



**School LEA:** 6703012

**School Name:** HORATIO ELEMENTARY SCHOOL

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**Submitter Information**

Submitter Name: TAMMY MCALISTER  
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Submitter Phone: 8708321919  
Date of application: 4/18/2017

**District Information**

District LEA: 6703000  
District Name: HORATIO SCHOOL DISTRICT  
Superintendent Name: Lee Smith  
Superintendent Email: [lsmith@horatioschools.org](mailto:lsmith@horatioschools.org)

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**General Questions**

Special Conditions: Academic Distress, Facilities Distress, Rewards School for Growth, Rewards School for Performance, Focus School, Priority School

School Rating: C

Is this a brand new LEA? False

Is this an ALE School? False

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**Vision and Mission**

Horatio Elementary School is part of the Horatio School District located in rural southwest Arkansas. It services approximately 500 students in PreK - 6th grades. The district's vision statement, Every Learner ~ Every Dream ~ Every Day, is recited daily by students during morning announcements. The mission of Horatio Elementary is to provide a welcoming, caring, and safe environment that inspires students to become self-motivated, independent thinkers with a passion for learning. Both vision and mission statements were collaboratively developed by students, teachers, and stakeholders to serve as a path uniting us in our goals for continuous school improvement.

NOTE: None of the Special Conditions on the previous General Conditions page apply to HES, but we had to mark one (we marked all) for it to accept that page as Complete in order to submit the application.



## Rational and Innovation Goals

### Rationale for Innovation

Horatio Elementary School has not fully maximized the learning potential for students. HES School ESEA report shows only 27.74% of students achieving in Literacy (24.7% TAG group) and only 24.82% achieving in mathematics (21.5% TAG group). The lack of enriching activities, technology, and leadership opportunities is distressing. Our community has no major processing facilities or production factories. The average travel time for most employees to work is fifteen to twenty minutes. The median household income for 2015 was \$29,086 as compared to the state average of \$41,995. Sadly, thirty-eight percent (38%) of citizens possess less than a high school diploma. The disability rate among poor males and females, as well as the renting rate, are double the state average. Fifty percent (50%) of children in Horatio live below the poverty level. The foreign-born population (17.3% Latin American) percentage is significantly above state average. We have a 73% free and reduced lunch rate. The percentage of population with a bachelor's degree or higher is significantly below state average. The students that school is working for are leaving and never coming back. Those that remain in the community perpetuate the statistics provided. We feel that it is time to fundamentally change school and our approach to education by giving students a vision for themselves that they cannot develop through local, parental, or home experiences.

Over the past two years, data collected from parent, student, and staff surveys have been used to increase opportunities for students during and after regular school hours. Such activities include the inclusion of robotics instruction in 3rd-6th grade and student interest groups held after school during the 21st CCLC C.Y.C.L.E. program. However, the most recent parent and staff data indicates that the implementation of a more engaging, challenging, and aligned curriculum is needed to reach student potential at various levels. To address this significant concern we have chosen to seek and explore solutions through innovative strategies which will benefit all students, staff, and the community. In pursuit of such solutions, school administrative staff have: attended School of Innovation meetings hosted at regional educational cooperatives, facilitated professional development for district staff, held informative community meetings, formed a SOI District council with a diverse membership, and scheduled visits with other schools implementing ideas that are of interest.

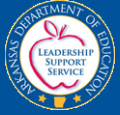


Goal	Goal Description	
1	Reduce the achievement gap of one or more groups of students by accelerating learning experiences for academically low-achieving students and increase collaboration among staff through data analysis and professional learning opportunities.	
2	Increase learning opportunities and student experiences by providing rigorous and challenging curriculum options, including experiential learning, community service, and STEM.	
3	To increase student attendance by more actively engaging students in the learning process through innovative teaching and learning choices.	
4	Develop a culture for students to take an active role in setting and tracking the progress of their individual academic, attendance, behavior and personal goals.	



## Innovation Plan

Plan Date	Action	Expected Outcome
05/08/2017	Teachers will receive professional development and participate in book studies on blended learning instruction.	Teachers will feel comfortable implementing blended learning instruction in their classrooms.
09/08/2017	Form teacher leadership and student voice teams.	Teams will select and oversee individuals to fulfill leadership roles throughout the school.
09/08/2017	Blended learning instruction will be implemented in 2nd-6th grade classrooms.	Students will be challenged while reaching their own learning goals in math and literacy.
09/08/2017	Spanish foreign language instruction will be implemented in K-2 classrooms.	Students will be better prepared to communicate in a global economy. Spanish is the second most common language in the US.
09/08/2017	Students, parents, and staff will be given interest inventories in order to design student interest groups.	Community members will feel a part of the school by supporting student interest groups. Students will be excited about participating in activities of which they are passionate.
10/09/2017	Student interest groups will be formed and will meet twice each month.	Students more excited about attending school because of enriching high interest opportunities and service to the community.
09/08/2017	Staff will align curriculum, analyze student data, and plan targeted instructional goals for students on days when students are not present. This will be ongoing during the year to include a day in the following months: 9/2017, 12/2017, 2/2017, 3/2017.	Student performance will increase and staff will grow professionally through collaboration with peers.
10/19/2017	Student led conferences will be held. These will be held twice a year in the following months: 10/2017 and 3/2018.	Students will feel confident in expressing their educational accomplishments in a knowledgeable manner.



