	STU FCCLA	E	0.00	-400.00	386.69	387.06	
1	1411 6411	59	STU QUIZ BOWL	E	0.00	-1,200.00	1,165.18	1,011.43	1.
1	1411 6411	60	STU ELEM	E	0.00	-500.00	339.78	0.00	
1	1411 6411	62	STU HIGH SCHOOL	E	0.00	-2,000.00	2,546.87	5,588.92	8.
1	1411 6411	63	STU MU ALPHA THETA	E	0.00	-1,500.00	1,222.44	4,068.86	
1	1411 6411	65	STU ART CLUB	E	0.00	-500.00	499.09	56.66	
1	1411 6411	66	STU HS SHOP	E	0.00	0.00	0.00	13.61	1.
1	1411 6411	69	STU JH CHEERLEADERS	E	0.00	-6,000.00	5,637.73	7,835.47	5.
1	1411 6411	72	STU HS CHEERLEADERS	E	0.00	-10,000.00	7,932.86	10,075.57	3.
			SUB TOTAL		0.00	-57,100.00	57,772.05	61,612.73	69.

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*** FUNCTION 1910 : ***												
*** FUNCTION 1911 : TUITION TO OTHER DISTRICT ***												
2	1911	6311				INSTRUCTION SERVICES	E	0.00	-1,750.00	1,736.97	741.23	
						SUB TOTAL		0.00	-1,750.00	1,736.97	741.23	
*** FUNCTION 1942 : SUPPLEMENTAL ED SER ***												
1	1942	6312		51		TITLE I PUR SER-SES	E	0.00	-62,670.00	0.00	0.00	
1	1942	6411	450	51		TITLE I SUPPLIES	E	0.00	-200.00	0.00	0.00	
						SUB TOTAL		0.00	-62,870.00	0.00	0.00	
*** FUNCTION 2100 : SUPPORT SERVICES ***												
2	2100	6121	450	51		TITLE I SAL/PART TIME	E	0.00	-20,625.00	0.00	0.00	
2	2100	6231	450	51		TITLE I TEA OASDI	E	0.00	-867.00	0.00	0.00	
2	2100	6232	450	51		TITLE I TEA MEDICARE	E	0.00	-300.00	0.00	0.00	
1	2100	6411	450	51		TITLE I SUPPLIES	E	0.00	-5,000.00	0.00	0.00	
						SUB TOTAL		0.00	-26,792.00	0.00	0.00	
*** FUNCTION 2122 : COUNSELING SERVICES ***												
2	2122	6111	150			CO HS TEA SALARY	E	0.00	-56,325.00	55,732.92	55,152.60	54,
2	2122	6111	450			CO EL TEA SALARY	E	0.00	-48,200.00	47,609.16	47,028.96	41,
2	2122	6121	150			CO HS PART-TIME	E	0.00	-25,875.00	25,551.96	25,551.96	19,
2	2122	6121	450			CO EL PART-TIME	E	0.00	-20,650.00	20,367.96	20,367.96	19,
2	2122	6211	150			CO HS TEA RET	E	0.00	-9,030.00	8,586.06	8,087.70	7,
2	2122	6211	450			CO EL TEA RET	E	0.00	-7,850.00	7,448.70	6,991.02	6,
2	2122	6231	150			CO HS PART-TIME OASDI	E	0.00	-1,610.00	1,584.24	0.00	
2	2122	6231	450			CO EL PART-TIME OASDI	E	0.00	-1,280.00	1,262.76	0.00	
2	2122	6232	150			CO HS TEA MEDICARE	E	0.00	-1,195.00	1,176.77	1,170.24	1,
2	2122	6232	450			CO EL TEA MEDICARE	E	0.00	-1,000.00	980.64	972.24	
2	2122	6241	150			CO HS TEA INS	E	0.00	-6,500.00	5,985.84	5,182.80	4,
2	2122	6241	450			CO EL TEA INS	E	0.00	-6,300.00	5,935.20	5,126.76	4,

