

APPROVED

Virginia Department of Education
Office of Program Administration and Accountability and Office of School Improvement
P.O. Box 2120, Richmond, Virginia 23218-2120

1003(g)

Application for School Improvement Funds

[Complete this application if any of the school's three-year allocation is from 1003(g).]

Under the *No Child Left Behind Act of 2001*, PL 107-110 and the *American Recovery and Reinvestment Act of 2009*, PL 111-5

Due June 14, 2010

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DIVISION INFORMATION

School Division Name: Pulaski County
Mailing Address: 202 North Washington Street Pulaski, VA 24301
Division Contact: Bridget Parsons
Telephone (include extension if applicable): (540) 994-2558 Fax: (540) 994-2549
E-mail: bparsons@pcva.us

SCHOOL INFORMATION

Provide information for each school within the division that will receive support through the 1003(g) funds. Copy as many blocks as needed.

School Name: Pulaski Elementary School
Mailing Address: 2004 Morehead Lane Pulaski, VA 24301
School Contact: Linda Edwards
Telephone (include extension if applicable): (540) 643-0940 Fax: (540) 643-0990
E-mail: ledwards@pcva.us

School Name: _____
Mailing Address: _____
School Contact: _____
Telephone (include extension if applicable): _____ Fax: _____
E-mail: _____

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Assurances*: The local educational agency assures that School Improvement 1003(g) funds will be administered and implemented in compliance with all applicable statutes, regulations, policies, and program plans under the *No Child Left Behind Act of 2001* (NCLB) and the *American Recovery and Reinvestment Act of 2009* (ARRA), if funds have been received under both statutes. **Additionally, the local educational agency agrees by signing below to implement program specific assurances located in Section D. Assurances of this application.**

***SPECIAL DIVISION ASSURANCE, IF ANY,
DISCUSSED WITH THE DIRECTOR OF THE OFFICE OF SCHOOL IMPROVEMENT MUST BE ATTACHED.**

Certification: I hereby certify that, to the best of my knowledge, the information contained in this application is correct.

Superintendent's Signature: _____

Superintendent's Name: _____

Date: _____

The division will submit one application packet.

SECTION A: SCHOOLS TO BE SERVED

Divisions are aware of the 'tier' identification of schools that are eligible for 1003(g) funding. This information is also included in Appendix A-g. Complete the "Intervention" request by placing under the heading Turnaround, Restart, or Transformation the name of the "vendor" your division will employ.

1. Tier I and Tier II School Information

School Name	NCES ID #	Check Tier I	Check Tier II	Intervention			
				Turnaround	Restart	Transformation	Closure
				LTP:	LTP:	LTP:	
				LTP:	LTP:	LTP:	
				LTP:	LTP:	LTP:	
				LTP:	LTP:	LTP:	

As a reminder, for implementation requirements of each of the federal reform models see Appendix B-g.

2a. Tier III School Information

Identify each Tier III school that will be implementing the State Transformation model, and provide the information requested.

School Name	NCES ID #
Pulaski Elementary School	510315002460

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2b. Tier III School Information

If applicable, identify each Tier III school that will, by choice, implement one of the four federal reform models, and provide the name of the Lead Turnaround Partner (LTP).

School Name	NCES ID #	Intervention			
		Turnaround	Restart	Transformation	Closure
		LTP:	LTP:	LTP:	
		LTP:	LTP:	LTP:	

As a reminder, for implementation requirements of each of the federal reform models see Appendix B-g.

SECTION B: REQUIRED ELEMENTS

Part 1. Student Achievement and Demographic Data - Applicable to Tier I, II, and III Schools

The LEA must provide the following information for each of the Tier I, Tier II, and Tier III school that will be served.
Special Note: An LEA with Tier I schools must serve all of its Tier I schools before serving any eligible Tier III school.

- a. Student achievement data for the past two years (2007-2008 and 2008-2009) in reading/language arts and mathematics: by school for the “all students” category and for each AYP subgroup; and by grade level in the all students category and for each AYP subgroup;
- b. Analyzed student achievement data with identified areas that need improvement;
- c. Number and percentage of highly qualified teachers and teachers with less than three years experience by grade or subject;
- d. Number of years each instructional staff member has been employed at the school;
- e. Information about the graduation rate of the school in the aggregate and by AYP subgroup for all secondary schools;
- f. Information about the demographics of the student population to include attendance rate, total number of students, and totals by the following categories: 1) gender; 2) race or ethnicity; 3) disability status; 4) limited English proficient status; 5) migrant status; 6) homeless status; and 7) economically disadvantaged status;
- g. Information about the physical plant of the school facility to include: 1) date built; 2) number of classrooms; 3) description of the library media center; 4) description of cafeteria; and 5) description of areas for physical education and/or recess;
- h. Total number of minutes in the school year that all students were required to attend school and any increased learning time (e.g., before- or after-school, Saturday school, summer school);
- i. Total number of days teachers worked divided by the maximum number of teacher working days;
- j. Information about the types of technology that are available to students and instructional staff;
- k. Annual goals for student achievement on the state’s assessments in both reading/language arts and mathematics that it has established in order to monitor its Tier I and Tier II schools that received school improvement funds and services that the Tier III, category 1 school will receive or the activities the school will implement; and

- Goals it has established (subject to approval by the SEA) in order to hold accountable its Tier III schools implementing the State Transformation Model.

Annual Measurable Objective	Subgroup	2007-2008 Pass Rate Percentages	2008-2009 Pass Rate Percentages
Mathematics Performance	All Students	78.51%	86.58%
	Black	84.00%	81.48%
	Economically Disadvantaged	82.00%	80.24%
	Limited English	100.00%	40.00%
	Students with Disabilities	66.66%	74.00%
	White	85.47%	88.04%
English Performance	All Students	78.51%	77.46%
	Black	66.66%	70.37%
	Economically Disadvantaged	70.80%	74.23%
	Limited English Proficient	75.00%	80.00%
	Students with Disabilities	58.33%	60.00%
	White	79.58%	78.41%
Annual Measurable Objective All Students	Grade	2007-2008 Pass Rate Percentages	2008-2009 Pass Rate Percentages
Mathematics Performance	Third	85 %	78%
	Fourth	81%	90%
	Fifth	93%	93%
English Performance	Third	68%	62%
	Fourth	82%	86%
	Fifth	86%	87%

Summary of Analyzed Student Achievement Data

Pulaski Elementary identified areas of improvement are in English Performance. Students in the subgroups of black, economically disadvantaged, and students with disabilities are areas with the greatest needs. Our data indicates that third grade English is also an area Pulaski Elementary School should focus improvement strategies in.

Instructional Staffing Data

Highly Qualified Teachers		Teachers with 3 yrs or less
42/49 86%		7/49 14%
Name	Grade	Years Employed – Based on the opening date of Pulaski Elementary
Alls, Christi	Third	5
Archer, LaTrisha	Third	1
Bailey, Christine	Title	5
Bain, Susan	Second	5
Baldwin, Fran	Instructional Technology	2
Booker, Jan	First	5
Brookman, Teresa	Speech Pathologist	5
Bucey, Scott	Third	2
Burnette, Danielle	Third	2
Burchett, L.E.	Special Education	5
Card, Dannah	ELL Resource	5
Chrisley, Randee	Fourth	4
Clark, Lynne	Title/ Home School Coordinator	5
Clevenger, Angela	Kindergarten	5
Cox, Cassandra	Fourth	3
Cressell, Elizabeth	Special Education	5
Dalton, Diane	First	5
Edwards, Linda	Principal	5
Glenn, Mary Beth	Fourth	5
Golden, Wendy	Title	5
Graham, B.J.	Kindergarten	5
Hamblin, Jessica	Third	1
Heller, Stacey	Assistant Principal	1
Hess, Renee	Third	1
Hodge, Kari	Title	1
Horton, Sarah	Second	5
James, Amy	Fifth	2
Kiser, Gayle	First	5
Leichner, Dan	Fifth	4
MacDonald, Pam	Fifth	3
Makolandra, Jenny	Kindergarten	5
Martin, Patsy	Special Education	5
McGrail, Emily	Fourth	4
Moles, Rebecca	First	5
Morris, Susan	Title	5
Nelson, Kim	Physical Education	3

