

School Profile

Created Monday, November 19, 2012

Page 1

School Information

School Information District Name:	Union County Schools
School Information School or Center Name:	Union County Middle School

Level of School

Middle (6-8)

Principal

Principal Name:	Donnie Kelley
Principal Position:	Principal
Principal Phone:	706-745-2483
Principal Email:	dkelley@ucschools.org

School contact information

(the persons with rights to work on the application)

School contact information Name:	Denise Driskell
School contact information Position:	School-Based Literacy Representative
School contact information Phone:	706-745-2483
School contact information Email:	ddriskell@ucschools.org

Grades represented in the building

example pre-k to 6

6-8

Number of Teachers in School

42

FTE Enrollment

644

Fiscal Agent Memo of Understanding

The application is the project implementation plan, not simply a proposal. This project is expected to be implemented with fidelity upon SBOE approval. When completing the application, please remember that sub-grantees will not be permitted to change the project's scope that is originally outlined in the application, scored by reviewers during the application review process, and approved by SBOE. This policy is designed to provide basic fairness to applicants for discretionary sub-grants.

Fiscal Agent/Applicant Required Signatures:

I hereby certify that I am the an authorized signatory of the fiscal agent for which grant application is made and that the information contained in this application is, to the best of my knowledge, complete and accurate. I further certify, to the best of my knowledge, that any ensuing program and activity will be conducted in accordance with all applicable federal, state, and local laws and regulations, application guidelines and instructions, assurances, and certifications. I also certify that the requested budget amounts are necessary for the implementation of the program described in the attached application.

Please sign in blue ink.

Name of Fiscal Agent's Contact Person: Gary Steppe

Position/Title of Fiscal Agent's Contact Person: Superintendent

Address: 124 Hughes Street


City: Blairsville

Zip: 30512

Telephone: (706) 745-2322

Fax: (706) 745-5025

E-mail: gsteppe@ucschools.org



Signature of Fiscal Agency Head (District Superintendent or Executive Director)

Gary Steppe

Typed Name of Fiscal Agency Head (District Superintendent or Executive Director)

12/10/12

Date (required)

Georgia Department of Education Conflict of Interest and Disclosure Policy

Georgia's conflict of interest and disclosure policy is applicable to entities conducting business on behalf of and /or doing business with the Department and entities receiving a grant to implement a program and/or project approved by the State Board of Education. This policy is applicable for entities receiving state and/or Federal funds.

Questions regarding the Department's conflict of interest and disclosure policy should be directed to the program manager responsible for the contract, purchase order and/or grant.

I. Conflicts of Interest

It is the policy of the Georgia Department of Education (GaDOE) to avoid doing business with Applicants, subcontractors of Applicants who have a conflict of interest or an appearance of a conflict of interest. The purpose of this policy is to maintain the highest level of integrity within its workforce, and to ensure that the award of grant Agreements is based upon fairness and merit.

a. Organizational Conflicts of Interest.

All grant applicants ("Applicants") shall provide a statement in their proposal which describes in a concise manner all past, present or planned organizational, financial, contractual or other interest(s) with an organization regulated by the GaDOE, including but not limited to Local Education Agencies (LEAs), or with an organization whose interests may be substantially affected by GaDOE activities, and which is related to the work under this grant solicitation. The interest(s) in which conflict may occur shall include those of the Applicant, its affiliates, proposed consultants, proposed subcontractors and key personnel of any of the above. Past interest shall be limited to within one year of the date of the Applicant's grant proposal. Key personnel shall include:

- any person owning more than 20% interest in the Applicant
 - the Applicant's corporate officers
 - board members
 - senior managers
 - any employee who is responsible for making a decision or taking an action on this grant application or any resulting Agreement where the decision or action can have an economic or other impact on the interests of a regulated or affected organization.
- i. The Applicant shall describe in detail why it believes, in light of the interest(s) identified in (a) above, that performance of the proposed Agreement can be accomplished in an impartial and objective manner.
 - ii. In the absence of any relevant interest identified in (a) above, the Applicant shall submit in its grant application a statement certifying that to the best of its knowledge and belief no affiliation exists relevant to possible conflicts of interest. The Applicant must obtain the same information from potential subcontractors prior to award of a subcontract.

Conflict of Interest & Disclosure Policy

- iii. GaDOE will review the statement submitted and may require additional relevant information from the Applicant. All such information, and any other relevant information known to GaDOE, will be used to determine whether an award to the Applicant may create a conflict of interest. If any such conflict of interest is found to exist, GaDOE may:
 1. Disqualify the Applicant, or
 2. Determine that it is otherwise in the best interest of GaDOE to make an award to the Applicant and include appropriate provisions to mitigate or avoid such conflict in the grant awarded.
- iv. The refusal to provide the disclosure or representation, or any additional information required, may result in disqualification of the Applicant for an award. If nondisclosure or misrepresentation is discovered after award, the resulting grant Agreement may be terminated. If after award the Applicant discovers a conflict of interest with respect to the grant awarded as a result of this solicitation, which could not reasonably have been known prior to award, an immediate and full disclosure shall be made in writing to GaDOE. The disclosure shall include a full description of the conflict, a description of the action the Applicant has taken, or proposes to take, to avoid or mitigate such conflict. GaDOE may, however, terminate the Agreement for convenience if GaDOE deems that termination is in the best interest of the GaDOE.

b. Employee Relationships

- i. The Applicant must provide the following information with its application and must provide an information update within 30 days of the award of a contract, any subcontract, or any consultant agreement, or within 30 days of the retention of a Subject Individual or former GaDOE employee subject to this clause:
 1. The names of all Subject Individuals who:
 - a. Participated in preparation of proposals for award; or
 - b. Are planned to be used during performance; or
 - c. Are used during performance; and
 - ii. The names of all former GaDOE employees, retained by the Applicant who were employed by GaDOE during the two year period immediately prior to the date of:
 1. The award; or
 2. Their retention by the Applicant; and
 3. The date on which the initial expression of interest in a future financial arrangement was discussed with the Applicant by any former GaDOE employee whose name is required to be provided by the contractor pursuant to subparagraph (ii); and
 4. The location where any Subject Individual or former GaDOE employee whose name is required to be provided by the Applicant pursuant to subparagraphs (i) and (ii), are expected to be assigned.
- iii. "Subject Individual" means a current GaDOE employee or a current GaDOE employee's father, mother, son, daughter, brother, sister, uncle, aunt, first cousin, nephew, niece, husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, stepfather, stepmother, stepson, stepdaughter, stepbrother, stepsister, half brother, half sister, spouse of an in-law, or a member of his/her household.

Conflict of Interest & Disclosure Policy

- iv. The Applicant must incorporate this clause into all subcontracts or consultant agreements awarded under this Agreement and must further require that each such subcontractor or consultant incorporate this clause into all subcontracts or consultant agreements at any tier awarded under this Agreement unless GaDOE determines otherwise.
 - v. The information as it is submitted must be certified as being true and correct. If there is no such information, the certification must so state.
- c. **Remedies for Nondisclosure**
The following are possible remedies available to the GaDOE should an Applicant misrepresent or refuse to disclose or misrepresent any information required by this clause:
1. Termination of the Agreement.
 2. Exclusion from subsequent GaDOE grant opportunities.
 3. Other remedial action as may be permitted or provided by law or regulation or policy or by the terms of the grant agreement.
- d. **Annual Certification**. The Applicant must provide annually, based on the anniversary date of Agreement award, the following certification in writing to GaDOE. The annual certification must be submitted with the grantees annual end of year program report.

ANNUAL CERTIFICATION OF DISCLOSURE OF CERTAIN EMPLOYEE RELATIONSHIPS

The Applicant represents and certifies that to the best of its knowledge and belief that during the prior 12 month period:

A former GaDOE employee(s), current GaDOE employee, or Subject Individual(s) has been retained to work under the Agreement or subcontract or consultant agreement and complete disclosure has been made.

No former GaDOE employee(s), current GaDOE employee, or Subject Individual(s) has been retained to work under the Agreement or subcontract or consultant agreement, and disclosure is not required.


II. **Disclosure of Conflict of Interest after Agreement Execution**

If after Agreement execution, Applicant discovers a conflict of interest which could not reasonably have been known prior to Agreement execution; an immediate and full disclosure shall be made in writing to GaDOE. The disclosure shall include a full description of the conflict, a description of the action the Applicant has taken, or proposes to take, to avoid or mitigate such conflict. GaDOE may, however, terminate this Agreement for convenience if GaDOE deems that termination is in the best interest of GaDOE.

Conflict of Interest & Disclosure Policy

III. Incorporation of Clauses

The Applicant must incorporate the clauses in paragraphs A, B, and C of this section into all subcontracts or consultant agreements awarded under this Agreement and must further require that each such subcontractor or consultant incorporate this clause into all subcontracts or consultant agreements at any tier awarded under this Agreement unless GaDOE determines otherwise.




Signature of Fiscal Agency Head (official sub-grant recipient)

Gary Steppe, Superintendent _____
Typed Name of Fiscal Agency Head and Position Title

12/10/12

Date



Signature of Applicant's Authorized Agency Head (required)

Donnie Kelley, Union County Middle School Principal _____
Typed Name of Applicant's Authorized Agency Head and Position Title

12/10/12

Date

Signature of Co-applicant's Authorized Agency Head (if applicable)

Typed Name of Co-applicant's Authorized Agency Head and Position Title (if applicable)

Date (if applicable)

Preliminary Application Requirements

Created Monday, November 19, 2012

Page 1

Click on the [General Application Information](#) link below to assist you in the grant development process.

[General Application Information](#)

Did you download and read the General Information document to assist you with writing the grant?

-
- Yes
-

Click on the [SRCL Rubric](#) link below to assist you in the grant development process.

[SRCL Grant Rubric](#)

Did you download and read the SRCL Rubric to assist you with writing the grant?

-
- Yes
-

Click on the [Assessment Chart](#) link below to assist you in the grant development process.

[Assessment Chart](#)

Did you download and read the Assessment Chart to assist you in writing the grant?

-
- Yes
-

Assessments

I understand that implementing the assessments mentioned on page 5 in General Application Information is a necessary part of receiving SRCL funding.

-
- I Agree
-

Unallowable Expenditures

Preparation of the Proposal: *Costs to develop, prepare, and/or write the SRCL proposal cannot be charged to the grant directly or indirectly by either the agency or contractor.*

Pre-Award Costs: *Pre-award costs may not be charged against the grant. Funds can be used only for activities conducted and costs incurred after the start date of the grant.*

Entertainment, Refreshments, Snacks: *A field trip without the **approved** academic support will be considered entertainment. End-of-year celebrations or food associated with parties or socials are unallowable expenditures. Game systems and game cartridges are unallowable.*

Unapproved out of state or overnight field trips, including retreats, lock-ins, etc.