## Requested Waivers

Code section, Rule, or Local Policy	Goal	Rationale
ADE Standards Rules, Section 14.03	2	To implement Blended Learning, HES requests flexibility in the time scheduled for core curriculum content versus scheduling instruction around a fixed time; students will have personalized learning geared to their own strengths and needs. Schedule flexibility is also requested to implement student interest groups and student leadership activities.
15.03.2/15.03.3 LICENSURE AND RENEWAL, AR Code Ann6-15-1004, 6-17-309, 6-17-919, Section 15.03 of the Standards Accreditation, and ADE Rules Governing Educator Licensure	2	HES seeks exemption to allow a native Hispanic speaking employee to teach Spanish to enrich the curriculum. No credit will be awarded for the course; it is strictly an enrichment opportunity for students.
6-16-102-School Day, Section 10.01.4 Standards for Accreditation	1	This waiver will allow staff time (4 days, 1 per quarter) to receive additional professional development and meet in PLCs to analyze data and plan targeted instructional goals which will allow students to receive more intense, targeted intervention during the daily routines to help close the achievement gap. With the implementation of blended learning into the classrooms, on these days students will be provided online coursework options and/or projects to work on that will enrich their learning experience. For those that don't have internet, computer labs at school would be available for use and hot spots available for check-out for families requesting them. The option of coursework packets would also be available.



## Council of Innovation

Minority at School 23.00%

Council Member Name	Representative Group	Minority	Position	Date Elected
Doug Casteel	Parent Rep	N	Member	1/26/2017
Christine Melendez	Classified Rep	N	Member	2/3/2017
Becky Fawcett	Teacher Elected Rep	N	Member	2/6/2017
Lindy Bowens	PSC Rep/Teacher	N	Member	1/3/2017
Ginger Young	HHS Counselor	N	Member	1/3/2017
Eva Gonzalez Martinez	Minority Parent Rep	Y	Member	1/26/2017
Carlos San Juan	Minority Student Rep	Y	Member	2/9/2017
Susan Nelson	HES Principal	N	Member	12/15/2016
Tammy McAlister	HSD Fed Prog/Curriculum	N	Facilitator	12/15/2016
Stephanie Rowe	HHS Principal	N	Member	12/15/2016
Sydney Casteel	Student Rep	N	Member	2/9/2017
Manuel Hernandez	Minority Student Rep	Y	Member	2/9/2017
Parker Rowe	Student Rep	N	Member	1/26/2017
Lexy Richardson	Student Rep	N	Member	2/9/2017
Lee Smith	HSD Superintendent	N	Member	12/15/2016
Ryan Vaught	Student Rep	N	Member	2/9/2017
Brettny Lynch	HES Classified Rep	N	Member	2/15/2017
Sara Dockins	Teacher Elected Rep	N	Member	2/22/2017
Melissa Patrick	Teacher Rep	N	Member	2/22/2017



## Shared Leadership

Meeting Date	Meeting Purpose	No. of Teachers Present	No. of School Staff Present	No. of Parents Present	No. of Community Members Present	No. of Students Present	Meeting Outcome/Planned Next Steps
10/21/2016	Regional SOI meeting to learn about SOI, application process, and timeline.	3	3	0	0	0	Discuss information with District Leadership Team.
11/16/2016	Students completed survey about what they like/dislike about the school.	0	3	0	0	456	Used data to determine school strengths and needs.
12/15/2016	Met with District Leadership Team to plan SOI rollout for district staff.	0	6	0	0	0	SOI office will send Marsh Hash to conduct district inservice to inform all staff of the process and get schools started on it.
1/3/2017	SOI district pd to inform all staff about SOI, application process, and timeline. Also to begin assessing strengths and needs of district.	30	11	0	0	0	Schools will elect teacher, student & classified reps
1/10/2017	Parent survey sent home for parent input and concerns.	0	0	218	0	0	Compiled information to use in the planning process.



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1/17/2017	Shared results of parent survey with parents and staff.	30	11	456	0	0	Use the data to help form the plan.
1/26/2017	SOI parent meeting to discuss SOI process and elect Council members.	0	5	8	0	6	Parent reps for council were selected.
1/10/2017	Attended community coffee HSD Parent Advisory Committee sponsored by Supt. and reported info on SOI and plans to proceed with application. Meeting was FB Live to reach more stakeholders.	0	5	0	3	0	Schools are going to schedule SOI school visits.
1/9/2017	Presented SOI update/process/application/timeline and results of District Inservice strengths/needs results.	0	5	0	7	0	School Board voted to proceed with the application process.
2/13/2017	Schools updated School Board on SOI process and school visits.	4	5	0	7	0	Schools will continue visits and work on the application.