Oliver, Deb	Interpreter	5
Phillips, Daphne	Kindergarten	5
Ross, Garry	Physical Education	5
Rudd, Lauren	Second	2
Saltz, Chime	Art	5
Sands, Vicky	Fourth	3
Singleton, Beverly	Gifted Education	4
Sink, Kim	School Improvement Coach	5
Surber, Donna	Reading Recovery	5
Tabor, Donna	Fourth	5
Woinski, Sharon	Second	5

Attendance Data

School Year	School Attendance Rate	Teacher Attendance (Teachers Missing More Than Three Days)
2006-2007	95.5%	7%
2007-2008	95.7%	9%
2008-2009	95.9%	6%

Demographics of Student Population

Category	Total Number of Students	Percentage
All Students	539	
Race/ethnicity	48	12%
ELL	14	.03%
Disability Status	76	14%
Economically Disadvantaged	321	60%

Physical Information about Pulaski Elementary

Pulaski Elementary was built and operational in 2004. There are a total of thirty-four classrooms available for instruction. Each classroom is equipped with six computers, projector, Elmo, and SMART Board technologies. The school also has two laptop carts consisting of twenty-five laptop each that are available for instructional use. There are also two computer labs that have twenty-five computers available in each lab. The library is complete with numerous resources such as traditional encyclopedias, computers, television, dvd player, cassette tape and CD listening center, magazine center, and a teacher book room for teachers to check out novel and class sets of leveled readers and novels. It is also equipped to support the school wide Accelerator Reader Incentive Program. Pulaski Elementary has a cafeteria that has the seating capacity of ten classrooms during one period. The gymnasium is also large enough to accommodate the entire school population. There is a track available for walking and running, basketball court, and playground for additional recess time.

Required Instructional Times

Students are required to attend 180 days in an academic school year. Each day is composed of 7 hours which is a total of 1,260 hours or 75,600 minutes. Due to lost instructional time due for weather conditions the school day was extended by 40 extra minutes to ensure students received

the total number of required hours for instructional time. Pulaski Elementary School was also required to offer Supplemental Education Services which provided a certain population of students an additional 2 hours of instructional time, 2 day a week for 36 weeks. Those students who qualify for summer school receive an additional 4 hours of instructional time for 15 days. This is a total of 60 additional hours or 3,600 minutes.

Available Technology

Each classroom is equipped with six computers, projector, Elmo, and SMART Board technologies. The school also has two laptop carts consisting of twenty-five laptop each that are available for instructional use. There are also two computer labs that have twenty-five computers available in each lab. In addition to the resources above, the instructional teams have access to Sento Technology for the SMART Board. Pulaski Elementary has also purchased various computer based software that allows students to continue expanding knowledge in all content areas. Instructional Staff receive a net book to aid them in progress monitoring student progress through AIMS Web monitor tool.

Annual Goals for Student Achievement

The annual goal established for student achievement at Pulaski Elementary for grades all graders were to have a pass rate percentage of 90% of the student population for reading and math by spring benchmark. PALS along with county required 9 weeks assessments for math were used in the lower grades to determine if the goal had been mastered. Standards of Learning scores were used in third through fifth grade to determine if the goal had been achieved. In order to accomplish this goal each instructional team was required to pre/post assess students to determine each students' individual learning needs for core instruction and remedial instructions. Each team was required to meet weekly to make instructional decisions based on individual student data. Instructional teams worked together for blocks of four hours once a month to design units of instruction that were correlated to the standards, used work stations, and targeted individual students' needs.

Part 2. Design and Implement the Intervention for Each School - Applicable to Tier I, II, and III Schools

The LEA will need to have detailed plans in place to demonstrate how the interventions will be designed as well as the plan for implementation. Listed below are the factors that will be considered to assess the LEA's commitment to designing interventions consistent with the factors below from the USED Final Requirements for School Improvement Grants as amended January 2010.

Describe the following:

- The LEA has a plan in place to implement the intervention by the beginning of the 2010-2011 school year.
- The LEA has plans to regularly engage the school community to inform them of progress toward the design and implementation of the interventions and to give them opportunity to provide input.
- The LEA has adequate resources to research and design the selected intervention as intended.
- The LEA has set aside time and resources sufficient to facilitate the design and ongoing implementation of interventions.
- The LEA, with Tier I and Tier II schools, has attended the SEA sponsored strategic planning session on April 7, 2010, conducted by Dr. Lauren Morando Rhim representing the Center for Innovation and Improvement.
- The LEA has demonstrated adequate capacity to implement the selected intervention models.

Response:

- Pulaski Elementary already has established a plan to implement intervention based on individual students' learning needs by the beginning of the 2010-2011 school year. The master schedule will allow the instructional staffing the opportunity to meet once a week to discuss the individual needs and plan for those instructional needs. The master schedule will also provide a 'power up' time to give instructional staff the required time needed to remediate or enrich each student in "real time" based on the objectives that were taught the previous day. Instructional Staff will pre/post each learning objective to determine the students' learning need prior to instruction and after instruction to give the students optimal chances to learn based on his or her understanding of the current content. Each instructional staff member will be provided a data board and class progress sheet that aides in the overall tracking process of understanding which objectives students have mastered and which objectives students still need to master. Students and parents will be responsible for understanding the goals for their own learning also. They will receive a student tracking sheet for each content. Once a student masters an objective he/she will mark the objective as mastered. This gives parents and students knowledge of what is required for them in each content area.
- Because the school community is important, staff members will be informed on a regular basis of the progress toward the design and implementation of the interventions being implemented. A School Improvement Team which will consist of one team member representing each instructional team and administration will meet twice a month to review the school's data. The team will determine the level of implementation for each intervention and determine the next steps in order to attain the school's goal. All meeting agenda and minutes will be recorded and available for review. Each member of the School Improvement team will provide an overview of the School Improvement Team Meeting to their Instructional Teams. Each Instructional Team member will have a peer buddy who they will work with through peer conferencing and observations to aid in the process of becoming a more effective teacher.
- Adequate resources for accomplishing the design and implementation of the interventions listed will be provided through the funding of this grant. Additional resources will be available from VDOE Response to Intervention because Pulaski Elementary has been selected as a pilot school for the RtI initiative.
- Pulaski Elementary has set aside the required amount of time to ensure implementation of the interventions through effective planning of the master schedule and adequate use of instructional personnel. Interventions will be evaluated on a regular base through observations from administrations, coach, and peer buddies.
- Pulaski Elementary School will be using some of the monetary resources to hire a School Improvement Coach to help implement and evaluate if the intervention strategies are being implemented and effective to the school's needs. The coach will work closely with two Instructional Lead Teachers who assist in the school's understanding of the process of implementing the required interventions. This will build the schools capacity to continue the interventions that have already been implemented and those that will be implemented in the future.

- If the LEA lacks sufficient capacity to serve all of its Tier I schools provide the following information:
 - a. What steps have been taken to secure the support of the local school board for the reform model selected?
 - b. What steps have been taken to secure the support of the parents for the reform model selected?

- c. If the LEA does not have sufficient staff to implement the selected reform model fully and effectively, has the LEA considered use of the School Improvement Grant funds to hire necessary staff?
- d. What steps have been taken to secure assistance from the state or other entity in determining how to ensure sufficient capacity exists to implement the model?
- e. Has the SEA provided other technical assistance through a Memorandum of Understanding?