Incentives (e.g., plaques, trophies, stickers, t-shirts, give-a-ways)

Advertisements, Promotional or Marketing Items

Decorative Items

Purchase of Facilities or vehicles (e.g., Buses, Vans, or Cars)

Land acquisition

Capital Improvements, Permanent Renovations

Direct charges for items/services that the indirect cost rate covers;

Dues to organizations, federations or societies for personal benefits

Any costs not allowed for Federal projects per EDGAR, which may be accessed at <http://www.ed.gov/policy/fund/reg/edgarReg/edgar.html>.

NOTE: This is NOT an all-inclusive list of unallowable expenses. If you have questions about unallowable expenses please e-mail your questions to jmorrill@doe.k12.ga.us

Upon approval by the State Board of Education, sub-grantees will be required to submit electronic budgets through GaDOE Consolidated Application Portal. All budget requests must be made in accordance with the use of funds for the SRCL project and must meet the requirements in EDGAR and OMB circulars.

• I Agree

Grant Assurances

Created Monday, November 19, 2012

Page 1

The sub-grantee assures that it has the necessary legal authority to apply for and receive a SRCL Grant.

-
- Yes
-

Sub-grantee certifies that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

-
- Yes
-

The SRCL projects will target students who attend Title I schools or schools eligible for Title I schoolwide programs and their families.

-
- Yes
-

The SRCL project will be administered in accordance with all applicable statutes, regulations, program plans, and applications.

-
- Yes
-

The Grantee will participate in all technical assistance/information-sharing opportunities and professional development activities provided through the STRIVING READER COMPREHENSIVE LITERACY GRANT Project Grant Program.

-
- Yes
-

All activities must be correlated with the development of STRIVING READER COMPREHENSIVE LITERACY GRANT goals for children birth through grade 12.

-
- Yes
-

The second year of funding is dependent upon successful program implementation and progress aligned with the components of the request for application submitted.

-
- Yes
-

Prior to any material change affecting the purpose, administration, organization, budget, or operation of the SRCL project, the Sub-grantee agrees to submit an appropriately amended application to GaDOE for approval.

• Yes

The Sub-grantee agrees to notify the GaDOE, in writing, of any change in the contact information provided in its application.

• Yes

The activities and services described in the application shall be administered by or under the supervision and control of the Sub-grantee. The Sub-grantee shall not assign or subcontract, in whole or in part, its rights or obligations without prior written consent of GaDOE. Any attempted assignment without said consent shall be void and of no effect.

• Yes

Page 2

The Sub-grantee will use fiscal control and sound accounting procedures that will ensure proper disbursement of and account for Federal and state funds paid to the program to perform its duties.

-
- Yes
-

Funds shall be used only for financial obligations incurred during the grant period.

-
- Yes
-

The Sub-grantee will, if applicable, have the required financial and compliance audits conducted in accordance with the Single Audit Act Amendments of 1966 and OMB Circular A-133, "Audits of States, Local Governments, and Non-Profit Organizations."

-
- Yes
-

The fiscal agent will adopt and use proper methods of administering each program, including: (A) the enforcement of any obligations imposed on agencies, institutions, organizations, and other recipients responsible for carrying out each program; and (B) the timely correction of deficiencies in program operations that are identified through audits, monitoring, evaluation and/or technical assistance.

-
- Yes
-

The Sub-grantee will cooperate in carrying out any evaluation of each such program conducted by or for the Georgia Department of Education, the U.S. Department of Education, or other state or Federal officials.

-
- Yes
-

The Sub-grantee will submit reports to GaDOE as may reasonably be required. The Sub-grantee will maintain such fiscal and programmatic records and provide access to those records, as necessary, for those departments to perform their duties.

-
- Yes
-

The Sub-grantee will submit an annual summative evaluation report no later than June 30.

-
- Yes
-

The Sub-grantee agrees that GaDOE, or any of its duly authorized representatives, at any time during the term of this agreement, shall have access to, and the right to audit or examine any pertinent books, documents, papers, and records of the Sub-grantee related to the Sub-grantee's charges and performance under the SRCL sub-grant.

-
- Yes
-

The property (e.g., computers, equipment, classroom desks, tables, and pilferable items) purchased with the SRCL grant funds must be managed in accordance with EDGAR section 74.34 through 74.37 (for non-profit organizations) and with EDGAR section 80.32 and 80.33 (for school districts).

-
- Yes
-

The Sub-grantee certifies that it will abide by GaDOE's Conflict of Interest and Disclosure Policy. Applicants with a conflict of interest must submit a disclosure notice.

-
- Yes
-

Page 3

The Sub-grantee will comply with the Family Education Rights and Privacy Act of 1974 (34 C.F.R. 99).

- Yes
-

Sub-grantee will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to Title VI of the Civil Rights Act of 1964, which prohibits discrimination on the basis of race, color, or national origin; Title IX of the Education Amendments of 1972, which prohibits discrimination on the basis of sex; Section 504 of the Rehabilitation Act of 1973, which prohibits discrimination on the basis of handicaps; and the Age Discrimination Act of 1975, which prohibits discrimination on the basis of age, and the Americans with Disabilities Act of 1990, which prohibits discrimination on a basis of disability.

- Yes
-

In accordance with the Federal Drug-Free Workplace and Community Act Amendments of 1989 and the Drug-Free Workplace Act of 1988, the Sub-grantee understands that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance, marijuana, or dangerous drug is prohibited at geographic locations at which individuals are directly engaged in the performance of work pursuant to the 21st CCLC grant.

- Yes
-

All technology purchases (software and hardware) will be approved by the LEA Technology Director for compatibility with current operating systems and building infrastructure. The Technology Director must ensure that any purchases for the building will be able to be implemented and sustained beyond the grant period.

- Yes
-

Fiscal Year	Findings	Condition	Questioned Costs	Notes
FY2007	No Findings			
FY2008	No Findings			
FY2009	FS-7441-09-01	A review of expenditures revealed that the School District failed to implement internal controls to ensure that expenditures were properly authorized.	N/A	Corrective Action Taken/Partially Resolved
	FA-7441-09-01	A review of expenditures charged to Title I Grants to Local Educational Agencies (CFDA 84.010) program revealed that the School District failed to implement internal control procedures to ensure expenditures were properly documented, authorized, recorded in the correct grant period and in compliance with grant requirements.	\$1,376	Corrective Action Taken/Partially Resolved
FY2010	FS-7441-10-01	The School District did not have adequate internal controls in place to ensure that all required activity was included in the financial statement information presented for audit.	N/A	Corrective Action Taken/Previously Reported Corrective Action Implemented - Further Action Not Warranted
	FS-7441-10-02	The School District did not adequately record and report its capital assets.	N/A	Corrective Action Taken/Previously Reported Corrective Action Implemented
	FA-7441-10-01	A review of salaries charged to the Title I Grants to Local Educational Agencies (CFDA 84.010) program revealed that the hours charged to this Federal program were not supported by time and attendance records as required by OMB Circular A-87. Additionally, salary for an employee who serves the overall program at the Central Office was incorrectly charged directly to the schoolwide program funded schools rather than to administrative set asides.	\$6,511.02	Corrective Action Taken/Previously Reported Corrective Action Implemented
	FA-7441-10-02	The Board identified students to be served in the Title I targeted assistance program based on a single selection criteria.	N/A	Corrective Action Taken/Previously Reported Corrective Action Implemented
FY2011	No Findings			

DISTRICT NARRATIVE

History and Demographics

Union County Schools, in some capacity, has been educating students with a long **history** of well over one hundred years. The system is nestled in a mountainous terrain located in the upper northeastern section of Georgia at the foot of the Appalachian Mountain chain. The school system is comprised of five schools, approximately 2600 students, and 235 educators (Governors Office of Student Achievement, 2011). Schools in the system include one high school (grades 9-12), one middle school (grades 6-8), one elementary school (grades 3-5), one primary (grades K-2), and a small rural K-12 consolidated school. In 2012-2013 school year the ethnicity of the system is as follows: .8% Asian, .6% African American, .3% Hispanic, .5% American Indian, .15% Multi-racial, and .94% white. The current overall county population is in excess of 22,000 people with an estimated yearly population growth of 2.35% (Wolfram Alpha Knowledgebase, 2012). Economically, the rural area is considered predominately poor and severely lacking in industry. Currently, **62%** of the students Union County schools are served in the Free/Reduced Lunch Program. Regardless of their socioeconomic status, Union County Schools seeks to provide quality educational opportunities to all children.

Current Priorities.

Union County Schools is dedicated to the students enrolled in the various schools and strives to ensure the success of every student by providing a variety of programs to meet their individualized needs. Programs ensuring success currently serving children include: Special education, gifted program, ESOL (English learners), EIP (at-risk students), AP (advanced placement), and four of the five schools are Title I schools. All student academics are guided by Georgia standards including this school year's (2012-2013) implementation of CCGPS,

including implementing literacy standards in all subjects. This school system's **priority** is evident in the system mission statement: "The mission of the Union County School System is to prepare each student for a productive life in the changing world by providing flexible student-focused instruction." In order to meet our mission the following are priorities of our school system:

1. Ensuring the worth and dignity of each student and staff member are respected.
2. Providing safe and positive for learning.
3. Promoting a rigorous curriculum aligning to CCGPS.
4. Facilitation of student-centered instruction.
5. Providing relevant instruction while involving parents and community.
6. Ensuring students are prepared for their citizenship in a global society.
7. Fostering a love for life-long learning.

Past Instructional Initiatives

Union County Schools has always held extremely high standards for students and educators. High expectations are evident when schools lead district state standardized scores on multiple occasions. **Past instructional initiatives**, either sponsored by the individual school or school system, have paved the way for past successes include:

- Ruby Payne's aha! Program aiding the process in understanding poverty
- Multiple teachers attained reading and/or gifted endorsements
- Multiple instructional technology training opportunities
- RTI presentations by outside consultants or in-house educators
- Teachers as Advisors training (TAA)
- Various workshops and conferences that demonstrate best practices while continuing to address the Georgia Performance Standards
- Multiple professional development opportunities for various reading strategies
- 21st Century after school program for K-8 students

- Various computer programs promoting math and/or reading skills

Literacy Curriculum

Teachers at all levels have access to quality lesson plans either personally constructed with colleagues or via the World Wide Web. A model of blended learning incorporating whole group, centers, and individualized technology-aided instruction is the mode followed by most teachers. Promethean Boards and document cameras make blended learning possible.

Additionally, horizontal and vertical planning by each teacher and grade ensures a comprehensive scope and sequence of each unit taught during the school year.

District wide literacy focused professional learning has occurred in order to acquaint teachers with various strategies to incorporate literacy into academics. Teachers also glean literacy curriculum knowledge from viewing Georgia DOE webinars on a regular basis and follow the suggested guidelines (posting of standards, language of the standards, student work with comments, anchor cards, word walls, etc.). Union County Schools strives to follow the Common Core Georgia Performance Standards that extends from kindergarten through 12th grade.

Literacy assessments used district wide

Currently no literary assessments are implemented vertically district wide. However, each school is responsible for school wide literacy assessments, which are indicated in the school-based plans.