1 2122 6411	150	CO HS SUPPLIES	E	0.00	-2,880.00	795.20	1,315.37	2.
1 2122 6411	450	CO EL SUPPLIES	E	0.00	-2,880.00	2,694.07	1,491.97	2.
		SUB TOTAL		0.00	-191,575.00	185,711.48	178,439.58	165.
*** FUNCTION 2134 : NURSE SERVICES ***								
1 2134 6161		NURSE SALARY	E	0.00	-32,105.00	31,559.00	31,091.54	29.
1 2134 6221		NURSE NON TEA RET	E	0.00	-2,610.00	2,458.61	2,319.55	2.
1 2134 6231		NURSE OASDI	E	0.00	-1,967.00	1,862.46	1,829.32	1.
1 2134 6232		NURSE MEDICARE	E	0.00	-465.00	452.60	443.71	
1 2134 6241		NURSE INSURANCE	E	0.00	-5,975.00	5,568.15	4,639.93	4.
1 2134 6411		NURSE SUPPLIES	E	0.00	-1,500.00	174.77	2,397.86	1.
		SUB TOTAL		0.00	-44,622.00	42,075.59	42,721.91	39.
*** FUNCTION 2160 : DRUG FREE ***								
1 2160 6319	61	TITLE IV PROF TECH	E	0.00	0.00	843.00	2,000.00	3.
1 2160 6411	61	TITLE IV SUPPLIES	E	0.00	0.00	0.00	15.22	
		SUB TOTAL		0.00	0.00	843.00	2,015.22	4.
*** FUNCTION 2210 : IMPROVEMENT OF INSTR SERV ***								
2 2210 6111	53	READ FIRST CERT SAL	E	0.00	0.00	0.00	105,344.27	101.
2 2210 6111	65	TITLE IIA TEACHER	E	0.00	-38,175.00	37,650.00	51,275.04	50.
2 2210 6211	53	READ FIRST RET	E	0.00	0.00	0.00	14,828.24	13.
2 2210 6211	65	TITLE IIA TEA RET	E	0.00	-6,395.00	6,054.42	7,502.42	7.
1 2210 6231	53	READING FIRST-OASDI	E	0.00	0.00	0.00	8.06	
2 2210 6232	53	READING FIRST MEDICAR	E	0.00	0.00	0.00	1,164.32	1.
2 2210 6232	65	TITLE IIA TEA MEDICAR	E	0.00	-560.00	545.88	0.00	
2 2210 6241	53	READING FIRST TEA INS	E	0.00	0.00	0.00	7,757.96	7.
2 2210 6241	65	TITLE IIA INS	E	0.00	-6,225.00	5,897.76	4,694.92	4.

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1	2210	6392			53	READING FIRST PUR SER	E	0.00	0.00	0.00	7,545.80	12,
1	2210	6392			56	TITLE I/ARRA PUR SER	E	0.00	0.00	8,229.87	18,665.64	
1	2210	6392			65	TITLE IIA/PD	E	0.00	-20,541.00	0.00	418.00	3,
1	2210	6392	450	51		TITLE I/PD	E	0.00	-31,340.00	8,230.89	8,769.30	
1	2210	6410			68	TITLE IID/ARRA SUPPLY	E	0.00	0.00	0.00	1,658.00	
1	2210	6411			55	TITLE V SUPPLIES	E	0.00	0.00	0.00	0.00	
1	2210	6411			65	TITLE IIA SUPPLIES/PD	E	0.00	-6,000.00	25.41	0.00	
1	2210	6411	450	51		TITLE I/SIP SUPPLIES	E	0.00	0.00	3,867.99	7,440.27	28,
4	2210	6542			68	TITLE IID/ARRA C P	E	0.00	0.00	0.00	6,500.00	
						SUB TOTAL		0.00	-109,236.00	70,502.22	243,572.24	232,
*** FUNCTION 2214 : PROFESSIONAL DEVELOPMENT ***												
2	2214	6111				PD TEA SAL	E	0.00	-1,000.00	997.50	2,500.00	9,
2	2214	6121				PD SUB TEA PAY	E	0.00	-2,000.00	4,440.00	1,965.00	4,
2	2214	6211				PD TEA RET	E	0.00	-140.00	138.75	337.53	1,
2	2214	6231				PD TEA SUB OASDI	E	0.00	-100.00	275.28	77.50	
2	2214	6232				PD TEA MEDICARE	E	0.00	-50.00	76.50	59.74	
1	2214	6392				PD PURCHASED SER	E	0.00	-16,700.00	23,416.57	27,387.09	17,
1	2214	6392	450	51		PD TITLE I/SIP PUR SE	E	0.00	0.00	0.00	0.00	
						SUB TOTAL		0.00	-19,990.00	29,344.60	32,326.86	34,
*** FUNCTION 2222 : SCHOOL LIBRARY SERVICES ***												
2	2222	6111	150			LIB HS CERT SAL	E	0.00	-49,600.00	44,124.96	39,900.00	44,
2	2222	6111	450			LIB EL CERT SAL	E	0.00	-46,050.00	45,525.00	44,881.58	43,
2	2222	6211	150			LIB HS RET	E	0.00	-8,100.00	6,960.90	6,028.62	6,
2	2222	6211	450			LIB EL RET	E	0.00	-7,500.00	7,156.95	6,701.07	6,
2	2222	6232	150			LIB HS MEDICARE	E	0.00	-725.00	595.02	539.79	
2	2222	6232	450			LIB EL MEDICARE	E	0.00	-675.00	657.24	647.84	
2	2222	6241	150			LIB HS TEA INSURANCE	E	0.00	-6,275.00	5,940.27	5,077.56	4,