Response:

Mark NA, if applicable

Part 3. Recruit, Screen, and Select External Providers - Applicable to Tier I and II Schools

To assist school divisions with recruiting, screening, and selecting external providers, if applicable, the Virginia Department of Education (VDOE) conducted a Request for Proposals for Lead Turnaround Partners (LTPs). Awarded were four independent contractors: Cambridge Education; Edison Learning, Inc; John Hopkins University; and Pearson Education. School divisions may select a LTP from the competitively awarded contract list or they may choose to initiate their own competitive process. The benefit of selecting a provider from the VDOE contract list is that the competition has already taken place and a school division will not have to delay the implementation of the work with the LTP by awaiting results from its own competitive process. Specific information such as contract number and pricing about each awarded contractor is publically posted on the VDOE Web site. This link <https://vendor.epro.cgipdc.com/webapp/VSSAPPX/Advantage> provides the background information regarding the selection of the LTPs.

Below are the factors that will be considered to assess the LEA’s commitment to recruit, screen, and select external providers, if applicable, consistent with the USED Final Requirements for School Improvement Grants as amended in January 2010. Describe the following:

- Reasonable and timely steps taken to recruit, screen, and select providers to be in place by the beginning of the 2010-2011 school year that may include, but are not limited to:
 - Analyzing the LEA’s operational needs;
 - Researching and prioritizing the external providers available to serve the school;
 - Contacting other LEA’s currently or formerly engaged with the external provider regarding their experience;
 - Engaging parents and community members to assist in the selection process; and
 - Delineating the responsibilities and expectations to be carried out by the external provider as well as those to be carried out by the LEA.

Mark NA here if the LEA selected a LTP from the state’s list.
 Mark NA here if the selected model does not require a LTP.

- Detailed and relevant criteria for selecting external providers that take into account the specific needs of the Tier I and/or Tier II schools to be served by external providers. These criteria may include, but are not limited to:
 - A proven track record of success in working with a particular population or type of school;
 - Alignment between external provider services and needs of the LEA;
 - Capacity to and documented success in improving student achievement; and
 - Capacity to serve the identified school or schools with the selected intervention model.

<input type="checkbox"/>	Mark NA here if the LEA selected a LTP from the state's list.
<input checked="" type="checkbox"/>	Mark NA here if the selected model does not require a LTP.

Part 4: Modify Practices and/or Policies, If Necessary, to Enable Implementation of the Intervention Fully and Effectively- Applicable to Tier I, II, and III Schools

The LEA will provide evidence that a review of division and school policies have been completed to ensure alignment with the selected interventions. Evidence will include copies of division meeting agenda and accompanying notes. If changes are needed to existing policies and/or procedures, additional documentation will be requested such as revisions to policy manuals, local board of education meeting minutes, and/or other appropriate division communication.

Response:
This is Pulaski Elementary's second year of implementing interventions through School Improvement. The school does not have to change any policies to ensure the alignment for the selected interventions.

Part 5. Sustain the Reform Effort After the Funding Period Ends - Applicable to Tier I, II, and III Schools

The LEA will provide a narrative identifying resources, financial and otherwise, to demonstrate how the reform effort will be sustained after the funding period ends. The LEA's ability to sustain the reform effort after the funding period ends will be evaluated by considering the following.

Describe the following:

- Use of the Indistar™ tool by the division and school improvement teams to inform, coach, sustain, track, and report school improvement activities;
- Implementation of contract with external provider, if applicable; and
- Division plan and budget for sustaining the reform effort.

Response:

Pulaski Elementary has invested time and resources in ensuring the instructional staff receives effective professional development that focuses in areas such as using research based instructional strategies such as Marzano, Dan Mulligan, and resources from The Mega System Handbook. The used of the effective strategies will be monitored through peer conferencing, peer observations, walkthroughs, and formal observations for evaluation.

Instructional Teams have aligned the state curriculum to a weekly pacing. Teams are also working to create units and pre/post assessments for each learning objective. Instructional Teams will use class progress sheets for each subject to track students' mastery on each learning objective. Students will also use their own student progress sheet to further develop students met cognition of their own learning progress. Instructional Teams will also use student tracking cards and data boards. The tracking card records all achievement data for the student. This card will follow students throughout his or her career at Pulaski Elementary School. A master schedule was developed to reflect common planning time for Instructional Teams to meet weekly. It also provides a time for daily remediation and enrichment. Title I personnel are partnered with each grade level.

SECTION C: SELECTION OF COACH FOR TIER III SCHOOLS: STATE TRANSFORMATION MODEL - Tier III Schools Only

The State Transformation Model requires schools to use funding to hire a coach that will work with the school in the area(s) that caused the school to enter school improvement. **Coaches must be employed by June 28, 2010, the last day to register for the summer institute.**

Responsibilities of a coach may include, but are not limited to the following:

Assisting the School Improvement Team in:

- Using appropriate data to:
 - drive decision-making in developing, selecting, and evaluating instructional programs and practices
 - select appropriate strategies to individualize classroom instruction
 - establish goals for all students with a focus on subgroup performance
- Developing and evaluating a highly effective school improvement plan via online planning
- Protecting instructional time
- Monitoring student progress and sharing findings
- Promoting a collegial relationship between school administrators, staff, and coach

In the box below, please respond to the following questions:

Describe the process that was used or will be used to select each school's Tier III coach. Pulaski Elementary will continue with the coach who was hired for the previous year implementing the State Transformation Model. In the previous year the job was posted under available employment opportunities for Pulaski County Schools. The job requirements and details with listed with the posting. The applicant had to have five years of teaching experience, knowledge of using data for instructional purpose, and the ability to establish positive relationships in a school's community. A Master's Degree was preferred but not required. All qualified applicants were interviewed. The interview panel consisted of the school's administration, Title I coordinator, and the Assistant Superintendent of Curriculum and Instruction. The interview panel used a rubric to determine the quality of answers for the interview questions. The candidate with the highest score was offered the position.

Check the expertise of the coach or prospective coach. Check all that apply.

<p>School 1; <u>Pulaski Elementary School</u></p> <p><input checked="" type="checkbox"/> Reading/English/Language Arts <input checked="" type="checkbox"/> Mathematics <input type="checkbox"/> Instructional/Administrative/School Leadership <input type="checkbox"/> Experience as Virginia Department of Education Coach <input type="checkbox"/> University Level School Leadership Experience <input type="checkbox"/> Independent Education Contractor/Consultant <input checked="" type="checkbox"/> Other (Describe) The Coach has had extensive training in effective research based strategies. She has also received extensive training from the VDOE Response to Intervention and ICT Instructional Consultation Teams.</p>	<p>School 2: _____</p> <p><input type="checkbox"/> Reading/English/Language Arts <input type="checkbox"/> Mathematics <input type="checkbox"/> Instructional/Administrative/School Leadership <input type="checkbox"/> Experience as Virginia Department of Education Coach <input type="checkbox"/> University Level School Leadership Experience <input type="checkbox"/> Independent Education Contractor/Consultant <input type="checkbox"/> Other (Describe)</p>	<p>School 3: _____</p> <p><input type="checkbox"/> Reading/English/Language Arts <input type="checkbox"/> Mathematics <input type="checkbox"/> Instructional/Administrative/School Leadership <input type="checkbox"/> Experience as Virginia Department of Education Coach <input type="checkbox"/> University Level School Leadership Experience <input type="checkbox"/> Independent Education Contractor/Consultant <input type="checkbox"/> Other (Describe)</p>
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<p>School 4: _____</p> <p><input type="checkbox"/> Reading/English/Language Arts <input type="checkbox"/> Mathematics <input type="checkbox"/> Instructional/Administrative/School Leadership <input type="checkbox"/> Experience as Virginia Department of Education Coach <input type="checkbox"/> University Level School Leadership Experience <input type="checkbox"/> Independent Education Contractor/Consultant <input type="checkbox"/> Other (Describe)</p>	<p>School 5: _____</p> <p><input type="checkbox"/> Reading/English/Language Arts <input type="checkbox"/> Mathematics <input type="checkbox"/> Instructional/Administrative/School Leadership <input type="checkbox"/> Experience as Virginia Department of Education Coach <input type="checkbox"/> University Level School Leadership Experience <input type="checkbox"/> Independent Education Contractor/Consultant <input type="checkbox"/> Other (Describe)</p>	<p>School 6: _____</p> <p><input type="checkbox"/> Reading/English/Language Arts <input type="checkbox"/> Mathematics <input type="checkbox"/> Instructional/Administrative/School Leadership <input type="checkbox"/> Experience as Virginia Department of Education Coach <input type="checkbox"/> University Level School Leadership Experience <input type="checkbox"/> Independent Education Contractor/Consultant <input type="checkbox"/> Other (Describe)</p>
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SECTION D: BUDGET - Applicable to Tier I, II, and III Schools