Meeting Date	Meeting Purpose	No. of Teachers Present	No. of School Staff Present	No. of Parents Present	No. of Community Members Present	No. of Students Present	Meeting Outcome/Planned Next Steps
2/16/2017	Shared info from school visits with Council.	30	5	3	9	5	Schools will continue visits including students and Council and will continue working on the application process.
9/20/2016	District Leadership Team elected to send Stephanie Rowe & Tammy McAlister to SOI Conference & Susan Nelson & Curtis Black to Leader in Me Conference in Dallas.	0	7	0	0	0	They will register to attend the conferences and bring back information on the programs.
10/25/2016	District Leadership Tea, started discussing what other schools were doing around the state and waivers to help us offer more for students.	0	7	0	0	0	We are going to look into applying for SOI this year.
12/16/2016	District Leadership Team worked on plans for first staff SOI meeting to learn about the process/timeline	0	7	0	0	0	Contacted Marsha and arranged for her to conduct inservice on SOI for District Staff on 1/3/17.



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1/23/2017	District Leadership Team met to plan for Parent SOI meeting & meetings for selection of classified/teacher/student reps.	0	7	0	0	0	Parent meeting planned & publicized, teacher/classified groups will be contacted by Principals & Mr. Smith, and Principals will manage student rep selections.
2/9/2017	District Leadership Team discussed SOI school visits, parent meeting outcomes, and had Q & A.	0	6	0	0	0	Questions/concerns were cleared up. Plans were started for the first council meeting.
10/23/2016	District Leadership Team heard & discussed PSC's idea about a 4-day week for next school year.	0	6	0	0	0	Mr. Smith handed out two articles for the group to read about 4-day school weeks and assigned researching to see what info could come up with on the topic.



## Election Results

Number of certified and classified on staff:	49
Number of staff who voted:	49
Number of staff who voted for proposed Plan:	49
Number of staff who voted against the proposed plan:	0
Percentage of staff voting in favor of the proposed Plan of Innovation:	100

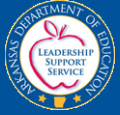


## Professional Development Scope

### Professional Development Plan Part 1

Date	Audience	Purpose of the Session
12/10/2015	District Leadership Team	Rtl - Stacey Smith, ADE DMESC
1/27/2016	HES Leadership Team	Greenbrier Elementary school visit
1/29/2016	District Leadership Team	Rtl PD presented by AAEA Little Rock, AR
2/3/2016	District Leadership Team	Rtl- Dr. McCook DMESC
2/2/2016	HES Certified Staff	Using STAR data for planning and intervention
6/7/2016	HES Leadership Team	7 Habits of Highly Effective Kids book study
7/20/2016	K-6 teachers	Leader in Me overview Rtl Ideas Module PD
10/7/2016	HES Certified Staff	Create student Rtl folders, add testing data
2/15/2017	HES school team	Attend Leader in Me conference and school visit Dallas, TX
2/22/2017	HES Admin., 2 teachers	Wynne Elementary school visit
3/1/2017	HES staff	Share information learned from Leader in Me conference
3/13/2017	HES admin., Instructional Facilitator, 4 instructional assistants	Lexia Reading Core 5 overview
3/14/2017	HES Admin., 2 teachers	Pea Ridge school visit
4/4/2017	HES Be a Leader teacher leadership team	Design applications and description for "Student Voice" members
4/10/2017	HES Be a Leader teacher leadership team	Student

### Professional Development Plan Part 2



Date	Audience	Purpose of the Session
4/3/2017	Be a Leader core team	Selected teachers will participate in Leader in Me book study after-school.
6/5/2017	HES certified staff	Teachers will complete Bloomboard micro-credential: What is Blended Learning, and How to Get Started by Lori Vilagos
7/27/2017	All certified staff	Attend Google Tech. Summit hosted by Horatio Schools.
8/8/2017	All staff	Attend Lexia overview, report analysis, and intervention planning.
8/21/2017	HES certified staff	Teachers will participate in book studies on blended learning instruction and explore BlendedLearningToolkit online resource. - Dweck, Carol S. Mindset. London: Robinson, an Imprint of Constable & Robinson, 2017. -Kist, William. Getting Started with Blended Learning How Do I Integrate Online and Face-to-face Instruction? Alexandria: ASCD, 2015. - Horn, Michael B., Heather Staker, and Clayton M. Christensen. Blended: Using Disruptive Innovation to Improve Schools. San Francisco: Jossey-Bass, 2015.
9/5/2017	HES certified staff	Teachers will meet after-school for 6hrs. for book discussions and blended learning implementation planning.
10/20/2017	HES certified staff	Staff will align curriculum, analyze student data, and plan targeted instructional goals for students.
1/8/2018	3rd-6th grade certified staff	Teachers will learn about Learning Blade and how to use it with high achieving students.