2	2222 6241	450	LIB EL TEA INSURANCE	E	0.00	-6,300.00	5,952.12	5,112.84	4.
1	2222 6411	150	LIB HS SUPPLIES	E	0.00	-6,500.00	6,527.43	8,585.66	7.
1	2222 6411	450	LIB EL SUPPLIES	E	0.00	-6,500.00	6,771.24	6,879.43	7.
1	2222 6441	150	LIB HS BOOKS	E	0.00	-4,000.00	4,083.87	4,423.43	4.
1	2222 6441	450	LIB EL BOOKS	E	0.00	-4,000.00	2,755.88	5,000.00	4.
1	2222 6451	150	LIB HS PERIODICAL	E	0.00	-250.00	241.50	75.97	
1	2222 6451	450	LIB EL PERIODICAL	E	0.00	-250.00	0.00	245.70	
			SUB TOTAL		0.00	-146,725.00	137,292.38	134,099.49	137.
*** FUNCTION 2310 : BOARD OF EDUCATION SERV ***									
1	2310 6161		BOE NON TEA SAL	E	0.00	-1,400.00	1,400.00	1,400.00	1.
1	2310 6221		BOE NON TEA RET	E	0.00	-95.00	92.82	91.00	
1	2310 6231		BOE NON TEA OASDI	E	0.00	-87.00	86.80	86.80	
1	2310 6232		BOE NON TEA MEDICARE	E	0.00	-22.00	20.30	20.30	
1	2310 6261		BOE WORKERS COMP	E	0.00	-15,000.00	14,565.00	13,764.00	12.
1	2310 6271		BOE UNEMPLOY COMP	E	0.00	-1,000.00	506.32	422.70	-1.
1	2310 6315		BOE AUDIT SER	E	0.00	-6,500.00	6,000.00	4,000.00	3.
1	2310 6317		BOE LEGAL SER	E	0.00	-1,000.00	933.33	750.00	2.
1	2310 6318		BOE ELECTION SER	E	0.00	-3,000.00	2,727.44	3,349.39	2.
1	2310 6352		BOE LIABILITY INS	E	0.00	-32,000.00	23,121.00	29,555.00	29.
1	2310 6353		BOE FIDELITY BOND	E	0.00	-100.00	80.00	80.00	
1	2310 6362		BOE ADVERTISING	E	0.00	-2,000.00	1,449.89	1,078.09	2.
1	2310 6371		BOE DUES	E	0.00	-4,500.00	4,300.00	4,300.00	4.
1	2310 6372		BOE SPONSOR ACTIVITY	E	0.00	-1,500.00	1,240.00	1,296.45	
			SUB TOTAL		0.00	-68,204.00	56,522.90	60,193.73	57.
*** FUNCTION 2321 : OFFICE OF SUPERINTENDENT ***									
2	2321 6111		SUP CERT SALARY	E	0.00	-86,275.00	84,999.96	90,000.00	87.