Part 1. Budget Summary (one for the division and one for each school). Description of expenditure codes can be found at the end of Section C. 1003(g) and 1003(a) funding may be expended on any Condition of Award. See Attachment C-g. 1003(g) and 1003(a) funds may also be expended for the purchase of educational vendor/company services to support the implementation of the selected reform model. See Attachment D-g.

Note: Part 2: Budget Narrative: The detailed budget summary the LEA submits as part of the grant application will provide evidence of how other sources such as Title II, Part A; Title II, Part D; Title III, Part A; Title VI, Part B; state and/or local resources support 1003(g) initiatives. Additionally, the LEA will provide a budget narrative in its application that will provide a description of how other resources will be used such as personnel, materials, and services to support the selected intervention model.

Division Budget Summary

Division Name: Pulaski County

Virginia Department of Education Grant Expenditure Requirements

Note 1

Divisions must ensure that schools participating in Strand III (TeachFirst Formative Assessment) of the July 19-22, 2010, institute include the purchase of the TeachFirst Formative Assessment platform in their budgets. The total expenditures from all Strand III schools must be included in the division summary budget.

Cost: \$1,950 per school

Note 2

Divisions must ensure that Tier I and Tier II schools include in their budgets the purchase of I Station and ARDT.

I Station Cost: \$6,500

ARDT Cost: \$4.00 per student per school.

Division Budget Summary

Division Name: Pulaski County

Complete using all applicable funding sources. The division budget represents all applicant schools.

	Year 1 2010-2011				Year 2 2011-2012			Year 3 2012-2013			Total
	Note: Certain 1003(g) schools (green) are receiving 1003(a) funds as their first year allocation. Include division total for these schools. [1003(a) funds must be encumbered by September 30, 2011]										
	\$179,167				\$179,167			\$179,166			\$537,500
Expenditure Codes	ARRA (1003g)	ESEA (1003g)	ESEA (1003a)	Other Funds	ARRA (1003g)	ESEA (1003g)	Other Funds	ARRA (1003g)	ESEA (1003g)	Other Funds	Add ARRA and All ESEA [1003(g) and 1003(a), if applicable] across Object Codes (Do not include "other funds.")
1000 - Personnel			85,000		85,000			85,000			255,00
2000 - Employee Benefits			15,000		15,000			15,000			45,000
3000 - Purchased Services			5,000		14,000			5,000			24,000
4000 - Internal Services											
5000 - Other Charges			8,000		5,000			5,000			18,000
6000 - Materials and Supplies			66,167		60,167			69,166			195,500
8000 - Equipment/Capital Outlay											
Total			179,167		179,167			179,167			\$537,500

* If applicable.

School Budget Summary

School Name: Pulaski Elementary

Virginia Department of Education Grant Expenditure Requirements

Yes ___ No: Is this school a participant in Strand III (TeachFirst Formative Assessment) of the July 19-22 institute? See Attachment A-g.

If yes, check here to indicate that the school has included the purchase of the TeachFirst Formative Assessment platform in its budget.

___ Yes No: Is this school a Tier I or Tier II school? See attachment A-g.

___ If yes, check here to indicate that the school has included the purchase of I Station and ARDT in its budget.

School Budget Summary (One Per Applicant School)

Complete using all applicable funding sources.

	Year 1 2010-2011				Year 2 2011-2012			Year 3 2012-2013			Total
	Note: Certain 1003(g) schools (green) are receiving 1003(a) funds as their first year allocation. Include here. [1003(a) funds must be encumbered by September 30, 2011]										
	\$179,167				\$179,167			\$179,166			\$537,500
Expenditure Codes	ARRA (1003g)	ESEA (1003g)	ESEA (1003a)	Other Funds	ARRA (1003g)	ESEA (1003g)	Other Funds	ARRA (1003g)	ESEA (1003g)	Other Funds	Add ARRA and All ESEA [1003(g) and 1003(a), if applicable] across Object Codes (Do not include "other funds.")
1000 - Personnel			85,000		85,000			85,000			255,00
2000 - Employee Benefits			15,000		15,000			15,000			45,000
3000 - Purchased Services			5,000		14,000			5,000			24,000
4000 - Internal Services											
5000 - Other			8,000		5,000			5,000			18,000

Charges										
6000 - Materials and Supplies			66,167		60,167			69,166		195,500
8000 - Equipment/Capital Outlay										
Total			179,167		179,167			179,167		\$537,500

Complete a budget form for each school – one for each school.

Part 2. Budget Narrative: Describe in detail by expenditure codes how the school improvement 1003(g) funds as well as other funding sources will be used to implement the selected reform model(s) for the division and each school.

DIVISION NAME: Pulaski County

Personal Services (1000)

This budgeting source will be used to employ the School Improvement Coach who will guide the continuing school improvement progress for Pulaski Elementary. The coach will also synthesize and evaluate the schools data and individual school data on a regular basis. This source will also be used to employ a reading coach who will provide intense reading remediation for students through Read Naturally. Other funds will be allocated to hire tutors for additional remediation and enrichment support for each grade level. Substitutes will be hired to allow teachers to plan with their instructional teams one day a month for a block of 4-6 hours of time.

1. Employee Benefits (2000)

These funds will be allocated for FICA and employee insurance benefits.

2. Purchased Services (3000)

Purchased Service allocations will be used to provide professional development for SMART Notebook and SMART Response Systems as identified from a professional development survey conducted at Pulaski Elementary at the end of the 2009-2010 school year. Other areas of professional development will be defined in the same manner at the end of each school year.

These funds will be used for staff development. One staff development opportunity will provided to teacher an insight on how to develop relationships that will ignite students’ desire to achieve their maximum academic potential.

III A33-All teachers interact socially with students (noticing and attending to an ill student, asking about the weekend, inquiring about the family.)

Teach Like A Rock Star is a one-day professional development event that equips teachers to develop the types of teacher/student relationships that are necessary for academic success. It is based fundamentally on the wealth of established and emerging research that validates the teacher/student relationship as a variable of primary importance in student engagement and achievement. Further, Teach Like A Rock Star incorporates the long-established principles of behavioral psychology (e.g., emotional conditioning) and Reality Therapy to provide teachers a roadmap to favorably change the

emotional and behavioral experience of students who have experienced chronic academic and behavioral struggles.

3. Internal Services (4000)

4. Other Charges (5000)

These funds will be used to provide travel expenditures for the School Improvement Coach, Principal, or additional required personal to receive further training in the School Improvement progress.