Need for a Striving Reader Project

Without a doubt, LITERACY IS THE KEY TO SUCCESS across the curriculum and across the grade levels. In his book *A History of Reading*, Alberto Manguel stated, "To read is to fly: it is to soar to a point of vantage which gives a view over wide terrains of history, human variety, ideas, shared experience and the fruits of many inquiries." In the near past reading was

confined to paper products in the form of books and magazines. The Internet has opened up a whole new world of reading! Clearly, reading is fundamental in all subjects and is evidenced in the rigor of the CCGPS.

Union County Schools is a small rural area lacking in industry. Based on the Needs Assessment conducted at each school, the literacy needs were identified if the majority of schools were rated as “Not Addressed” or “Emergent.”

Building Block	Action	Primary	Elementary	Middle	High
1: Engaged Leadership	B: Organize a Literacy Leadership Team	NA	EM	NA	NA
	C: Maximize the use of time and personnel through scheduling and collaborative planning.	NA	EM	NA	NA
	E: Optimize literacy instruction across all content areas.	NA	EM	NA	NA
	F: Enlist the community at large to support schools and teachers in the development of college-and-career-ready students as articulated in the Common Core Georgia Performance Standards.	NA	EM	NA	NA
2: Continuity of Instruction	A: Ensure a consistent literacy focus across the curriculum through the use of collaborative teams.	NA	EM	NA	NA
3: Ongoing Formative and Summative Assessments	None				
4: Best Practices in Literacy Instruction	C: Ensure that students receive effective writing instruction across the curriculum.	EM	EM	EM	EM
5: System of RTI for All Students	B: Provide Tier I Instruction based upon the CCGPS in all grades to all students in all classrooms.	EM	OP	EM	EM
6: Improved Instruction through PL	B: Provide professional learning for in-service personnel.	NA	OP	EM	NA

As a school system, Union County Schools seeks this literacy grant to fund to provide high quality literacy opportunities for all students in our county.

DISTRICT MANAGEMENT PLAN AND KEY PERSONNEL**Sections A, B & C**

Successful implementation of the grant proposal is based on a quality management plan. The management of the grant will be dependent upon the structure of the District Literacy Team. The District Literacy Team is in the early stages of development and will continue to increase as needs and additional personnel are identified. Title and role within the grant are identified in the table below.

<i>Name</i>	<i>Position/Title</i>	<i>Role</i>
<i>Central Office</i>		
Dr. Jeremy Williams	Assistant Superintendent	Grant Oversight, Evaluation, District Liaison and Communication
Paula Davenport	Curriculum & Professional Development Coordinator	Literacy Plan Alignment and Project Implementation
Bill Driskell	Technology Director	Technology Alignment & Software/Resource Implementation
<i>TBD</i>	Part-Time Literacy Coach	Professional Development & Literacy Integration
<i>Union County Primary School</i>		
Millie Owenby	Assistant Principal	Literacy Plan Integration & Teams Implementation & Integration
Lena Weaver	RTI Coordinator	
Kristal Hemphill	Writing Teacher	
Casey Potts	Media Specialist	Resource Implementation
<i>Union County Elementary School</i>		
Trish Cook	Principal	Literacy Plan Integration & Teams Implementation & Integration
Judy Hughes	RTI Coordinator	
Barbara Hyatt	EIP Teacher	
Cindy Perry	Media Specialist	Resource Implementation
<i>Union County Middle School</i>		
Gwen Stone	Assistant Principal	Literacy Plan Integration & Teams Implementation & Integration
Denise Driskell	Language Arts Teacher	
Peggy Callaway	Media Specialist	Resource Implementation
<i>Union County High School</i>		
Ed Rohrbaugh	Principal	Literacy Plan Integration & Teams Implementation & Integration
Jennifer Ludlum	CTAE Director	
Teena Atkins	Language Arts Teacher	Resource Implementation
Tina Murphy	Media Specialist	Resource Implementation

Sections D, E & F

Each member of the Literacy Team was instrumental in the development of the vision for Union County Schools. The following steps were utilized to involve all members of the Literacy Team to ensure that a Literacy Plan was specific, measurable, attainable, relevant, and timely.

Step 1: Management Personnel Identified – With assistance from the administrators in each building, the Assistant Superintendent and Curriculum/Professional Learning Coordinator identified potential members of the team based on history of literacy, role in the school, and willingness to contribute to district-wide literacy. (Date Occurred – 10/11/12, 10/15/12)

Step 2: School-Based Interest Determined – Each school team determined the interest in participating in the SRCL grant. (Date Occurred – 10/16/12 through 10/19/12)

Step 3: Needs Assessment Conducted – Each school conducted the Needs Assessment identified in the grant application and reported the results to the Assistant Superintendent. (Date Occurred – 10/16/12 through 11/9/12)

Step 4: School Narrative Developed – Each school compiled data at school level and utilized a team within the school to develop the school narrative section. (Date Occurred – 10/16/12 through 11/9/12)

Step 5: Literacy Plan Developed – The Assistant Superintendent and Curriculum/Professional Development Coordinator gathered each school's Needs Assessment and identified the "What" and "How" elements specific to the Union County Literacy Plan. A more detailed version of the steps taken to build the Literacy Plan is described in a subsequent section. (Date Occurred – 11/12/12 through 11/16/12)

Step 6: Writing Sections of the Literacy Plan – Section of the Literacy Plan were prioritized and distributed to either the school or central office level for writing.

Elements consistent from school to school were written by the central office personnel and school-based elements were written by the school. (Date Occurred – 11/16/12 through 12/3/12)

Step 7: Plans & Goals Aligned – The District Literacy Team met to align and confirm plans from school to school. Each member discussed the goals of the plan and its potential positive impact on literacy in the school. (Date Occurred – 12/7/12)

Step 8: Budget Developed – Based on the “Resources” section of the application, the budget for Union County School was developed. Each school’s identified needs and priorities were discussed and placed into the budget. (Date Occurred – 12/7/12)

EXPERIENCE OF THE APPLICANT**Section A**

The table below indicates the most recent large-scale initiatives launched by Union County Schools.

Initiative	School(s) Impacted	FY13 Funds
Title IA Student Achievement and School Accountability Program	PS, ES, MS	\$838,388
Title IIA Teacher Quality Program	PS, ES, MS, HS	\$126,164
Title VIB Rural Education Achievement Program	PS, ES, MS, HS	\$52,992
21 st Century Community Learning Center Grant	PS, ES, MS	\$201,646
Carl Perkins Grant	HS	\$35,009
Georgia Appalachian Center for Higher Education (GACHE) Grant	HS	\$10,000
Appalachian Trail Conservatory – Trails to Every Classroom	MS	\$0
iPad for Classroom Instructional Use	PS, ES, MS, HS	As Needed
Writing Lab	ES	\$16,819
MyAccess Writing Software	ES, MS	\$6,769

Section B

Union County Schools coordinates resources to streamline efforts within the district and reduce wasteful spending. Over the last few years, efficient spending with money has been strategic. Of the major initiatives implemented, Title I-A, Title II-A, Title VI-B and 21st CCLC require the most coordination.

Priority 1: Title I-A serves Union County Primary and Union County Elementary Schoolwide Programs and Union County Middle Targeted Assistance Program. Per pupil expenditures are determined by grade span and allow each school to provide services for students above and beyond the basic funding. Initiatives between UCPS and UCES are commonly aligned to best serve students as they transition from school to school. Targeted Assistance funds provided to UCMS target students struggling in math through an additional math period. No Title I-A

funds are used for professional development.

Priority 2: Title II-A funds provide district-wide resources for teacher quality. Opportunities for academic-based workshops and conferences are utilized to build capacity within each school and across the district. Each school expends Title II-A funds.

Priority 3: Title VI-B funds provide an additional support to Title I-A, Title II-A, and Title II-D. With the middle and high school receiving the least amount of federal funds, Title VI-B is expended to support initiatives only common to those schools in the use of instructional technology (Title II-D). Additional support is provided for quality planning time within departments at each school.

Priority 4: 21st CCLC funds provide additional enrichment for students after school at UCPS, UCES, and UCMS. Students are served more than 12 hours per week in reading, math, and non-academic enrichment.

Union County Schools will continue to prioritize the use of funds to best serve students.

Section C

The table below indicates the sustainability of completed initiatives or initiatives expected to end in the near future.

Initiative	Sustainability Plan
21 st Century Community Learning Center Grant	With funding expected to end in FY13, the program will be adjusted to fit within Title I-A funds.
Georgia Appalachian Center for Higher Education (GACHE) Grant	Currently funded through NGCSU, the initiative provides start-up cost and the sustainability is dependent upon the training and capacity-building during the grant award period.
Appalachian Trail Conservatory – Trails to Every Classroom	Only local funds are used to support every student at the middle school as they experience the scientific elements found on the Appalachian Trail.
iPad for Classroom Instructional Use	Funded through SPLOST for each teacher.

	Continue funding locally if SPLOST is not renewed.
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Section D

Four major initiatives were recently funded with no external funding:

- Appalachian Trail Conservatory – Trails to Every Classroom supports students as they experience science firsthand on the Appalachian Trail.
- iPad for Classroom Instructional Use provided a one-to-one iPad use for each teacher, which allow differentiated instruction and increased engagement.
- Writing Lab is a paraprofessional-supported enrichment for all students that allow different forms and methods of writing.
- MyAccess Writing Software provides spontaneous grammatical error checking for students' writing.

SCHOOL NARRATIVE**School History**

Union County is located in the rural mountainous area of North Georgia and had an estimated population in 2011 of 21,134. Of our citizens, 96.9% are white, 0.9% black, and 2.6% Hispanic. The median household income for 2006 – 2010 was \$41,298.00. These statistics are also reflected in the demographics of Union County Middle School. Out of the current 648 students enrolled, the number and percentage breakdown of each subgroup is indicated below:

Race/Ethnicity: White 605 (93.4%); Non-White 43 (6.6%)

- Asian 7 (1.1%)
- Black 5 (0.8%)
- Hispanic 20 (3.1%)
- American Indian 3 (0.5%)
- Multi-Racial 8 (1.2%)

Students with Disabilities: 123 (19.0%)

English Language Learners: 5 (0.8%)

Economically Disadvantaged: 425 (65.6%)

Academic Strengths

Union County Middle School compared proficiency rates on the CRCT to Georgia's 180 school districts. The table below indicates the ranking at each grade level per subject and all subjects combined:

	All Subjects	Reading	ELA	Math	Science	Soc. Stud.
6th	3	12	18	7	3	2
7th	22	31	52	9	30	11

8th	30	17	24	69	60	8
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The proficiency rate at each subject is indicated below:

	Reading	ELA	Math	Science	Soc. Stud.
6th	99.5	97.1	94.2	93.5	94.9
7th	97.0	95.5	97.9	91.6	91.6
8th	99.0	98.0	80.4	78.6	92.4

Using Insight Growth Model data, gains were made in Grades 6-8 in the following areas:

	6th Grade	7th Grade	8th Grade
Literary Comprehension	+2.19		
Information and Media Literacy	+0.09	+1.67	
Reading Skills & Vocab. Acq.	+1.84		+4.94
Grammar and Sent. Const.	+0.30	+0.06	+2.30
Research and Writing Process	+1.59		+2.20

Administrative and Teacher Leadership Team

Principal – Dr. Donnie Kelley

Assistant Principal – Ms. Gwen Stone

6th Grade Chair – Ms. Jennifer Gentry

7th Grade Chair – Mrs. Denise Driskell

8th Grade Chair – Mrs. Paige Dyer

Connections Chair – Mr. Bob Williams

SPED Chair – Ms. Faith Allen

Past Instructional Initiatives

1. In the 2005-2006 school year, we received school-wide training on the Ruby Payne aha! Process in Understanding Poverty.
2. In the summer of 2008, the county paid for several teachers to take the classes through Pioneer Resa to receive their Reading Endorsement.
3. In the fall of 2009, teachers were encouraged to take the online courses to receive a Gifted Endorsement, and several teachers took these courses and the endorsement was added in 2010. Gifted Endorsement classes were offered again in the spring of 2011.
4. In the summer of 2010, the Language Arts teachers attended a 3-day workshop on Diagnosing and Treating Writing Instruction, taught by Toby Westmoreland, Curriculum and Instructional Facilitator from Murray County Schools.
5. In the fall of 2010, all teachers started RTI sessions, with the identified reading students being served by the teachers who hold a Reading Endorsement.