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1	2321	6151				SUP NON CERT SALARY	E	0.00	-45,525.00	45,000.00	44,475.00	43,
1	2321	6171				SUP UNUSED SICK LEAVE	E	0.00	-300.00	300.00	900.00	
2	2321	6211				SUP TEA RET	E	0.00	-13,400.00	12,737.45	12,708.36	12,
1	2321	6221				SUP NON TEA RET	E	0.00	-3,530.00	3,349.77	3,189.49	2,
1	2321	6231				SUP OASDI NON TEA	E	0.00	-2,790.00	2,782.24	2,751.40	2,
1	2321	6232				SUP MEDICARE NON TEA	E	0.00	-660.00	656.91	657.93	
2	2321	6232				SUP TEA MEDICARE	E	0.00	-1,252.00	1,232.52	1,259.33	1,
C	2321	6232				SUP TEA MEDICARE	E	0.00	-1,912.00	1,889.43	1,917.26	1,
1	2321	6241				SUP INSURANCE NON CER	E	0.00	-6,300.00	5,878.71	4,950.65	4,
2	2321	6241				SUP INSURANCE	E	0.00	-6,600.00	6,615.96	4,799.68	5,
C	2321	6241				SUP INSURANCE	E	0.00	-12,900.00	12,494.67	9,750.33	10,
2	2321	6241	12			HRA DEDUCTIBLE REIMB	E	0.00	0.00	0.00	2,325.58	10,
2	2321	6241	96			SUP RETIREE INSURANCE	E	0.00	0.00	0.00	0.00	84,
1	2321	6316				SUP DATA PRO SER	E	0.00	-30,000.00	24,209.63	39,579.80	39,
1	2321	6343				SUP TRAVEL	E	0.00	-3,000.00	1,933.17	4,489.26	5,
1	2321	6361	85			SUP POSTAGE	E	0.00	-4,000.00	4,000.00	4,000.00	3,
1	2321	6371				SUP MEMBERSHIP DUES	E	0.00	-850.00	775.00	850.00	
1	2321	6398				SUP PRIOR YR ADJUST	E	0.00	-34,508.00	3,411.19	8,467.00	
1	2321	6411				SUP SUPPLIES	E	0.00	-500.00	150.18	643.91	
1	2321	6492				SUP FLOWERS	E	0.00	-500.00	160.00	490.00	
						SUB TOTAL		0.00	-239,990.00	198,192.69	226,537.39	306,
*** FUNCTION 2411 : OFFICE OF PRINCIPAL ELEM ***												
2	2411	6111	450			PR EL SALARY	E	0.00	-64,500.00	63,500.04	75,999.96	73,
2	2411	6131	450			PR FED PRO COORD	E	0.00	-1,900.00	1,899.96	1,899.96	1,
2	2411	6141	450			PR EL UNUSED SICK	E	0.00	0.00	0.00	1,335.00	
1	2411	6161	450			PR EL NON TEA SAL	E	0.00	-50,600.00	65,546.75	64,701.12	59,
2	2411	6211	450			PR EL TEA RET	E	0.00	-10,225.00	9,668.46	10,840.32	10,