5. Materials and Supplies (6000)

This budget source will purchase Go Solve Math for Pulaski Elementary. This program is designed build students' higher level skills in math. Additional funds will go toward the purchase of an iPod cart that has the capability of synchronize forty Pods at one time. Funds will also be used to purchase a laptop to serve as a server for uploading files to the iPods. Materials for tutors to use to help guide their remediation instruction will be purchased. These materials may include tutoring resources and supplies. Accelerator Reading incentives will also be purchased from this area of the budget. The School Improvement Coach will also use this source of funds to purchase supplies that might be needed for data boards, unit planning, pre/post assessments, or other additional necessary items that might be needed. Funds will be used to purchase iPods and iPads that will be used as workstations and various other activities in the classroom to help with differentiation of individual student learning needs. AIMS Web progress monitoring database will be purchased to aid Pulaski Elementary in further targeting individual students' needs through universal screenings three times a year and intense progress monitoring for those students who need additional support. Teach First, Formative Assessment will also be purchased as a requirement of schools that are in Tier III receiving school improvement funds. SMART Response systems will also be purchased to aid teachers in the process of data disaggregation and student motivation.

6. Equipment/Capital Outlay (8000)

SCHOOL NAME: **Pulaski Elementary School**

1. Personal Services (1000)

This budgeting source will be used to employ the School Improvement Coach who will guide the continuing school improvement progress for Pulaski Elementary. The coach will also synthesize and evaluate the schools data and individual school data on a regular basis. This source will also be used to employ a reading coach who will provide intense reading remediation for students through Read Naturally. Other funds will be allocated to hire tutors for additional remediation and enrichment support for each grade level. . Substitutes will be hired to allow teachers to plan with their instructional teams one day a month for a block of 4-6 hours of time.

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These funds will be allocated for FICA and employee insurance benefits.

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Purchased Service allocations will be used to provide professional development for SMART Notebook and SMART Response Systems as identified from a professional development survey conducted at Pulaski Elementary at the end of the 2009-2010 school year. Other areas of professional development will be defined in the same manner at the end of each school year.

These funds will also be used for staff development. One staff development opportunity will provided to teacher an insight on how to develop relationships that will ignite students' desire to achieve their maximum academic potential.

IIIA33-All teachers interact socially with students (noticing and attending to an ill student, asking about the weekend, inquiring about the family.)

Teach Like A Rock Star is a one-day professional development event that equips teachers to develop the types of teacher/student relationships that are necessary for academic success. It is based fundamentally on the wealth of established and emerging research that validates the teacher/student relationship as a variable of primary importance in student engagement and achievement. Further, Teach Like A Rock Star incorporates the long-established principles of behavioral psychology (e.g., emotional conditioning) and Reality Therapy to provide teachers a roadmap to favorably change the emotional and behavioral experience of students who have experienced chronic academic and behavioral struggles.

4. Internal Services (4000)

5. Other Charges (5000)

These funds will be used to provide travel expenditures for the School Improvement Coach, Principal, or additional required personal to receive further training in the School Improvement progress.

6. Materials and Supplies (6000)

This budget source will purchase Go Solve Math for Pulaski Elementary. This program is designed build students' higher level skills in math. Additional funds will go toward the purchase of an IPod cart that has the capability of synchronize forty Pods at one time. Funds will also be used to purchase a laptop to serve as a server for uploading files to the iPods. Materials for tutors to use to help guide their remediation instruction will be purchased. These materials may include tutoring resources and supplies. Accelerator Reading incentives will also be purchased from this area of the budget. The School Improvement Coach will also use this source of funds to purchase supplies that might be needed for data boards, unit planning, pre/post assessments, or other additional necessary items that might be needed. Funds will be used to purchase iPods and iPads that will be used as workstations and various other activities in the classroom to help with differentiation of individual student learning needs. AIMS Web progress monitoring database will be purchased to aid Pulaski Elementary in further targeting individual students' needs through universal screenings three times a year and intense progress monitoring for those students

who need additional support. Teach First, Formative Assessment will also be purchased as a requirement of schools that are in Tier III receiving school improvement funds. SMART Response systems will also be purchased to aid teachers in the process of data disaggregation and student motivation.

7. Equipment/Capital Outlay (8000)

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Complete a budget narrative for each applicant school.

These accounts are for budgeting and recording expenditures of the educational agency for activities under its control. Below are definitions of the major expenditure categories. The descriptions provided are examples only. For further clarification on the proper expenditures of funds, contact your school division budget or finance office, the grant specialist in the Virginia Department of Education, or refer to the appropriate federal act.

Expenditure Code Definitions

1000 Personal Services - All compensation for the direct labor of persons in the employment of the local government. Salaries and wages paid to employees for full- and part-time work, including overtime, shift differential, and similar compensation. Also includes payments for time not worked, including sick leave, vacation, holidays, and other paid absences (jury duty, military pay, etc.), which are earned during the reporting period.

2000 Employee Benefits - Job related benefits provided employees are part of their total compensation. Fringe benefits include the employer's portion of FICA, pensions, insurance (life, health, disability income, etc.), and employee allowances.

3000 Purchased Services - Services acquired from outside sources (i.e., private vendors, other governmental entities). Purchase of the service is on a fee basis or fixed time contract basis. Payments for rentals and utilities are not included in this account description.

4000 Internal Services - Charges from an Internal Service Fund to other functions/activities/elements of the local government for the use of intragovernmental services, such as data processing, automotive/motor pool, central purchasing/central stores, print shop, and risk management.

5000 Other Charges - Includes expenditures that support the program, including utilities (maintenance and operation of plant), staff/administrative/consultant travel, travel (staff/administration), office phone charges, training, leases/rental, Indirect Cost, and other.

6000 Materials and Supplies - Includes articles and commodities that are consumed or materially altered when used and minor equipment that is not capitalized. This includes any equipment purchased under \$5,000, unless the LEA has set a lower capitalization threshold. Therefore, computer equipment under \$5,000 would be reported in "materials and supplies."

8000 Equipment/Capital Outlay - Outlays that result in the acquisition of or additions to capitalized assets. Capital Outlay does not include the purchase of equipment costing less than \$5,000 unless the LEA has set a lower capitalization threshold.

Section E: Assurances

The LEA must assure that it will—

- (1) Use its School Improvement Grant to implement fully and effectively an intervention in each Tier I and Tier II school that the LEA commits to serve consistent with the final requirements;
- (2) 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 B of this application 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;

- (3) 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
- (4) Report to the SEA the school-level data required under the final requirements of this SIG grant.

Section F: Waivers (FOR SCHOOLS ALLOCATED 1003g FUNDS)

The LEA identifies the waiver that it will implement for each school. Not all waivers are applicable for each school; if the waiver is applicable, please identify the school that will implement the waiver.

A waiver from Section 421(b) of the General Education Provisions Act (20 U.S.C.§1225(b)) to extend the period of availability of school improvement funds for the state and all of its local school divisions to September 30, 2013.

- 1. Pulaski Elementary School
- 2. (School Name)
- 3. (School Name)
- 4. (School Name)

A waiver from Section 1116(b)(12) of the ESEA to permit local educational agencies to allow their Tier I, and Tier II, Title I participating schools implementing a turnaround or restart model to “start over” in the school improvement timeline.

- 1. (School Name)
- 2. (School Name)
- 3. (School Name)
- 4. (School Name)

A waiver from the 40 percent poverty threshold in Section 1114(a)(1) of the ESEA to permit local educational agencies to implement a schoolwide program in a Tier I or Tier II school that does not meet the poverty threshold.

- 1. (School Name)
- 2. (School Name)
- 3. (School Name)
- 4. (School Name)

Strand I

(Mentor Coaching Training and Special Education Training)

The **New* 1003g Coach**, the **New Building Principal**, a **Special Education Teacher**, and a **New Division Contact Person** must register for this strand of the summer institute.

Strand I:

<http://www.cpe.vt.edu/reg/nci-s1>

For divisions marked with an asterisk (*): Division contact registers for Strand II.