Current Instructional Initiatives

1. RTI for identified reading students
2. SuccessMaker
3. Extra instruction for students showing areas of difficulty in SuccessMaker
4. My Access
5. In-Service Workshop on Literacy in all disciplinary areas
6. Accelerated classes in Language Arts

Professional Learning Needs

The staff needs more training on literacy throughout all disciplinary areas, as well as more help in implementing the new Common Core standards. The staff also needs more strategies to assist the students who are reading below grade level and more time to address these issues. More instruction is also needed on literacy screening and implementing the information from the screenings and assessments.

Need for a Striving Readers Project

Although the proficiency rates compared to the Georgia districts ranked high, the “Exceeds” the rankings below indicate a lower ranking than proficiency:

	All Subjects	Reading	ELA	Math	Science	Soc. Stud.
6th	6		27	12	4	4
7th	25			39	35	24
8th	32	22	55		83	

The exceeds rate at each subject is indicated below:

	Reading	ELA	Math	Science	Soc. Stud.
6th	59.6	38.3	32.5	43.5	63.9
7th	33.2	49.5	45.9	51.2	59.6
8th	48.8	39.0	28.1	16.7	51.0

Using Insight Growth Model data, losses were observed in Grades 6-8 in the following areas:

	6th Grade	7th Grade	8th Grade
Literary Comprehension		-2.45	-0.01

Information and Media Literacy			-0.34
Reading Skills & Vocab. Acq.		-2.06	
Grammar and Sent. Const.			
Research and Writing Process		-1.89	

Due to the high percentage of economically disadvantaged students, literacy is not a high priority in the home, and our school needs to assist the students with this. Our weaknesses show that we are not addressing the issues of the lower level students.

The middle school needs to establish a literacy leadership team to look address the needs of our school and better serve our students with literacy needs. We also need to include in our schedules more time for literacy instruction. We also need to include our community in the process and use the resources that they have to offer.

SCIENTIFIC, EVIDENCE-BASED LITERACY PLAN

Members from the Union County Schools District Literacy Team convened to determine the scope of the Striving Readers Comprehensive Literacy Grant and its potential positive impact on the district. Although many successful practices are in place, fidelity and refinement of those practices must be revisited. The team reviewed the “Why,” “What,” and “How” documents to clearly understand the strengths of a vertical literacy process. Union County Schools supports the Georgia Department of Education and the Six Strategic Goals that serve as the fundamental building blocks and support strategies for a systematic literacy plan. The six strategies referenced in the “Why” document include:

1. Increase high school graduation rate, decrease school dropout rate, and increase post-secondary enrollment rate.
2. Strengthen teacher quality, recruitment, and retention.
3. Improve workforce readiness skills.
4. Develop strong education leaders, particularly at the building level.
5. Improve SAT, ACT, and achievement scores of Georgia students.
6. Make policies that ensure maximum academic financial accountability.

To effectively build capacity with the students, parents, teachers, administrators, and community, a comprehensive literacy effort to speak, listen, read, and write is essential. In supporting the Georgia Department of Education, Union County understands the importance of tomorrow and how today’s students will shape the future. To shape the future, Union County Schools will follow the recommendations of the Literacy Task Force by providing universal screeners for all ages and grades, coordinating conversations based on a student’s strengths and weaknesses, and providing professional development on interpreting results and adjusting instruction. The

effective use of data throughout a student’s year and formal education will allow education professionals an opportunity to develop personalized education plans that are specific to personal growth.

Provided the size of Union County Schools, the Literacy Plan is a comprehensive plan that will serve students as they transition grade levels and schools. Each school administered the Needs Assessment to determine school-based weaknesses and gaps. The District Literacy Team then analyzed each school’s targeted areas for improvement to determine system-wide weaknesses and gaps. Union County Schools believes in creating a sustainable Literacy plan that is derived from the documents provided using a consensus-driven approach. For an area to be designated as a weakness, a minimum of three schools labeled it as “Not Addressed” or “Emergent.” The following matrix identifies the Building Blocks of greatest concern, the actionable sub-section, and the applicable school rating.

Building Block	Action	Primary	Elementary	Middle	High
1: Engaged Leadership	B: Organize a Literacy Leadership Team	NA	EM	NA	NA
	C: Maximize the use of time and personnel through scheduling and collaborative planning.	NA	EM	NA	NA
	E: Optimize literacy instruction across all content areas.	NA	EM	NA	NA
	F: Enlist the community at large to support schools and teachers in the development of college-and-career-ready students as articulated in the Common Core Georgia Performance Standards.	NA	EM	NA	NA
2: Continuity of Instruction	A: Ensure a consistent literacy focus across the curriculum through the use of collaborative teams.	NA	EM	NA	NA
3: Ongoing Formative and Summative	None				

Assessments					
4: Best Practices in Literacy Instruction	C: Ensure that students receive effective writing instruction across the curriculum.	EM	EM	EM	EM
5: System of RTI for All Students	B: Provide Tier I Instruction based upon the CCGPS in all grades to all students in all classrooms.	EM	OP	EM	EM
6: Improved Instruction through PL	B: Provide professional learning for in-service personnel.	NA	OP	EM	NA

The Literacy Plan for Union County Schools incorporates the results from the Needs Assessment that was developed using the “Why,” “What”, and “How” documents. In setting goals and objectives for the Literacy Plan, other data were included to determine the need for the Striving Readers Comprehensive Literacy Grant. These data included writing results from the Georgia-administered assessment, grade-specific results in Reading and/or Language Arts on the summative assessment required by Georgia, regional growth comparisons using the Pioneer RESA Insight Growth Model, remedial student analysis, and integration analysis of disciplinary literacy using interviews and observations. Also, an additional literacy-based survey was provided to all faculty and staff to determine their respective proficiency levels as it related to text complexity, task complexity, anchor standards in reading and writing, and Webb’s Depth of Knowledge. Synthesizing the results from the overall needs assessment, the Literacy Plan addresses the goals and objectives for Union County Schools. The following table indicates the Literacy Plan for Union County Schools.

Goal	Objective	Participants & Timeline
ORGANIZATION: Union County Schools will establish a consensus-driven approach to integrate	Create a shared literacy vision for the school and community aligned with the state literacy plan. <i>(BIBI)</i>	Participants: District Literacy Team Timeline: March-April 2013
	Create a plan to integrate literacy in all	Participants: District

<p>literacy across the district and within the community.</p>	<p>subjects as articulated within CCGPS. <i>(B1E1)</i></p> <p>Design a vertically and horizontally articulated writing plan consistent with CCGPS. <i>(B4C1)</i></p> <p>Develop a coordinated plan for writing instruction across all subject areas. <i>(B4C2)</i></p>	<p>Literacy Team & School-Based Literacy Team</p> <p>Timeline: April-July 2013</p>
	<p>Use a school-wide writing rubric that is aligned with the CCGPS to set clear expectations and goals for performance. <i>(B1E3)</i></p>	<p>Participants: District Literacy Team (Development) & Teachers (Implement)</p> <p>Timeline: April-July 2013 (Development) August 2013+ (Implement)</p>
<p>STRUCTURE FOR PROFESSIONAL LEARNING: Union County Schools will provide uninterrupted, collaborative time for disciplinary literacy within and across grade levels and subjects.</p>	<p>Schedule time for collaborative planning teams within and across the curriculum. <i>(B1C3)</i></p> <p>Schedule time for instructional planning as well as for student progress conversations across (vertical) as well as within (horizontal) grade levels. <i>(B5B3)</i></p>	<p>Participants: Teachers</p> <p>Timeline: Monthly, beginning August 2013</p>
	<p>Design infrastructure for shared responsibility for development of literacy across the curriculum. <i>(B2A1)</i></p> <p>Establish cross-disciplinary teams for literacy instruction. <i>(B2A2)</i></p>	<p>Participants: School-Based Literacy Team & Teachers</p> <p>Timeline: August 2013+</p>
<p>IMPLEMENTING PROFESSIONAL LEARNING: Union County Schools will integrate disciplinary literacy within and across grade levels and subjects.</p>	<p>Provide professional learning on best practices in writing instruction in all subject areas. <i>(B4C3)</i></p> <p>Meet in collaborative teams to support teachers in using literacy strategies effectively. <i>(B6B2)</i></p>	<p>Participants: Teachers</p> <p>Timeline: Periodically, beginning in October 2013</p>
	<p>Ensure that teachers within each subject area plan together to implement jointly adopted literacy instruction. <i>(B5B1)</i></p> <p>Ensure that teachers regularly meet,</p>	<p>Participants: Teachers</p> <p>Timeline: Monthly, beginning in August 2013</p>