1	2411 6221	450	PR EL NON TEA RET	E	0.00	-3,800.00	4,669.04	4,401.14	3,
1	2411 6231	450	PR EL OASDI NON TEA	E	0.00	-3,200.00	3,676.04	3,683.20	3,
1	2411 6232	450	PR EL MEDICARE NT	E	0.00	-750.00	865.78	867.18	
2	2411 6232	450	PR EL MEDICARE	E	0.00	-940.00	920.76	1,028.61	
C	2411 6232	450	PR EL MEDICARE	E	0.00	-1,690.00	1,786.54	1,895.79	1,
1	2411 6241	450	PR EL INS NON TEA	E	0.00	-11,950.00	11,136.30	9,279.86	9,
2	2411 6241	450	PR EL INSURANCE	E	0.00	-6,400.00	6,044.99	4,865.56	5,
C	2411 6241	450	PR EL INSURANCE	E	0.00	-18,350.00	17,181.29	14,145.42	14,
1	2411 6343	450	PR EL TRAVEL	E	0.00	-1,500.00	861.53	1,186.68	1,
1	2411 6371	450	PR EL MEMBERSHIP DUES	E	0.00	-600.00	429.00	563.00	
			SUB TOTAL		0.00	-156,365.00	169,218.65	180,651.59	169.
*** FUNCTION 2412 : OFFICE OF PRINCIPAL HS ***									
2	2412 6111	150	PR HS SALARY	E	0.00	-66,000.00	69,999.96	69,000.00	66,
2	2412 6141	150	PR HS UNUSED SICK	E	0.00	0.00	1,170.00	240.00	
1	2412 6161	150	PR HS NON TEA SAL	E	0.00	-22,000.00	19,508.04	19,220.04	18,
2	2412 6211	150	PR HS TEA RET	E	0.00	-10,450.00	10,514.41	9,957.06	9,
1	2412 6221	150	PR HS NON TEA RET	E	0.00	-1,775.00	1,659.69	1,547.89	1,
1	2412 6231	150	PR HS OASDI NON TEA	E	0.00	-1,210.00	876.23	1,164.01	1,
1	2412 6232	150	PR HS MEDICARE NT	E	0.00	-320.00	215.08	273.04	
2	2412 6232	150	PR HS MEDICARE	E	0.00	-975.00	0.00	0.00	
C	2412 6232	150	PR HS MEDICARE	E	0.00	-1,295.00	215.08	273.04	
1	2412 6241	150	PR HS INS NON TEA	E	0.00	-5,960.00	5,568.15	4,639.93	4,
2	2412 6241	150	PR HS INSURANCE	E	0.00	-6,300.00	5,625.00	5,078.44	5,
C	2412 6241	150	PR HS INSURANCE	E	0.00	-12,260.00	11,193.15	9,718.37	9,
1	2412 6343	150	PR HS TRAVEL	E	0.00	-1,500.00	1,362.31	1,559.56	1,
1	2412 6371	150	PR HS MEMBERSHIP DUES	E	0.00	-300.00	160.00	200.00	

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						SUB TOTAL		0.00	-116,790.00	116,658.87	112,879.97	107.
*** FUNCTION 2540 : OPER & MAINT OF PLANT SER ***												
1	2540	6161				OM NON CERT SAL PT	E	0.00	0.00	0.00	0.00	7.
1	2540	6171				OM UNUSED SICK LEAVE	E	0.00	0.00	0.00	0.00	1.
1	2540	6231				OM OASDI	E	0.00	0.00	0.00	0.00	
1	2540	6232				OM MEDICARE	E	0.00	0.00	0.00	0.00	
1	2540	6319				OM PROF SERVICES	E	0.00	-150,000.00	142,289.90	12,180.76	3.
1	2540	6331				OM PURCHASED SERVICES	E	0.00	-254,000.00	245,761.08	245,761.08	294.
1	2540	6332				OM REPAIRS & MAINT	E	0.00	-45,000.00	36,128.17	56,238.52	73.
1	2540	6334				OM RENTALS	E	0.00	-20,000.00	17,627.78	17,584.88	20.
1	2540	6335				OM WATER & SEWER	E	0.00	-12,000.00	11,592.76	9,889.09	11.
1	2540	6339				OM PROPERTY TAX	E	0.00	-700.00	661.64	606.64	
1	2540	6351				OM PROPERTY INS	E	0.00	-30,000.00	20,530.00	30,000.00	28.
1	2540	6361				OM PHONE BILL	E	0.00	-25,000.00	21,107.47	14,222.08	13.
1	2540	6411				OM SUPPLIES	E	0.00	-40,000.00	35,772.47	38,342.93	92.
1	2540	6412				OM TECHNOLOGY	E	0.00	-26,000.00	24,088.66	8,750.90	
1	2540	6481				OM ELECTRIC	E	0.00	-105,000.00	102,083.65	83,747.42	81.
1	2540	6482				OM NATURAL GAS	E	0.00	-32,000.00	29,477.66	28,045.41	30.
1	2540	6482		23		OM NATURAL GAS - SFSF	E	0.00	0.00	0.00	5,256.96	
4	2540	6541				OM EQUIPMENT	E	0.00	-8,000.00	7,524.00	26,908.99	53.
4	2540	6591				OM MAJOR REPAIRS	E	0.00	-35,000.00	0.00	49,967.00	50.
						SUB TOTAL		0.00	-782,700.00	694,645.24	627,502.66	763.
*** FUNCTION 2546 : ***												
1	2546	6319		61		TITLE IV SECURITY	E	0.00	0.00	1,338.78	1,050.00	
1	2546	6391				SRO SALARY	E	0.00	0.00	8,234.56	13,389.69	21.
1	2546	6391		22		SRO SALARY/SF	E	0.00	0.00	692.12	0.00	
1	2546	6391		23		SRO SALARY - SFSF	E	0.00	0.00	0.00	13,390.35	