Accomack County	Nandua MS	Year I of Title I School Improvement
Accomack County	Arcadia MS	Year I of Title I School Improvement
Accomack County	Kegotank ES	Year I of Title I School Improvement
Accomack County	Metompkin ES	Year I of Title I School Improvement
Alexandria City*	Washington MS	Year I of Title I School Improvement
Alexandria City*	Washington MS 2	Year I of Title I School Improvement
Alexandria City*	Hammond MS	Year I of Title I School Improvement
Alexandria City*	Hammond MS 2	Year I of Title I School Improvement
Alexandria City*	Hammond MS 3	Year I of Title I School Improvement
Alexandria City*	Ramsay ES	Year I of Title I School Improvement
Brunswick County	Red Oak-Sturgeon ES	Year I of Title I School Improvement
Campbell County	Altavista ES	Year I of Title I School Improvement
Charles City County	Charles City County ES	Tier III – 1003g
Franklin City	Franklin HS	Tier III – 1003g
Fredericksburg City*	Walker-Grant MS	Year 1 of Title I School Improvement
Greene County	Nathaniel Greene ES	Year I of Title I School Improvement
Greene County	Greene County Primary	Year I of Title I School Improvement
Greensville County	Greensville ES	Year I of Title I School Improvement
Hampton City*	Mallory ES	Tier III – 1003g
Henrico County*	Highland Springs ES	Year I of Title I School Improvement
Henrico County*	Adams ES	Year I of Title I School Improvement
Lynchburg City	Perrymont ES	Year I of Title I School Improvement
Middlesex County	Middlesex ES	Year I of Title I School Improvement
Newport News City*	L.F. Palmer ES	Tier III – 1003g
Roanoke City*	Hurt Park ES	Tier III – 1003g
Roanoke City*	William Fleming HS	Tier III – 1003g
Shenandoah County	Sandy Hook ES	Year I of Title I School Improvement
Smyth County	Marion Intermediate	Year I of Title I School Improvement
Smyth County	Marion Primary	Year I of Title I School Improvement
Staunton City	Ware ES	Year I of Title I School Improvement
Suffolk City*	Benn Jr. ES	Year I of Title I School Improvement
Suffolk City*	Mount Zion ES	Year I of Title I School Improvement
Warren County*	Wilson Morrison ES	Year I of Title I School Improvement

Strand II

(Division Leadership Support Training)

The **Title I Director** or **Director of Instruction of Returning* Divisions** must register for this strand of the summer institute.

Strand II:

<http://www.cpe.vt.edu/reg/nci-s2>

(*Returning means divisions that did attend last summer's institute.)

Albemarle County	Henrico County	Richmond City
Alexandria City	King George County	Roanoke City
Amherst County	King and Queen County	Rockbridge County
Arlington County	Lancaster County	Shenandoah County
Bedford County	Louisa County	Stafford County
Craig County	Lunenburg County	Suffolk City
Culpeper County	Newport News City	Warren County
Essex County	Norfolk City	Westmoreland County
Fairfax County	Northampton County	Williamsburg-James City Co.
Fauquier County	Orange County	
Fluvanna County	Petersburg City	
Franklin City	Pittsylvania County	
Fredericksburg City	Portsmouth City	
Hampton City	Pulaski County	

Strand III

(Formative Assessment™ Training)

The **Returning* Building Principal** and the **Returning 1003g School Coach** must register for this strand of the summer institute.

Strand III:

<http://www.cpe.vt.edu/reg/nci-s3>

(*Returning means individuals that did attend last summer's institute.)

Albemarle County	Greer ES	Year I of Title I School Improvement
Alexandria City	Mount Vernon ES	Year I of Title I School Improvement
Alexandria City	Patrick Henry ES	Year I of Title I School Improvement
Alexandria City	Cora Kelly Magnet School	Tier III – 1003g
Alexandria City	Jefferson-Houston ES	Tier III – 1003g
Amherst County	Central ES	Tier III – 1003g
Arlington County	Barcroft ES	Year I of Title I School Improvement
Arlington County	Drew Model ES	Tier III – 1003g
Arlington County	Hoffman-Boston ES	Tier III – 1003g
Arlington County	Randolph ES	Tier III – 1003g
Bedford County	Bedford ES	Year I of Title I School Improvement
Bedford County	Bedford Primary	Year I of Title I School Improvement
Craig County	McCleary ES	Tier III – 1003g
Culpeper County	Sycamore Park ES	Tier III – 1003g
Culpeper County	Pearl Sample ES	Tier III – 1003g
Essex County	Essex Intermediate	Tier III – 1003g
Essex County	Tappahannock ES	Tier III – 1003g
Fauquier County	Grace Miller ES	Year I of Title I School Improvement
Fluvanna County	Central ES	Tier III – 1003g

Fluvanna County	Columbia District ES	Tier III – 1003g
Fluvanna County	Cunningham District ES	Tier III – 1003g
Hampton City	Smith ES	Year I of Title I School Improvement
King George County	King George ES	Tier III – 1003g
King George County	Potomac ES	Tier III – 1003g
King and Queen County	King and Queen ES	Tier III – 1003g
Lancaster County	Lancaster Primary School	Tier III – 1003g
Louisa County	Trevilians ES	Year I of Title I School Improvement
Lunenburg County	Victoria ES	Year I of Title I School Improvement
Newport News City	Sedgefield ES	Tier III – 1003g
Norfolk City	Jacox ES	Year I of Title I School Improvement
Norfolk City	Lindenwood ES	Year I of Title I School Improvement
Northampton County	Kiptopeke ES	Tier III – 1003g
Northampton County	Occohannock ES	Tier III – 1003g
Orange County	Orange ES	Tier III – 1003g
Orange County	Lightfoot ES	Year I of Title I School Improvement
Orange County	Unionville ES	Year I of Title I School Improvement
Orange County	Gordon Barbour ES	Year I of Title I School Improvement
Petersburg City	A.P. Hill ES	Tier III – 1003g
Petersburg City	J.E.B. Stuart ES	Tier III – 1003g
Petersburg City	Vernon Johns Junior High	Tier III – 1003g
Pittsylvania County	Dan River MS	Tier III – 1003g
Pittsylvania County	Kentuck ES	Tier III – 1003g
Portsmouth City	Brighton ES	Year I of Title I School Improvement
Portsmouth City	Churchland Academy ES	Tier III – 1003g
Pulaski County	Dublin ES	Year I of Title I School Improvement
Pulaski County	Pulaski ES	Tier III – 1003g
Richmond City	Blackwell ES	Year I of Title I School Improvement
Roanoke City	Addison MS	Tier III – 1003g
Roanoke City	Huff Lane Intermediate	Year I of Title I School Improvement
Roanoke City	Round Hill Montessori	Year I of Title I School Improvement
Rockbridge County	Fairfield ES	Year I of Title I School Improvement
Shenandoah County	Ashby Lee ES	Tier III – 1003g
Stafford County	Kate Waller Barrett ES	Year I of Title I School Improvement
Stafford County	Falmouth ES	Year I of Title I School Improvement
Suffolk City	Elephant's Fork ES	Tier III – 1003g
Warren County	Warren County MS	Year I of Title I School Improvement
Westmoreland County	Washington District ES	Tier III – 1003g
Williamsburg-James City	Montague ES	Year I of Title I School Improvement

Included for Application Completion Only-UVA Lead Turnaround Program

Fairfax County	Woodlawn ES	Year I of Title I School Improvement
Fairfax County	Bucknell ES	Year I of Title I School Improvement
Fairfax County	Beech Tree ES	Year I of Title I School Improvement
Fairfax County	Hollin Meadows ES	Year I of Title I School Improvement

Fairfax County	Dogwood ES	Tier III – 1003g
Fairfax County	Hybla Valley ES	Tier III – 1003g
Fairfax County	Washington Mill ES	Tier III – 1003g
Fairfax County	Mount Vernon Woods ES	Tier III – 1003g

**Strand IV
(Lead Turnaround Partner Training)**

The Division Superintendent or Assistant Superintendent, the Lead Turnaround Partner, and the School Principal of Tier I and Tier II Schools must register for this strand of the summer institute.