	<p>either face-to-face or online, to debrief on the progress of these lessons and to plan necessary changes. <i>(B5B2)</i></p>	
	<p>Meet in disciplinary teams, either physically or virtually, according to regularly established times for collaborative planning and examining student data/work. <i>(B2A3)</i></p> <p>Schedule and protect time during the school day for teachers to collaboratively analyze data, share expertise, study the standards, examine student work, and reflect on practice. <i>(B6B1)</i></p>	<p>Participants: Teachers</p> <p>Timeline: Periodically, beginning in January 2014</p>
<p>STUDENT ENGAGEMENT: Union County Schools will engage students in disciplinary literacy through effective, efficient instruction.</p>	<p>Provide a protected, dedicated 90-120 minute block allocated for literacy instruction in grades for all students in self-contained classrooms. <i>(B1C1)</i></p>	<p>Participants: Students</p> <p>Timeline: Daily, beginning in August 2013</p>
	<p>Maximize the use of scheduled instructional time by identifying effective strategies for differentiating instruction, promoting active engagement, and teaching key areas of literacy and writing instruction. <i>(B1C2)</i></p>	<p>Participants: Teachers</p> <p>Timeline: Monthly, beginning in October 2013</p>
	<p>Encourage teachers to identify common themes, where possible, across subject areas, immersing students in content vocabulary connected to the topic. <i>(B1E2)</i></p>	<p>Participants: Teachers & Students</p> <p>Timeline: When appropriate, beginning in January 2014</p>
	<p>Establish a mentoring system from within and outside of the school for every student who needs additional support. <i>(B1F2)</i></p>	<p>Participants: Mentors and Students</p> <p>Timeline: When appropriate, beginning in August 2014</p>
<p>COMMUNICATION: Union County Schools will increase the level of communication of disciplinary literacy to all stakeholders.</p>	<p>Convene meetings of the community advisory board at scheduled times. <i>(B1F1)</i></p>	<p>Participants: District Literacy Team and Community Leaders</p>
	<p>Ensure that stakeholders understand literacy goals and their roles in meeting these goals. <i>(B1B2)</i></p>	<p>Timeline: Semi-Annually, beginning in March-April 2013</p>
	<p>Share student achievement gains with the parents and with the local community, through community open houses, newspaper articles, displays of</p>	<p>Participants: All Stakeholders</p> <p>Timeline: When appropriate,</p>

	<p>student work, website, blogs, podcasts, news conferences, etc. <i>(B1B3)</i></p> <p>Utilize social media to communicate and promote the goals of literacy throughout the community at large. <i>(B1F3)</i></p>	<p>beginning in August 2014</p>
<p>SUSTAINABILITY: Union County Schools will strategically build capacity in disciplinary literacy.</p>	<p>Participate on District Literacy Leadership Team <i>(B1B4)</i></p>	<p>Participants: District Leadership Team</p> <p>Timeline: Immediately</p>
	<p>Provide teachers with resources to provide a variety and choice in reading materials and writing topics. <i>(B1E4)</i></p>	<p>Participants: Teachers</p> <p>Timeline: Throughout grant award period, beginning in March 2013</p>
	<p>Hire an instructional coach to provide site-based support for staff. <i>(B6B3)</i></p>	<p>Participants: District Literacy Team (Interview) & Instructional Coach</p> <p>Timeline: Annually, beginning in the 2013-2014 school year</p>

(Interpretation from “What” and “How” documents: B1B2 = Building Block 1, Action B, Part 2)

NEEDS ASSESSMENT, CONCERNS & ROOT CAUSE ANALYSIS**Sections A & B**

The Needs Assessment process used in Union County Schools was identical at each of the participating schools. Prior to conducting the Needs Assessment and determining necessary data for grant proposal, the District Literacy Team reviewed the grant components and perceptions of literacy at the system and school level.

At the system level, the team disaggregated recent results from the district-administered perceptions, Union County Literacy Needs – All Subjects. Administered through SurveyMonkey, the purpose of the survey was to analyze the faculty's comfort level with disciplinary literacy. Data collected were disaggregated by school and subject areas, including SPED, CTAE, and others. Using a continuum, faculty rated themselves as Developing, Proficient, Master, or Teacher Leader in five literacy areas:

- Webb's Depth of Knowledge
- Common Core Anchor Standards for Reading
- Common Core Anchor Standards for Writing
- Text Complexity
- Task Complexity

At the school level, the team disaggregated results from each school-administered parent perceptions. Although all schools qualify for Title I services, Union County High School does not support a Targeted Assistance or Schoolwide Program. Required perceptions from parents at each Title I school were shared with the District Literacy Team, allowing insight into parent perceptions of literacy. The administration of each survey at each school utilized web-based application and print. Data collected were disaggregated by grade level, which included

integration of literacy in other disciplines. Using a 5-point Liker Scale, parents rated the school and their student's experiences.

Once system and school perceptions were disaggregated, the District Literacy Team reviewed the SRCL Needs Assessment components and discussed how each school planned to gather teacher perceptions. Using the continuum-based Needs Assessment, each school gathered individual ratings on the six "Building Blocks" referenced in the documents. After individual ratings were gathered, the School-Based Literacy Representatives led small-group analysis on the results of the Needs Assessment. The initial components of the system-based survey, school-based survey, and Needs Assessment provided the foundation for the overall analysis of literacy needs.

The School-Based Literacy Team reviewed the perceptual results and included additional data pieces to determine the specific need at each school. The data pieces included writing results from the Georgia-administered assessment, grade-specific results in Reading and/or Language Arts on the summative assessment required by Georgia, regional growth comparisons using the Pioneer RESA Insight Growth Model, remedial student analysis, and integration analysis of disciplinary literacy using interviews and observations. Thorough analysis school and district literacy was completed to determine the need for a Union County Striving Readers Comprehensive Literacy Grant.

Sections C & F

The purpose of convening the District Literacy Team was to identify the root causes of the areas of concern found throughout the needs assessment process. The table below identifies the root causes that resulted from the needs assessment, the data source(s) utilized to determine areas of concern, and the steps the school/district has or has not taken to address the problem.

For reference to “What” document, see the Literacy Plan Objectives.

Goal/Area of Concern	Root Cause(s)	Data Source(s)	School/District Steps Taken
ORGANIZATION	Ineffective planning at the school and district level, both horizontally and vertically, to address disciplinary literacy and rigor within subjects.	Teacher Survey, Needs Assessment, Interviews, Writing Assessments	<p>Planning at school level addresses grade-specific needs but is limited on the integration of literacy into other subject areas.</p> <p>At the district level, grade level transitions are non-existent for the majority of students. Conversations and expectations between schools are increasing, but a greater emphasis will streamline instruction.</p>
STRUCTURE FOR PROFESSIONAL LEARNING	Lack of organized professional development dedicated to integrating, assessing, and monitoring.	Teacher Survey, Interviews, Needs Assessment	<p>Professional learning in some areas focus on the instruction of literacy; however, a system-wide opportunity for integrating disciplinary literacy into all subjects needs improving.</p> <p>Most assessment and monitoring strategies are teacher-specific and do not provide teachers from other disciplines opportunities to merge lessons.</p>
IMPLEMENTING PROFESSIONAL LEARNING	Lack of providing hands-on professional learning targeting best practices, which should include anchor standards, text complexity, and task complexity.	Teacher Survey, Needs Assessment, Observations	<p>Using one of the Early Release Days, the district implemented system-wide literacy in which each grade and/or subject met with a facilitator to discuss Anchor Standards, Text Complexity, and Task Complexity.</p> <p>Additional professional learning time must be dedicated to integrating literary practices, including teachers working to establish exemplary products.</p>
STUDENT	Decreasing	Interviews,	Teachers analyze CRCT Reading,

ENGAGEMENT	academic achievement on Reading Comprehension due to lack of cross-curricular instruction and assessment.	Insight Growth Model, Teacher Survey, Parent Survey, Observations, Needs Assessment	English/Language Arts, and Writing Assessments annually; however, teachers from non-ELA subjects are rarely involved in the reporting. School and district strengths and weaknesses must be shared annually to determine greatest need. Additionally, periodic meetings must take place to ensure progress toward comprehension of reading materials.
COMMUNICATION	Communication within district is typically the responsibility of the school, which causes inconsistency in the information and message shared to stakeholders.	Needs Assessment, Observations	Grade levels and teachers may share information regarding school activities and curriculum being taught, but progress on school-wide literacy is not required to be embedded within documents. The District Literacy Team has not implemented a schedule or system for sharing disciplinary literacy success.
SUSTAINABILITY	Literacy professional learning historically provided as singletons or subject-specific rather than in-depth and cross-curricula.	Needs Assessment, Teacher Survey, Observations	The District Literacy Team is newly formed and will hold periodic meetings throughout the year to assess progress made at each school and communicate to stakeholders. The formation of the District Literacy Team will provide the structure needed to implement the Striving Readers grant and continue the expected success of the grant.

Section D & E

Literacy extends beyond the traditional reading/language arts classroom and into every discipline and grade level. The needs assessment process included each school targeted for the grant and all certified personnel within each school. Both the Union County Literacy Needs –

All Subjects and the Needs Assessment received input from all content and ancillary teachers. Results from the Literacy Needs survey were disaggregated to determine areas of concern while the Needs Assessment utilized input in the continuum. The focus of the Literacy Plan is to expand disciplinary literacy to all courses taught while streamlining planning and assessments.

As evidenced earlier in Literacy Plan, the goal of Union County Schools is to serve the students through a prioritized plan. The Literacy Plan factored in target areas that were consistent across the four target schools. Each Needs Assessment administered collected participation from a large percentage of all faculty and staff. Due to the grade band structure of Union County Schools, each school spans three grade levels, with the exception of the high school. The structure of each school allowed the Needs Assessment to be consistent across each grade level and age group of children. Additionally, the cohesiveness within each building incorporated all content areas. The Needs Assessment results are provided below.

Building Block	Action	Primary	Elementary	Middle	High
1: Engaged Leadership	B: Organize a Literacy Leadership Team	NA	EM	NA	NA
	C: Maximize the use of time and personnel through scheduling and collaborative planning.	NA	EM	NA	NA
	E: Optimize literacy instruction across all content areas.	NA	EM	NA	NA
	F: Enlist the community at large to support schools and teachers in the development of college-and-career-ready students as articulated in the Common Core Georgia Performance Standards.	NA	EM	NA	NA
2: Continuity of Instruction	A: Ensure a consistent literacy focus across the curriculum through the use of collaborative teams.	NA	EM	NA	NA
3: Ongoing	None				

Formative and Summative Assessments					
4: Best Practices in Literacy Instruction	C: Ensure that students receive effective writing instruction across the curriculum.	EM	EM	EM	EM
5: System of RTI for All Students	B: Provide Tier I Instruction based upon the CCGPS in all grades to all students in all classrooms.	EM	OP	EM	EM
6: Improved Instruction through PL	B: Provide professional learning for in-service personnel.	NA	OP	EM	NA

Union County Schools introduced Early Release Days during the 2012-2013 school year.

The first Early Release Day focused on disciplinary literacy by laying the foundation for a Striving Readers Comprehensive Grant. Prior to the training, data were collected and disaggregated on employees' skill level within Webb's Depth of Knowledge, Common Core Anchor Standards for Reading, Common Core Anchor Standards for Writing, Text Complexity, and Task Complexity. The table below supports the needs for a comprehensive Literacy Plan.

Union County Middle School

Target Area	Developing	Proficient	Master	Teacher Leader
Webb's Depth of Knowledge	29	3	0	0
Common Core Anchor Standards for Reading	28	4	0	0
Common Core Anchor Standards for Writing	27	5	0	0
Text Complexity	27	5	0	0
Task Complexity	28	4	0	0

(n = 32 respondents)

While the data collected could be disaggregated into content area as well, it is evident that the need for a Striving Readers grant is consistent across the school. In most cases, respondents who answered "Proficient" were typically Reading/Language Arts teachers.