1 2546 6411		SRO SUPPLIES	E	0.00	0.00	201.69	1,195.59	
		SUB TOTAL		0.00	0.00	10,467.15	29,025.63	21.
*** FUNCTION 2552 : PUPIL TRANSPORTATION SER ***								
1 2552 6131		PT TEA PART TIME	E	0.00	-5,000.00	11,125.00	15,231.96	20.
1 2552 6131	70	PT TEA EXTRA CUR	E	0.00	-1,500.00	920.78	1,056.00	1.
1 2552 6131	97	PT/TEA SUM SCH	E	0.00	0.00	1,004.40	1,017.50	1.
1 2552 6151		PT REG SAL NON CERT	E	0.00	-38,535.00	38,055.00	37,491.96	28.
1 2552 6161		PT NON CERT PART TIME	E	0.00	-64,000.00	63,067.83	62,983.84	55.
1 2552 6161	70	PT SAL NON CERT EX CU	E	0.00	-3,500.00	3,148.00	3,488.00	4.
1 2552 6161	97	PT/SUMMER SCH	E	0.00	-3,600.00	2,392.40	2,110.00	3.
1 2552 6211		PT TEACHER RET	E	0.00	-725.00	1,557.52	2,069.62	2.
1 2552 6211	70	PT TEA RET EXTRA CUR	E	0.00	-200.00	128.91	142.56	
1 2552 6211	97	PT/TEA RET SUMMER SCH	E	0.00	0.00	140.62	137.36	
1 2552 6221		PT NON TEA RET	E	0.00	-4,000.00	3,970.62	3,209.51	2.
1 2552 6231		PT OASDI	E	0.00	-6,195.00	6,230.68	6,195.48	4.
1 2552 6231	70	PT OASDI EXTRA CUR	E	0.00	-310.00	195.16	95.71	
1 2552 6231	97	PT/OASDI SUM SCH	E	0.00	-200.00	148.32	151.16	
1 2552 6232		PT MEDICARE	E	0.00	-1,700.00	1,624.70	1,675.72	1.
1 2552 6232	70	PT MEDICARE EXTRA CUR	E	0.00	-100.00	58.99	69.35	
1 2552 6232	97	PT-MEDICARE SUM SCH	E	0.00	-50.00	49.25	50.11	
1 2552 6241		PT INSURANCE	E	0.00	-5,980.00	5,568.15	4,639.93	4.
1 2552 6261		PT WORKERS COMP INS	E	0.00	-4,500.00	3,229.00	4,500.00	4.
1 2552 6315		PT AUDIT SERVICE	E	0.00	-1,000.00	1,000.00	1,000.00	1.
1 2552 6319		PT PROF SERVICES	E	0.00	-500.00	488.70	459.00	
1 2552 6332		PT REPAIRS & MAINT	E	0.00	-4,500.00	1,845.08	1,672.29	2.
1 2552 6334		PT RENTALS	E	0.00	0.00	0.00	0.00	