Strand IV:

<http://www.cpe.vt.edu/reg/nci-s4>

	Tier 1 Schools		Tier 2 Schools
Brunswick County	James. S. Russell Middle	Alexandria City	T.C. Williams HS
Grayson	Fries Middle	Buchanan County	Hurley HS*
Norfolk City	Lake Taylor Middle	Colonial Beach	Colonial Beach HS
Norfolk City	Ruffner Middle	Danville City	Langston Focus HS
Petersburg City	Peabody Middle	King and Queen County	Central HS
Richmond City	Fred D. Thompson Middle	Prince Edward County	Prince Edward Co HS
Richmond City	Boushall Middle	Richmond City	Armstrong HS
Roanoke City	Westside Elementary	Richmond City	George Wythe HS*
Sussex County	Chambliss Elementary	Roanoke City	Patrick Henry HS*
Sussex County	Sussex Central Middle		

*These schools have applied for a waiver of identification.

The Reform Models

As stipulated in the USED Final Requirements for School Improvement Grants as amended January 2010, the requirements for each of the four USED required models are provided below. Information on the State Turnaround Model is also provided for your information. **The USED reform models are for Tier I and Tier II schools only.**

1. Turnaround Model

A turnaround model is one in which a LEA must:

- Replace the principal and grant the principal sufficient operational flexibility (including in staffing, calendars/time, and budgeting) to implement fully a comprehensive approach in order to substantially improve student achievement outcomes and increase high school graduation rates;
- Use locally adopted competencies to measure the effectiveness of staff who can work within the turnaround environment to meet the needs of students, screen all existing staff and rehire no more than 50 percent, and select new staff;
- Implement such strategies as financial incentives, increased opportunities for promotion and career growth, and more flexible work conditions that are designed to recruit, place, and retain staff with the skills necessary to meet the needs of the students in the turnaround school;
- Provide staff ongoing, high-quality, job-embedded professional development that is aligned with the school's comprehensive instructional program and designed with school staff to ensure that they are equipped to facilitate effective teaching and learning and have the capacity to successfully implement school reform strategies;
- Adopt a new governance structure, which may include, but is not limited to, requiring the school to report to a new "turnaround office" in the LEA or SEA, hire a "turnaround leader" who reports directly to the superintendent or chief academic officer, or enter into a multi-year contract with the LEA or SEA to obtain added flexibility in exchange for greater accountability;
- Use data to identify and implement an instructional program that is research-based and vertically aligned from one grade to the next as well as aligned with state academic standards;
- Promote the continuous use of student data (such as from formative, interim, and summative assessments) to inform and differentiate instruction in order to meet the academic needs of individual students;
- Establish schedules and implement strategies that provide increased learning time (as defined in this notice); and
- Provide appropriate social-emotional and community-oriented services and supports for students.

A turnaround model may also implement other strategies such as the following:

- Any of the required and permissible activities under the transformation model; or
- A new school model (e.g., themed, dual language academy).

2. Restart Model

A restart model is one in which an LEA converts a school or closes and reopens a school under a charter school operator, a charter management organization (CMO), or an education management organization (EMO) that has been selected through a rigorous review process. (A CMO is a nonprofit organization that operates or manages charter schools by centralizing or sharing certain functions and resources among schools. An EMO is a for-profit or nonprofit organization that provides "whole-school operation" services to an LEA.) A restart model must enroll, within the grades it serves, any former student who wishes to attend the school.

3. School Closure Model

School closure occurs when an LEA closes a school and enrolls the students who attended that school in other schools in the LEA that are higher achieving. These other schools should be within reasonable proximity to the closed school and may include, but are not limited to, charter schools or new schools for which achievement data are not yet available.

4. Transformation Model

A transformation model is one in which an LEA must implement each of the following strategies:

- Developing and increasing teacher and school leader effectiveness. *Required* activities for the LEA:
 - Replace the principal who led the school prior to commencement of the transformation model;
 - Use rigorous, transparent, and equitable evaluation systems for teachers and principals that—
 - take into account data on student growth (as defined in this notice) as a significant factor as well as other factors such as multiple observation-based assessments of performance and ongoing collections of professional practice reflective of student achievement and increased high school graduations rates; and
 - are designed and developed with teacher and principal involvement;
 - Identify and reward school leaders, teachers, and other staff who, in implementing this model, have increased student achievement and high school graduation rates and identify and remove those who, after ample opportunities have been provided for them to improve their professional practice, have not done so;
 - Provide staff ongoing, high-quality, job-embedded professional development (e.g., regarding subject-specific pedagogy, instruction that reflects a deeper understanding of the community served by the school, or differentiated instruction) that is aligned with the school's comprehensive instructional program and designed with school staff to ensure they are equipped to facilitate effective teaching and learning and have the capacity to successfully implement school reform strategies; and
 - Implement such strategies as financial incentives, increased opportunities for promotion and career growth, and more flexible work conditions that are designed to recruit, place, and retain staff with the skills necessary to meet the needs of the students in a transformation school.

An LEA may also implement other strategies to develop teachers' and school leaders' effectiveness. *Permissible activities* such as the following are allowed:

- Providing additional compensation to attract and retain staff with the skills necessary to meet the needs of the students in a transformation school;
- Instituting a system for measuring changes in instructional practices resulting from professional development; or
- Ensuring that the school is not required to accept a teacher without the mutual consent of the teacher and principal, regardless of the teacher's seniority.

An LEA's comprehensive instructional reform strategies must include the following *required activities*.

- Use data to identify and implement an instructional program that is research-based and vertically aligned from one grade to the next as well as aligned with State academic standards; and
- Promote the continuous use of student data (such as from formative, interim, and summative assessments) to inform and differentiate instruction in order to meet the academic needs of individual students.

An LEA may also implement comprehensive instructional reform strategies as *permissible activities*, such as the following:

- Conducting periodic reviews to ensure that the curriculum is being implemented with fidelity, is having the intended impact on student achievement, and is modified if ineffective;
- Implementing a schoolwide "response-to-intervention" model;
- Providing additional supports and professional development to teachers and principals in order to implement effective strategies to support students with disabilities in the least restrictive environment and to ensure that limited English proficient students acquire language skills to master academic content;
- Using and integrating technology-based supports and interventions as part of the instructional program; and
- In secondary schools--
 - Increasing rigor by offering opportunities for students to enroll in advanced coursework (such as Advanced Placement; International Baccalaureate; or science, technology, engineering, and mathematics courses, especially those that incorporate rigorous and relevant project-, inquiry-, or design-based contextual learning opportunities), early-college high schools, dual enrollment programs, or thematic learning academies that prepare students for college and careers, including by providing appropriate supports designed to ensure that low-achieving students can take advantage of these programs and coursework;
 - Improving student transition from middle to high school through summer transition programs or freshman academies;
 - Increasing graduation rates through, for example, credit-recovery programs, re-engagement strategies, smaller learning communities, competency-based instruction and performance-based assessments, and acceleration of basic reading and mathematics skills; or
 - Establishing early-warning systems to identify students who may be at risk of failing to achieve to high standards or graduate.

An LEA must increase learning time and create community-oriented schools by the following *required activities*:

- Establish schedules and strategies that provide increased learning time (as defined in this notice); and

- Provide ongoing mechanisms for family and community engagement.

An LEA may also implement *permissible activities* including other strategies that extend learning time and create community-oriented schools, such as the following:

- Partnering with parents and parent organizations, faith- and community-based organizations, health clinics, other State or local agencies, and others to create safe school environments that meet students' social, emotional, and health needs;
- Extending or restructuring the school day so as to add time for such strategies as advisory periods that build relationships between students, faculty, and other school staff;
- Implementing approaches to improve school climate and discipline, such as implementing a system of positive behavioral supports or taking steps to eliminate bullying and student harassment; or
- Expanding the school program to offer full-day kindergarten or pre-kindergarten.