ANALYSIS & IDENTIFICATION OF STUDENT AND TEACHER DATA**Section A**

6th Grade	Does Not Meet	Meets	Exceeds
Reading	0.5%	38.6%	60.9%
Language	3.0%	59.1%	37.9%
Math	6.0%	61.5%	32.5%
Science	6.7%	49.0%	44.3%
Social Studies	4.8%	31.4%	63.8%

7th Grade	Does Not Meet	Meets	Exceeds
Reading	2.6%	63.7%	33.7%
Language	4.2%	45.5%	50.3%
Math	2.2%	50.8%	47.0%
Science	8.8%	39.7%	51.5%
Social Studies	8.2%	30.9%	60.9%

8th Grade	Does Not Meet	Meets	Exceeds
Reading	1.0%	49.3%	49.7%
Language	2.0%	58.8%	39.2%
Math	19.0%	52.3%	28.7%
Science	22.1%	60.7%	17.2%
Social Studies	7.8%	40.2%	52.0%

2011-2012 8th Grade Writing Assessment

Does Not Meet	Meets	Exceeds
19%	76%	5%

The test scores for Union County Middle School, as shown above, show that a majority of the students are either meeting or exceeding the standard scores for each assessment. It is important to look at these scores broken down by subgroups.

Section B

Subject	Race/Ethnicity	Does Not Meet	Meets	Exceeds
Reading	Amer. Indian			100.0%
	Asian		50.0%	50.0%
	Black		50.0%	50.0%
	Hispanic		85.0%	15.0%

	White	1.4%	49.4%	49.2%
	Two or More		33.3%	66.7%
Language	Amer. Indian		50%	50%
	Asian		50%	50%
	Black		75%	25%
	Hispanic		75%	25%
	White	3.2%	53.7%	43.1%
	Two or More		66.7%	33.3%
Math	Amer. Indian			100%
	Asian		75%	25%
	Black	25%	50%	25%
	Hispanic	10%	75%	15%
	White	9.2%	54.2%	36.6%
	Two or More		66.7%	33.3%
Science	Amer. Indian		100%	
	Asian		75%	25%
	Black	25%	50%	25%
	Hispanic	20%	55%	25%
	White	12.2%	49.7%	38.1%
	Two or More	16.7%	33.3%	50%
Social Studies	Amer. Indian		50%	50%
	Asian		25%	75%
	Black		75%	25%
	Hispanic		55%	45%
	White	7.3%	33%	59.7%
	Two or More		50%	50%

Subject	Subgroup	Does Not Meet	Meets	Exceeds
Reading	SWD	8.8%	70.2%	21%
	ED	2.4%	57.7%	39.9%
	ELL		100%	
Language	SWD	16.9%	76.3%	6.9%
	ED	4.2%	61.5%	34.3%
	ELL		100%	
Math	SWD	29.2%	62.5%	8.3%
	ED	11.4%	60.6%	28%
	ELL	16.7%	83.3%	
Science	SWD	39.5%	48.7%	11.8%
	ED	16.0%	52.7%	31.3%
	ELL	16.7%	83.3%	
Social Studies	SWD	38.2%	42.1%	19.7%
	ED	9.7%	39.6%	50.7%
	ELL		66.7%	33.3%

2011-2012 8th Grade Writing Assessment Subgroup Data

Subgroup	Does Not Meet	Meets	Exceeds
Black		100%	
Hispanic	12.5%	87.5%	
White	18.9%	75.1%	6%
SWD	47.8%	52.2%	
ED	24.3%	72.9%	2.8%
ELL		100%	

Union County Middle School does a good job in meeting the needs of our subgroups overall.

We show some areas of weakness with Math and Science, and with the SWD in writing.

Overall, the exceeds columns look pretty good, although there is plenty of room for improvement.

Section C

Union County Middle School has several strengths based on the data from CRCT testing. Overall, we have a low percentage of students that do not meet in all subject areas, with the exception of 8th grade Math and Science. We also have a high percentage of exceeds in 6th grade Reading and Social Studies, 7th grade Language, Science, and Social Studies, and 8th grade Social Studies. Our various subgroups also have a low percentage of does not meet, with the exception of SWD. Our ED students also perform very well on the CRCT.

Our weaknesses on the CRCT show up in the areas of Math and Science in the 8th grade overall data, and in Math and Science with the black students and SWD subgroup. Social Studies is also a struggle with SWD students.

The 8th grade writing assessment data shows a high percentage of students meeting the standards overall, although our SWD and ED subgroups have a high percentage of students that do not meet.

Section D

Union County Middle School has a total of 23 regular ed teachers, 8 SPED teachers, 7 connections teachers, and 1 Media Specialist. All teachers are highly qualified in the classes they are teaching.

Section E

Years of Service at UCMS	Number of Teachers
1 – 4 years	3
5 – 9 years	15
10 – 14 years	13
15 – 19 years	3
20 – 24 years	3
25 – 29 years	2

Section F

The goals and objectives for the Literacy Plan are indicated in other sections of the application.

Section G

SuccessMaker Reading 6th Grade – 230 students

Students IP below 6.00	42
Student IP Mean	6.25
Students IP above 7.00	66
Students currently below 6.00	18
Student Current Course Level Mean	6.90
Students currently above 7.00	100
Students currently above 8.00	8

SuccessMaker Reading 7th Grade – 218 students

Students IP below 7.00	21
Student IP Mean	7.13
Students IP at 7.50	111

Students currently below 7.00	20
Student Current Course Level Mean	7.79
Students currently above 8.00	103

SuccessMaker Reading 8th Grade – 212 students

Student IP below 8.00	26
Student IP Mean	7.89
Students currently below 8.00	26
Student Current Course Level Mean	8.41
Students currently topped out (8.96)	50

Our SuccessMaker data shows that many students are performing above their grade level in reading, although we still have a significant number of students that initially place below grade level.

Section H

We have close to 100% participation in professional learning due to the fact that we are offered so many learning opportunities at the school during the school year. We also have a number of teachers who attend professional learning in the summer and outside of the school.

PROGRAM PLAN – PROCEDURES, GOALS, OBJECTIVES & SUPPORT

Sections A, B, C, D, H & J

The Literacy Plan was developed through a thorough needs assessment provided to all faculty and staff at each school. The District Literacy Team convened to analyze the results of the Needs Assessment and other elements that contributed to the Literacy Plan. The major needs identified were organized using actions from the “What” and “How” documents. The broad goals of the project focus on Organization, Structure for Professional Learning, Implementing Professional Learning, Student Engagement, Communication, and Sustainability. The District Literacy Plan was described in a previous section. The table below abbreviates the previously mentioned objective based on the Building Block, Action, and Subpar, and identifies the funding source for each objective.

Goal	Objective	Participants & Timeline	Fund Source
ORGANIZATION: Union County Schools will establish a consensus-driven approach to integrate literacy across the district and within the community.	(B1B1)	Participants: District Literacy Team Timeline: March-April 2013	Local
	(B1E1) (B4C1) (B4C2)	Participants: District Literacy Team & School-Based Literacy Team Timeline: April-July 2013	Local
	(B1E3)	Participants: District Literacy Team (Development) & Teachers (Implement) Timeline: April-July 2013 (Development) August 2013+ (Implement)	SRCL
	STRUCTURE FOR PROFESSIONAL LEARNING: Union County Schools will provide uninterrupted, collaborative time for disciplinary literacy within and across grade levels and	(B1C3)	Participants: Teachers
(B5B3)		Timeline: Monthly, beginning August 2013	
(B2A1) (B2A2)		Participants: School-Based Literacy Team & Teachers Timeline: August 2013+	Local

subjects.			
IMPLEMENTING PROFESSIONAL LEARNING: Union County Schools will integrate disciplinary literacy within and across grade levels and subjects.	(B4C3)	Participants: Teachers	SRCL
	(B6B2)	Timeline: Periodically, beginning in October 2013	
	(B5B1)	Participants: Teachers	Title II
	(B5B2)	Timeline: Monthly, beginning in August 2013	
	(B2A3)	Participants: Teachers	Title II
STUDENT ENGAGEMENT: Union County Schools will engage students in disciplinary literacy through effective, efficient instruction.	(B6B1)	Timeline: Periodically, beginning in January 2014	
	(B1C1)	Participants: Students	Local
		Timeline: Daily, beginning in August 2013	
	(B1C2)	Participants: Teachers	SRCL
COMMUNICATION: Union County Schools will increase the level of communication of disciplinary literacy to all stakeholders.		Timeline: Monthly, beginning in October 2013	
	(B1E2)	Participants: Teachers & Students	SRCL
		Timeline: When appropriate, beginning in January 2014	
	(B1F2)	Participants: Mentors and Students	SRCL
SUSTAINABILITY: Union County Schools will strategically build capacity in disciplinary literacy.		Timeline: When appropriate, beginning in August 2014	
	(B1F1)	Participants: District Literacy Team and Community Leaders	Local
	(B1B2)	Timeline: Semi-Annually, beginning in March-April 2013	
	(B1B3)	Participants: All Stakeholders	Title I
SUSTAINABILITY: Union County Schools will strategically build capacity in disciplinary literacy.	(B1F3)	Timeline: When appropriate, beginning in August 2014	
	(B1B4)	Participants: District Leadership Team	Local
		Timeline: Immediately	
	(B1E4)	Participants: Teachers	SRCL & Title I
		Timeline: Throughout grant award period,	

		beginning in March 2013	
	(B6B3)	Participants: District Literacy Team (Interview) & Instructional Coach Timeline: Annually, beginning in the 2013-2014 school year	Local

Each goal developed summarizes objectives from the Needs Assessment. Objectives were organized to streamline disciplinary literacy across each grade and within each school. While Union County Schools has success on the CRCT and Writing Assessments, the practices supporting organization, professional learning, student engagement, and communication are lacking. The purpose of the goals and objectives in the Literacy Plan are focus on developing materials for implementation fidelity (summative) and set up structures to build capacity in all areas (formative). It is the belief that focusing on the process used within the school and district will decrease the stress associated with standardized tests and increase the ownership of the grant.

Section E

Each school within Union County Schools provides an RTI model for its students. However, the level of implementation and the understanding of Tier I, differentiated instruction, show greatest concern. Using the Needs Assessment provided through the grant, the only area in which three or more schools were labeled “Emergent” or “Not Addressed” within the RTI process was Action B. The results are provided below.

Building Block	Action	Primary	Elementary	Middle	High
5: System of RTI for All Students	B: Provide Tier I Instruction based upon the CCGPS in all grades to all students in all classrooms.	EM	OP	EM	EM

Building Block 5, Part B is addressed within “Implementing Professional Learning” in the

Literacy Plan. Specifically, the two objectives related to RTI are:

1. Ensure that teachers within each subject area plan together to implement jointly adopted literacy instruction. *(B5B1)*
2. Ensure that teachers regularly meet, either face-to-face or online, to debrief on the progress of these lessons and to plan necessary changes. *(B5B2)*

Union County Schools has adopted the Georgia Department of Education's 4-Tier RTI model.