FD	FUNCT	OBJECT	UNIT	SF	PY	DESCRIPTION	TYPE	PROPOSED BUDGET	BUDGET THIS YEAR	ACTUAL LAST YEAR	ACTUAL 2 YEARS AGO	ACT YEAI
THE COMPARISON REPORTS ARE PRINTED USING HISTORICAL DATA. THE HISTORICAL DATA CAN BE CHANGED WITHOUT MAKING A JOURNAL ENTRY BY USING THE GENEARL LEDGER FILE MAINTENANCE PROGRAM. COMPARISON REPORTS MAY BE OUT OF BALANCE IF HISTORICAL DAT HAS BEEN CHANGED.												
1	2552	6335				PT WATER & SEWER	E	0.00	-1,000.00	997.10	441.70	
1	2552	6351				PT PROPERTY INS	E	0.00	-5,000.00	4,616.00	4,616.00	4,
1	2552	6361				PT PHONE BILL	E	0.00	-750.00	525.58	730.40	
1	2552	6411				PT SUPPLIES	E	0.00	-3,500.00	3,490.46	1,987.20	18,
1	2552	6411	99			PT SUPPLIES/PARTS	E	0.00	-3,500.00	2,968.80	1,528.64	4,
1	2552	6481				PT ELECTRIC	E	0.00	-2,500.00	2,438.12	2,199.37	1,
1	2552	6482				PT NATURAL GAS	E	0.00	-2,000.00	1,086.40	1,583.95	1,
1	2552	6486	24			PT BUS FUEL - ARRA	E	0.00	0.00	0.00	9,702.00	
1	2552	6486	98			PT BUS FUEL	E	0.00	-25,000.00	24,314.80	17,375.17	30,
4	2552	6541				PT EQUIPMENT	E	0.00	0.00	0.00	0.00	17,
4	2552	6552				PT VEHICLE	E	0.00	0.00	0.00	0.00	157,
						SUB TOTAL		0.00	-189,345.00	186,386.37	189,611.49	378,
*** FUNCTION 2561 : ***												
1	2561	6161				FS SALARY PART TIME	E	0.00	0.00	0.00	1,310.47	2,
1	2561	6231				FS OASDI NON TEA	E	0.00	0.00	0.00	0.00	
1	2561	6232				FS MEDICARE	E	0.00	0.00	0.00	0.00	
1	2561	6332				FS REPAIRS & MAINT	E	0.00	-5,000.00	4,988.56	2,764.70	6,
1	2561	6393				FS PURCHASED SERVICES	E	0.00	-310,000.00	307,677.99	303,282.77	291,
1	2561	6411				FS SUPPLIES	E	0.00	-1,500.00	940.36	1,054.06	2,
4	2561	6541				FS EQUIPMENT	E	0.00	-4,000.00	4,600.00	0.00	
						SUB TOTAL		0.00	-320,500.00	318,206.91	308,412.00	303,
*** FUNCTION 3200 : COMMUNITY REC. SERVICES ***												
1	3200	6319				COM SER PUR SER	E	0.00	-12,000.00	7,818.22	16,409.95	22,
						SUB TOTAL		0.00	-12,000.00	7,818.22	16,409.95	22,
*** FUNCTION 3511 : EARLY CHILDHOOD PROGRAM ***												
1	3511	6313				EARLY CHILDHOOD	E	0.00	-10,000.00	8,902.83	19,489.19	28,
						SUB TOTAL		0.00	-10,000.00	8,902.83	19,489.19	28,

*** FUNCTION 3912 : PARENTAL INVOLVEMENT ***								
1 3912 6411	51	TITLE I/PARENTAL INV	E	0.00	-2,500.00	0.00	0.00	
		SUB TOTAL		0.00	-2,500.00	0.00	0.00	
*** FUNCTION 4000 : FACILITIES ACQUI & CONST ***								
4 4000 6521		FACILITIES CONST	E	0.00	0.00	0.00	0.00	44.
4 4000 6521	90	FACILITIES BLDG LEASE	E	0.00	-105,000.00	100,000.00	95,000.00	95.
4 4000 6521	91	FACILITIES NEW BLDG	E	0.00	-65,000.00	0.00	0.00	
		SUB TOTAL		0.00	-170,000.00	100,000.00	95,000.00	139.
*** FUNCTION 5200 : INTEREST ***								
4 5200 6620	90	INTEREST BLDG LEASE	E	0.00	-24,015.00	27,914.79	31,571.33	34.
4 5200 6620	91	INTEREST NEW BLDG	E	0.00	-84,305.00	73,062.17	0.00	
		SUB TOTAL		0.00	-108,320.00	100,976.96	31,571.33	34.
FUND1 TOTALS		TOTAL ASSETS		0.00	0.00	1,714,147.48	1,603,621.69	1,464.
		TOTAL LIABILITIES		0.00	0.00	0.00	0.00	
		TOTAL REVENUES		0.00	2,385,296.00	-2,614,478.78	-2,777,980.58	-2,559.
		TOTAL EXPENDITURES		0.00	-2,686,925.00	2,503,952.99	2,638,628.95	2,655.
		REVENUES + EXPENDITURES		0.00	-301,629.00	-110,525.79	-139,351.63	96.
		LEDGER BALANCE		0.00	0.00	0.00	0.00	