An LEA must provide operational flexibility and sustained support through the following *required activities*:

- Give the school sufficient operational flexibility (such as staffing, calendars/time, and budgeting) to implement fully a comprehensive approach to substantially improve student achievement outcomes and increase high school graduation rates; and
- Ensure that the school receives ongoing, intensive technical assistance and related support from the LEA, the SEA, or a designated external lead partner organization (such as a school turnaround organization or an EMO).

The LEA may also implement other strategies for providing operational flexibility and intensive support, through *permissible activities* such as the following:

- Allowing the school to be run under a new governance arrangement, such as a turnaround division within the LEA or SEA; or
- Implementing a per-pupil school-based budget formula that is weighted based on student needs.

5. State Transformation Model (Tier III Only)

The State Transformation Model requires schools to use funding to hire a coach that will work with the school in the area(s) that caused the school to enter school improvement. The requirements for the state transformation model are listed below.

An LEA will develop and increase teacher and school leader effectiveness by:

- Using data on student growth through formative assessment as a significant factor in evaluating teachers;
- Provide staff ongoing, high-quality, job-embedded professional development through a coaching model (e.g., regarding subject-specific pedagogy, instruction that reflects a deeper understanding of the community served by the school, or differentiated instruction) that is aligned with the school's comprehensive instructional program and designed with school staff to ensure they are equipped to facilitate effective teaching and learning and have the capacity to successfully implement school reform strategies; and
- Establishing schedules and strategies that provide increased collaborative time including extended year and extended school day programs.

An LEA will use comprehensive instructional reform strategies by:

- Using data to identify and implement an instructional program that is research-based and vertically aligned from one grade to the next as well as aligned with State academic standards;
- Using data on student growth through formative assessment as a significant factor in monitoring student achievement and growth;
- Promoting the continuous use of student data (such as from formative, interim, and summative assessments) to inform and differentiate instruction in order to meet the academic needs of individual students;
- Conducting periodic reviews to ensure that the curriculum is being implemented with fidelity, is having the intended impact on student achievement, and is modified if ineffective;
- Providing additional supports and professional development to teachers and principals in order to implement effective strategies to support students with disabilities in the least restrictive environment and to ensure that limited English proficient students acquire language skills to master academic content;
- Using and integrating technology-based supports and interventions as part of the instructional program;
- Establishing early-warning systems to identify students who may be at risk of failing to achieve to high standards or graduate; and
- Using transition programs to support students moving vertically through the curriculum and from elementary to secondary programs.

An LEA will increase learning time and creating community-oriented schools by:

- Establishing schedules and strategies that provide increased learning time including extended year and extended school day programs;
- Provide ongoing mechanisms for family and community engagement;

- Extending or restructuring the school day so as to add time for such strategies; and
- Implementing approaches to improve school climate and discipline, such as implementing a system of positive behavioral supports or taking steps to eliminate bullying and student harassment.

An LEA will provide operational flexibility and sustained support by:

- Ensuring that the school receives ongoing, intensive technical assistance and related support from the LEA, the SEA, or a designated state assigned coach, and
- Requiring alternative governance to support the school improvement planning team with oversight by the LEA and outside partners such as a university or state assigned coach.

Quick Reference Summary of Major Requirements

	Must contract with a Lead Turnaround Partner	Must replace principal	May “start over” in School Improvement Timeline	Must hire a coach
Closure				
Restart	X		X	
Transformation		X		
Turnaround	X	X	X	
State Transformation				X

Divisions that select a Lead Turnaround Partner (LTP) must develop a Memorandum of Understanding between the LTP and the division that specifies the services that will be delivered to the identified schools by the LTP.

SUMMARY OF CONDITIONS OF AWARD

Requirement	A Requirement of 1003(g)	A Requirement of 1003(a)
Requirements for Tier I and Tier II Schools and Divisions (Other Schools As Indicated)		
<u>School Level</u>		
Selection and implementation of a federal reform model (Appendix C)	Yes	No
Continued Submission of the Data Analysis or Restructuring Quarterly Reports	Yes	Yes
Continued School Improvement Planning via Indistar™ (Center on Innovation and Improvement - CII)	Yes	Yes
Online Attendance at Rapid Improvement Indicator-based Webinars (Tailored to summer institute strands as follow-up technical assistance)	Yes	Yes
<p>For the purpose of monitoring struggling students in reading, the Office of School Improvement is requiring Tier I and Tier II schools to purchase <i>ISTATION</i> (K-10). Cost \$6500 per school.</p> <p>For the purpose of monitoring struggling students in mathematics, the Office of School Improvement is requiring Tier I and Tier II schools to purchase the Algebra Readiness Diagnostic Test (ARDT). Cost \$4 per student.</p>	Yes	No
Attendance at 1003(g) and 1003(a) summer institute to be held at the Williamsburg Marriott, July 19-22, 2010.	Yes	Yes

Requirement	A Requirement of 1003(g)	A Requirement of 1003(a)
(Division Level) <u>Divisions with Tier I and Tier II Schools</u>		
Continued School Improvement Planning via Indistar™: Division-Level (Center on Innovation and Improvement - CII)	Yes	Yes
Attendance at Summer Institute Training (July 19-22, 2010, Williamsburg's Marriott) - Lead Turnaround Partner Training with Lauren Morando Rhim. (The principal will attend this training with the division contact person.)	Yes	No
Attendance at Lead Turnaround Partner Follow-up Division-level Webinars (Tailored to summer institute strand as follow-up technical assistance)	Yes	No
Summer Institute Training (July 19-22, 2010, Williamsburg's Marriott) - Division Leadership Support (Training Provided by The College of William and Mary)	Yes	No
Requirements for Tier III Schools and Divisions		
<u>School Level</u>		
Employment of a School Improvement Coach	Yes	Yes
Continued Submission of the Data Analysis Quarterly Reports	Yes	Yes
Continued School Improvement Planning via Indistar™ (Center on Innovation and Improvement - CII)	Yes	Yes
Summer Institute Training (July 19-22, 2010 – Mentor Coaching and Special Education Training)	Yes, if assigned to Strand I	Yes, if assigned to Strand I

Requirement	A Requirement of 1003(g)	A Requirement of 1003(a)
Online Attendance at Mentor Coach Training Webinars (follow-up to summer training)	Yes, if assigned to Strand I	Yes, if assigned to Strand I
Summer Institute Training (July 19-22, 2010), Formative Assessment Module: Checking for Understanding [Training Provided by TeachFirst] <i>(New to the institute schools will be assigned to the Teacher Leader Training.)</i>	Yes, if assigned to Strand III	Yes, if assigned to Strand III
Online Attendance at Formative Assessment Webinars (follow-up to summer training)	Yes, if assigned to Strand III	Yes, if assigned to Strand III
(Division Level) <u>Divisions with Tier III Schools</u> <u>(Exception: Accomack, Brunswick, Campbell, Charles City, Greene, Lynchburg, Middlesex, Smyth, and Staunton)</u>		
Use of a Division-Level Coach Model	Yes	No
Continued School Improvement Planning via Indistar™: Division-Level (Center on Innovation and Improvement – CII)	Yes	Yes
Summer Institute Training (July 19-22, 2010), Williamsburg's Marriott) - Division Leadership Support (Training Provided by The College of William and Mary)	Yes	No
Four One-Day Division Leadership Workshops (October, December, February, and April)	Yes	No
Site Visits to Schools with the Division Leadership Support Directors	Yes	No
Attendance at Webinars and Video Conferencing via The College of William and Mary	Yes	No
<u>Special Requirements for Schools Assigned to Strand III of the Summer Institute</u> Schools assigned to Stand III of the July Institute will be required to purchase the support platform for the implementation of TeachFirst's Formative Assessment Series™. (The cost is \$1,950 per school. For information regarding contracting with TeachFirst, please contact John Mullins at (206) 453-2445.)	Yes	Yes, if assigned to Strand III

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