Tier 1: Standards-Based Classroom Learning

All students participate in general education learning that includes universal screening to target groups in need of specific instructional and/or behavioral support, implementation of the Georgia Performance Standards (GPS) through a standards-based classroom structure, differentiation of instruction including fluid, flexible grouping, multiple means of learning and demonstration of learning, progress monitoring of learning through multiple formative assessments, and positive behavior supports.

Tier 2: Needs-Based Learning

In addition to Tier 1, targeted students participate in learning that is different by including standard intervention protocol process for identifying and providing research based interventions based on need and resources and on-going progress monitoring to measure student response to intervention and guide decision-making.

Tier 3: SST-Driven Learning

In addition to Tier 1 and Tier 2, targeted students participate in learning that is different by including intensive, formalized problem solving to identify individual student needs, targeted research based intervention tailored to individual needs, and frequent progress monitoring and analysis of student response to intervention(s).

Tier 4: Specifically-Designed Learning

In addition to Tiers 1 through 3, targeted students participate in specialized programs, methodologies, or instructional deliveries and greater frequency of progress monitoring of student response to intervention(s).

Section F

The Literacy Plan for Union County Schools will include grades K-12 in the targeted schools. More importantly, a comprehensive approach to disciplinary literacy will include all subjects at each school and an added emphasis on grade level transitions within and across schools.

Section G

As identified in the section titled *Needs Assessment, Concerns & Root Cause Analysis*, each goal has corresponding steps Union County Schools has taken or not taken to address the specific goal. The six overarching goals of Organization, Structure for Professional Learning, Implementing Professional Learning, Student Engagement, Communication, and Sustainability were addressed.

Section I

Union County Middle School has an RTI class that meets at the same time for all grade levels.

Tier of Instruction	RTI Time – 2:30 – 2:50
Tier 1	Students receive enriched instruction during this time. It includes writing a newspaper, working on plays, free reading time, etc.
Tier 2	Students receive extra instruction 3 days a week in reading comprehension and/or fluency. Several examples are SRA, Success Maker reading, timed reading, paired reading, etc.
Tier 3	Students receive extra instruction 4 days a week in reading comprehension and/or fluency. Several examples are scripted SRA,

	Success Maker reading, timed reading, paired reading, etc.
Tier 4	Students received extra instruction each day from the SPED teachers in reading comprehension and fluency. Several examples are scripted SRA, Success Maker reading, echo reading, timed reading, etc

ASSESSMENT & DATA ANALYSIS PLAN**Section A**

Assessment	Grade Tested	Purpose	Skills Measured	Test Frequency
CRCT	6 – 8	O	V, RC	1 x per year
OAS Benchmark	6 – 8	PM, D	V, RC	3 x per year
Aimsweb Fluency	6 – 8	PM	ORL	Every 2 weeks
Georgia Writing Assessment	8	O	W	1 x per year
Success Maker Reading	6 – 8	PM,S O, D	V, RC	Daily
21 st Century Technology	8	O	TS	1 x per year

ORL – (Oral Reading Fluency), V – (Vocabulary), RC – (Reading Comprehension), W – (Writing), TS – (Technology Skills), S=Screening, PM=Progress Monitor, O=Outcome, D=Diagnostic

These are the test that are currently used in the middle school. The Aimsweb Fluency is only given to the students who are being served for fluency in RTI. Success Maker is a program that the students do each day for 20 minutes. The data is used to see the gains that the students make on their reading level, and also as a screener for extra help during RTI. The teacher can also look at areas of difficulty for each student so that they can address these areas in class through differentiation.

Section B

Union County Middle School currently gives the CRCT each year, which is one of the assessments used with the SRCL grant. We do not currently give the Scholastic Reading Inventory, but the OAS Benchmark and the Aimsweb Fluency are being used for similar purposes.

Section C

The ELA teachers would be responsible for seeing that each student is administered the SRI at the beginning of the year. We would then follow up with another administration of the

SRI after the first semester is completed. The students would also be administered the test at the end of the year. This testing would not interfere with any other tests since it is given three times a year.

Section D

The middle school would no longer administer the OAS Benchmark 3 times a year, nor the Aimsweb Fluency test, since the information received from these tests would be found from the SRI. This would free up the time to administer the SRI.

Section E

All of the ELA teachers and SPED resource teachers who teach ELA would need to be trained on how to give the SRI. We would also need to learn how to use the data received from the assessment to better serve the students in our classrooms. Training would also be required for the extra reading interventions given to the students who are low in reading areas.

Section F

Test scores for the CRCT and the Georgia Writing Assessment are sent home each year to the parents when they are received. The scores are also discussed during parent conferences when appropriate. A Success Maker report is sent home to the parent three times a year, explaining the gain the student has made and the goal to be achieved before CRCT testing. Parents are also informed of the student's progress throughout the year during parent conferences. Stakeholders are informed of CRCT test scores and the Georgia Writing Assessment test scores at School Council meetings. Overall scores are published in the county newspaper each year.

Section G

All ELA teachers will have access to the data received from the SRI for their students, as well as CRCT scores. All grade level teachers will evaluate the data and work together to develop instructional strategies to be used in the classrooms to assist the students in mastering the reading skills. There will also be an extra class to provide instruction for the students who are below grade level in reading areas that can not be brought up through regular differentiation within the classroom.

A committee of ELA teachers will be formed at the middle school to determine the need for extra materials. The committee will work closely with the school and county administrators to see that materials are provided and that the teachers are providing proper instruction to meet the needs of the struggling readers.

Section H

Each of the ELA teachers will be responsible for administering the SRI to their students during a designated class time at the beginning of school, at the end of the first semester, and at the end of the school year. One ELA teacher will work with the testing coordinator to be sure that all materials are distributed to the teachers and that all teachers have been properly trained on the test administration.

RESOURCES, STRATEGIES & MATERIALS (EXISTING & PROPOSED) INCLUDING TECHNOLOGY TO SUPPORT THE LITERACY PLAN

Sections A & H

The comprehensive Literacy Plan involved objectives that will be implemented through non-SRCL funds and SRCL funds. The table below indicates SRCL-funded objectives and the resources needed to meet each objective. Non-SRCL funds expended were included in a prior section.

Goal	Objective(s)	Resources funded through SRCL
<p>ORGANIZATION: Union County Schools will establish a consensus-driven approach to integrate literacy across the district and within the community.</p>	<p>Use a school-wide writing rubric that is aligned with the CCGPS to set clear expectations and goals for performance. <i>(B1E3)</i></p>	<p>Contract work Electronic form and submission Printing materials</p>
<p>STRUCTURE FOR PROFESSIONAL LEARNING: Union County Schools will provide uninterrupted, collaborative time for disciplinary literacy within and across grade levels and subjects.</p>	<p>None funded through SRCL</p>	<p>None</p>
<p>IMPLEMENTING PROFESSIONAL LEARNING: Union County Schools will integrate disciplinary literacy within and across grade levels and subjects.</p>	<p>Provide professional learning on best practices in writing instruction in all subject areas. <i>(B4C3)</i></p> <p>Meet in collaborative teams to support teachers in using literacy strategies effectively. <i>(B6B2)</i></p>	<p>Contract Work Printing materials Workshops</p>
<p>STUDENT ENGAGEMENT: Union County Schools will engage students in disciplinary literacy through effective, efficient instruction.</p>	<p>Maximize the use of scheduled instructional time by identifying effective strategies for differentiating instruction, promoting active engagement, and teaching key areas of literacy and writing</p>	<p>Workshops Document readers Software and equipment for literacy-based products Transportation Technology Needed to Implement Assessments and RTI</p>

	<p>instruction. <i>(BIC2)</i></p> <p>Encourage teachers to identify common themes, where possible, across subject areas, immersing students in content vocabulary connected to the topic. <i>(BIE2)</i></p> <p>Establish a mentoring system from within and outside of the school for every student who needs additional support. <i>(BIF2)</i></p>	
<p>COMMUNICATION: Union County Schools will increase the level of communication of disciplinary literacy to all stakeholders.</p>	None funded through SRCL	None
<p>SUSTAINABILITY: Union County Schools will strategically build capacity in disciplinary literacy.</p>	Provide teachers with resources to provide a variety and choice in reading materials and writing topics. <i>(BIE4)</i>	<p>Informational & Non-Fiction Texts Lexile-Leveled Books eBooks iPad mobile lab w/ apps</p>

Goals and objectives funded through local, state and federal revenue were detailed in a previous section.

Section B

- Reader's Theatre
- Word Puzzles
- Success Maker
- Study Island
- My Access
- Timed Reading
- Echo Reading

Section C

- SRA
- Reader's Theatre
- Scripted SRA

Reading Magazines for all content areas
Aimsweb
Success Maker
Study Island
OAS
Limited Number of Kindles
My Access

Section D

Fiction books at all lexile levels
Great selection of nonfiction books at all lexile levels
Instructional dvd/videos for all subjects
Dvd/videos of many novels
2 class sets of iPad carts
Overhead projectors
AV equipment

Section E

Success Maker
Study Island
My Access
OAS

Section F

Currently, each school in Union County integrates the GaDOE Response to Intervention model. Minimal efforts have been made to streamline strategies across schools to ensure vertical success. Based on the model depicted by Shanahan and Shanahan in the Harvard Educational Review (2008), Union County Schools will transition from Basic Literacy to Intermediate and Disciplinary Literacy over the grant period. Each step in the pyramid was defined:

- Basic Literacy: Literacy skills such as decoding and knowledge of high-frequency words that underlie virtually all reading tasks.
- Intermediate Literacy: Literacy skills common to many tasks, including generic comprehension strategies, common word meanings, and basic fluency.

- **Disciplinary Literacy:** Literacy skills specialized to history, science, mathematics, literature, or other subject matter.

To increase from Basic Literacy to Disciplinary Literacy, introduction and implementation of successful strategies will be essential. Union County Schools will base disciplinary literacy on the model suggested by Lee and Spratley (2010). The table below indicates the instructional foci and reading strategies necessary for disciplinary literacy.

Instructional Foci for Supporting Adolescent Struggling Readers in the Content Areas	
Apply both generic and discipline focused strategies and knowledge to the comprehension and evaluation of...	
Textbooks - journal and magazine articles - historically situated primary documents - full length books - newspaper articles - multimedia and digital texts - book chapters	
Generic Reading Strategies	Discipline Specific Reading Strategies
<ul style="list-style-type: none"> • Monitor comprehension • Pre-read • Set goals • Think about what one already knows • Ask questions • Make predictions • Test predictions against the text • Re-read • Summarize 	<ul style="list-style-type: none"> • Build prior knowledge • Build specialized vocabulary • Learn to deconstruct complex sentences • Use knowledge of text structures and genres to predict main and subordinate ideas • Map graphic (and mathematical) representations against explanations in the text • Pose discipline relevant questions • Compare claims and propositions across texts • Use norms for reasoning within the discipline to evaluate claims

Section G

- Textbooks
- Workbooks
- Novel Sets
- Reading Circle materials
- Promethean Boards
- World Book Online
- Teacher laptops
- Projectors
- Sound Systems

Section I

In the Literacy Plan, proposed resources needed to increase RTI fidelity and student engagement will be linked through software for literacy-based products. These products may include programs such as Learning Oasis, Read 180, System 44, or other software designed to identify weaknesses, individualize instruction, and increase literacy. A thorough review of potential products will be completed prior to purchase, including priority given to products that serve multiple grade spans.