FD	FUNCT	OBJECT	UNIT	SF	PY	DESCRIPTION	TYPE	PROPOSED BUDGET	BUDGET THIS YEAR	ACTUAL LAST YEAR	ACTUAL 2 YEARS AGO	ACT YEAI
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FUND2	TOTALS					TOTAL ASSETS		0.00	0.00	2,230.38	1,716.43	151.
						TOTAL LIABILITIES		0.00	0.00	0.00	0.00	
						TOTAL REVENUES		0.00	3,461,394.00	-3,604,860.11	-3,671,824.43	-4,034.
						TOTAL EXPENDITURES		0.00	-3,535,927.00	3,604,346.16	3,821,625.86	3,953.
						REVENUES + EXPENDITURES		0.00	-74,533.00	-513.95	149,801.43	-80.
						LEDGER BALANCE		0.00	0.00	0.00	0.00	
FUND4	TOTALS					TOTAL ASSETS		0.00	0.00	4,748,009.67	1,902,823.83	2,317.
						TOTAL LIABILITIES		0.00	0.00	-3,666,732.50	-777,900.00	-1,268.
						TOTAL REVENUES		0.00	175,650.00	-172,314.30	-286,270.82	-285.
						TOTAL EXPENDITURES		0.00	-356,247.00	215,960.96	209,947.32	458.
						REVENUES + EXPENDITURES		0.00	-180,597.00	43,646.66	-76,323.50	172.
						LEDGER BALANCE		0.00	0.00	0.00	0.00	
COMBINED TOTAL						TOTAL ASSETS		0.00	0.00	6,464,387.53	3,508,161.95	3,933.
						TOTAL LIABILITIES		0.00	0.00	-3,666,732.50	-777,900.00	-1,268.
						TOTAL REVENUES		0.00	6,022,340.00	-6,391,653.19	-6,736,075.83	-6,879.
						TOTAL EXPENDITURES		0.00	-6,579,099.00	6,324,260.11	6,670,202.13	7,067.
						REVENUE + EXPENDITURES		0.00	-556,759.00	-67,393.08	-65,873.70	188.
						LEDGER BALANCE		0.00	0.00	0.00	0.00	

APPENDIX B

Other data sources reviewed

1. Teacher Attendance Data
2. Lesson Plans
3. Student Surveys
4. Parent Surveys
5. Technology Audit of South Pemiscot High
6. Look 2 Learning Classroom Walkthrough Data reports
7. School Report Card

SOUTH PEMISCOT R-V SCHOOL DISTRICT
Board of Education Special Meeting
Thursday, November 17, 2011

The Board of Education of the South Pemiscot R-V School District met in Special Session at 6:30 p.m. on Thursday, November 17, 2011 in the Board Conference Room.

Members Present:
David Greene, President
John Pierce, Vice-President
Deborah Adair, Treasurer
Earl Carter, Member
Kevin Gilmore, Member
Nogi McDaniel, Member
Alan Southern, Member
Dr. Stan Templeton, Superintendent

I. Call to Order: Board President, David Greene, called the meeting to order.

II. Approval of Agenda: A motion was made by Mr. Southern and seconded by Mr. McDaniel to approve the agenda. Motion carried.

III. Recognize Visitors: President Greene welcomed Linda Crawford, High School Teacher.

IV. Regular Business:

A. Discuss School Improvement Grant: Dr. Templeton provided the board with information he obtained from Elbow to Elbow, a company that writes grants for schools to apply for School Improvement Grants. Following discussion, a motion was made by Mr. Southern and seconded by Mr. Gilmore to allow Elbow to Elbow to write the grant. Motion carried 5-1. Mr. McDaniel had to leave the meeting prior to the vote due to his work schedule.

V. Adjournment: There being no further business to discuss, a motion was made by Mr. Southern and seconded by Mr. Carter to adjourn. Motion carried.

The meeting adjourned at 7:30 p.m.

President

Carolyn Clash
Secretary

12-8-11
Approved