PROFESSIONAL LEARNING STRATEGIES IDENTIFIED ON THE BASIS OF THE DOCUMENTED NEEDS

Section A

Learning Activity	Intended Audience
Interactive Board Training	All Faculty
Gizmos	Math and Science Teachers
Reflex	Math Teachers
Gallopade (Ga Explorer)	Social Studies Teachers
Literacy Training	All Faculty
Technology Training	All Faculty
My Access	Language Arts Teachers
Stratologica	Social Studies Teachers
World Book	All Faculty
Summer Workshops	Math and Language Arts Teachers
CCGPS Math Webinars	Math Teachers
CCGPS ELA Webinars	Language Arts Teachers
Special Education Workshops	Special Education Teachers
Teach 180	Math and Science Teachers
Success Maker	Math and Language Arts Teachers
Teaching Supplements	All Faculty
Carnegie Learning	Math

Section B

Union County Middle School holds most of its professional learning on campus, so all faculty members are required to attend. The faculty members who cannot attend the training are given the opportunity to make it up, so we average 98% attendance for our professional learning activities.

Section C

- CCGPS Math Webinars – The Georgia Department of Education offers many new webinars that are designed to help the math teachers with the implementation of the new CCGPS. The teachers are sent a list of the upcoming webinars through school email.

- CCGPS ELA Webinars – The Georgia Department of Education offers many new webinars that are designed to help the language arts teachers with the implementation of the new CCGPS. The teachers are sent a list of the upcoming webinars through school email.
- My Access – This is a new writing program that Union County Middle School is trying in an effort to improve writing assessment grades. The Language Arts teachers will be meeting periodically with a representative of the program to provide new information about the program, as well as give the teachers time for a question and answer session.
- Technology – Union County School System offers various opportunities to learn more about new technology as it becomes available for the teachers, as well as providing on-going training on equipment already in use. There are also refresher training offered periodically to assist teacher new to the system or those who may have not used a particular type of technology before.
- Literacy Training – Union County School System is providing on-going training in literacy to assist all teachers with the new CCGPS standards that deal with the teaching of literacy across all subject areas in the school. Teachers who have volunteered to share their experiences and expertise with others provide this training.
- Carnegie Learning – Union County Middle School is considering using the Carnegie Learning system instead of purchasing Math textbooks. The math teachers would receive training on the use of the online instruction, as well as the print resources.

Section D & F

Within the Literacy Plan, three components address professional learning: Structure for Professional Learning, Implementing Professional Learning, and Student Engagement. The professional learning objectives for each goal are identified below.

Goal	Objective	Participants & Timeline
<p>STRUCTURE FOR PROFESSIONAL LEARNING: Union County Schools will provide uninterrupted, collaborative time for disciplinary literacy within and across grade levels and subjects.</p>	<p>Schedule time for collaborative planning teams within and across the curriculum. <i>(B1C3)</i></p>	<p>Participants: Teachers Timeline: Monthly, beginning August 2013</p>
	<p>Schedule time for instructional planning as well as for student progress conversations across (vertical) as well as within (horizontal) grade levels. <i>(B5B3)</i></p>	
	<p>Design infrastructure for shared responsibility for development of literacy across the curriculum. <i>(B2A1)</i></p> <p>Establish cross-disciplinary teams for literacy instruction. <i>(B2A2)</i></p>	<p>Participants: School-Based Literacy Team & Teachers Timeline: August 2013+</p>
<p>IMPLEMENTING PROFESSIONAL LEARNING: Union County Schools will integrate disciplinary literacy within and across grade levels and subjects.</p>	<p>Provide professional learning on best practices in writing instruction in all subject areas. <i>(B4C3)</i></p>	<p>Participants: Teachers Timeline: Periodically, beginning in October 2013</p>
	<p>Meet in collaborative teams to support teachers in using literacy strategies effectively. <i>(B6B2)</i></p>	
	<p>Ensure that teachers within each subject area plan together to implement jointly adopted literacy instruction. <i>(B5B1)</i></p> <p>Ensure that teachers regularly meet, either face-to-face or online, to debrief on the progress of these lessons and to plan necessary changes. <i>(B5B2)</i></p>	<p>Participants: Teachers Timeline: Monthly, beginning in August 2013</p>
	<p>Meet in disciplinary teams, either physically or virtually, according to regularly established times for collaborative planning and examining student data/work. <i>(B2A3)</i></p>	<p>Participants: Teachers Timeline: Periodically, beginning in January 2014</p>
	<p>Schedule and protect time during the school day for teachers to collaboratively analyze data, share expertise, study the</p>	

	standards, examine student work, and reflect on practice. <i>(B6B1)</i>	
STUDENT ENGAGEMENT: Union County Schools will engage students in disciplinary literacy through effective, efficient instruction.	Provide a protected, dedicated 90-120 minute block allocated for literacy instruction in grades for all students in self-contained classrooms. <i>(B1C1)</i>	Participants: Students Timeline: Daily, beginning in August 2013
	Maximize the use of scheduled instructional time by identifying effective strategies for differentiating instruction, promoting active engagement, and teaching key areas of literacy and writing instruction. <i>(B1C2)</i>	Participants: Teachers Timeline: Monthly, beginning in October 2013
	Encourage teachers to identify common themes, where possible, across subject areas, immersing students in content vocabulary connected to the topic. <i>(B1E2)</i>	Participants: Teachers & Students Timeline: When appropriate, beginning in January 2014
	Establish a mentoring system from within and outside of the school for every student who needs additional support. <i>(B1F2)</i>	Participants: Mentors and Students Timeline: When appropriate, beginning in August 2014

Each objective in the Literacy Plan is related to a broader goal. Each objective in the Professional Learning Plan identifies the professional learning that will occur during the grant award period, the participants involved, and the timeline for implementation.

Section E & G

The professional learning plan for the district is dependent upon vertical preparation and vision for Literacy in Union County Schools. With each goal previously stated, the date of completion for each will determine if it was met in a timely manner. Additional feedback processes will be developed to determine the effectiveness of each professional learning activity. Union County Schools will utilize a combination of feedback surveys, observations of trained individuals, and student growth measured through formative and summative assessments. The collection of data from these instruments will be shared in quarterly meetings of the District

Literacy Team. Ongoing review of the Literacy Plan and upcoming benchmarks will be shared with stakeholders throughout the project.

SUSTAINABILITY PLAN**Section A**

The table below indicates the assessments within Union County Schools funded by the grant. The sustainability plan for each required assessment is also indicated.

Assessment	Purposes	Skills Measured	Test Frequency	Sustainability Plan
DIBELS Next	S, PM, O	AR, PA, ORF	3 x per year	Replaced with Title I funds once grant is eliminated to keep from supplanting
IPI	D	Decoding	3 x per year	Replaced with Title I funds once grant is eliminated to keep from supplanting
SRI	S, PM, O	RC-Inferential	3 x per year	Replaced with Title VI funds once grant is eliminated to keep from supplanting
CRCT	O	ELA or Vocab/Read. Comp.	1 x per year	Continued funding through GaDOE
EOCT	O	ELA	1 x per year	Continued funding through GaDOE
ACCESS	S	Language	1 x per year	Continued funding through GaDOE

Section B

Within the Communication Goal, Union County Schools will increase the level of communication of disciplinary literacy to all stakeholders. The plan for developing community partnerships will include funding sources from Title I and local to address communication. No SRCL funds will be expended to accommodate communication; therefore, requiring Union County Schools to emphasize community partnerships.

Sections C

Using previous tables indicating the goals, objectives, participants, timelines, and funding sources, the sustainability is the development of professional educators and their focus toward

disciplinary literacy. Due to the high retention rate of HiQ teachers, the majority of staff will be trained throughout the grant award period.

Section D

Continued professional learning beyond the grant award period will address changes in disciplinary literacy, cross-curricular units, and increased rigor. When the grant has ended, the training and meetings will decrease due to the decreased need of newly-trained teachers.

Feedback processes developed during the grant will extend beyond the grant.

Section E

As defined in previous sections, local, state, and federal money will be utilized to replace appropriate resources, including print materials. No supplanting will occur.

Section F

Throughout the grant award, lead literacy members will emerge. These Lead Literacy members will be used as mentors to new teachers in developing relevant disciplinary literacy instruction. Additional support from the site-based Literacy Coach will ensure vertical and horizontal consistency with colleagues.

Section G

No large expense will be used on technology during the grant. Software and site license purchases will continue if the product is deemed effective. Sources of funding may include local, state, or federal. SPLOST may also be used to offset expenses.

Section H

Union County Schools will share lessons learned with colleagues in the district, region, and state through various methods. For in-district training, the focus will be placed on sharing the lessons learned in grade level planning meetings and transitions between schools. Early

Release Professional Learning Days will be designated as disciplinary literacy for other teachers to learn from colleagues in other content areas and grade levels. For regional and state information, select educators will present at conferences on the implementation and success of the grant.

BUDGET SUMMARY

Union County Middle School will request a total of \$390,000 to address professional learning needs and increased literacy resources for students and teachers. The professional learning expenditures will address consultant work, workshops, and transportation. Prioritized professional learning will be implemented by designing opportunities for whole-group training, small-group training, and individual training. Contracted services will ensure consistent rollout of disciplinary literacy to current and future staff. All software purchased will require teachers to attend professional learning on the appropriate use of the intervention and/or equipment. The specific details of which programs to include have not been established. Additional resources needed to implement an effective Literacy Plan are increasing opportunities for literacy. Funds will be used to purchase intervention programs and a variety of print/non-print materials. Teachers and students will have access to document readers, informational and non-fiction texts, Lexile-leveled books, eBooks, and a mobile iPad lab. The expansive nature of reading materials will provide students and teachers the opportunity to engage in literacy through different methods. The table below addresses the projected cost for Union County Middle School:

GaDOE Defined Category	Resource(s) Defined in Application	Projected Cost
Programmatic Professional Learning and Training	Contract Work Workshops	\$15,000
Consultants & Contractors	Contract Work Electronic form and submission	\$15,000
Salaries to Extend Pre-K	None	\$0
Travel Expenses for Professional Learning	Workshops Transportation	\$25,000
Intervention Materials, Assessment Materials and Contracted Services	Contract Work Technology Needed to Implement Assessments and RTI Software and equipment for literacy-based products	\$85,000
Classroom Equipment, Materials and	Document readers	\$95,000

Supplies	Software and equipment for literacy-based products	
Print Materials for Classroom, Media Centers and Family Literacy	Informational & Non-Fiction Texts Lexile-Leveled Books Printing materials	\$50,000
Instructional Technology to Expand Media Titles	Informational & Non-Fiction Texts Lexile-Leveled Books eBooks iPad mobile lab w/ apps	\$105,000
Total Projected Cost		\$390,000