



Reach Cyber Charter School  
BOARD MEETING

Pursuant to the Pennsylvania Open Meeting Laws, notice is hereby given to the members of the Reach Cyber Charter School Board and the general public that the Board will hold a meeting open to the public on:

**Date and Time:**

Wednesday, September 20, 2017 at 9:00 a.m.

**Meeting location:**

750 East Park Drive, Suite 204  
Harrisburg, PA 17111

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Below is an agenda of all items scheduled to be considered. Unless otherwise stated, items may be taken out of the order presented on the agenda at the discretion of the Chair.

Reasonable efforts will be made to assist and accommodate persons with a disability. Please contact Jane Swan at (717) 704-8437.

**AGENDA**

- I. Call to Order and Roll Call – D. Taylor
- II. Public Comment – D. Taylor

The Board welcomes participation by the members of the public both in-person and telephonically. To address an item on the agenda, before the scheduled start of the meeting, an individual must provide their name and a short description of the agenda item on which they wish to comment to the Chair, along with any materials they want to have distributed to Board. Individuals who wish to address the Board telephonically must contact the Principal or Board President by phone or by email at least twenty four (24) hours before the scheduled start of the Board meeting. If the individual wants to provide any written materials to the Board, these should be emailed to the Principal or Board President at least twenty four (24) hours before the scheduled start of the meeting.

The total time for any individual to present, either in person or via telephone, on an item on the agenda shall not exceed three (3) minutes, unless the Board grants additional time.

Individuals desiring to make a formal presentation to the Board on an item not on the agenda but desiring it be placed on the agenda must provide notice and written submissions detailing the subject of the presentation to the Principal or Board President at least fourteen (14) days prior to the meeting. Any such presentations shall not exceed fifteen (15) minutes in duration, unless otherwise permitted by the Chair.

- III. Routine Business – D. Taylor
  - a. Approval of Agenda

IV. Oral Reports

- a. Principal's Report (MSR attached) – L. Richey
  - i. Enrollment and Staffing Update
- b. Financial Report (attached) – S. Soltz
  - i. Fund Balance Update (to follow)

V. Consent Items

- a. Approval of Minutes from the August 16, 2017 Board Meeting (attached)
- b. Approval of Staffing Report (attached)
- c. Approval of Connections Education Invoices for July and August (attached)
- d. Approval of Federal Title Funding Plan Documentation: Parent and Family Engagement Policy (attached)

VI. Action Items

- a. Approval of School Focus Goals for the 2017-2018 School Year (attached) – A. Pasquinilli

VII. Information Items

- a. State Relations Update (attached) – A. Jay
- b. Partner School Leadership Team (PSLT) Update – A. Pasquinilli
  - i. Quarterly Metrics Update (attached)
- c. 2017-2018 Items for Board Consideration (attached) – M. Arthur
- d. Curriculum Town Hall Reminders – M. Arthur

VIII. Adjournment and Confirmation of In-Person Meeting and Lunch To Follow – Wednesday, October 18, 2017 at 9:30 a.m.



**MONTHLY SCHOOL REPORT**

**Reach Cyber Charter School**

August 2017

EOY 16-17		8/31/2016		8/31/2017		
Number	Percent	Number	Percent	Number	Percent	%Change

**ENROLLMENT DATA**

School Enrollment								
		952	100%	0	0%	143	100%	0 %
	Reach Cyber Charter School	952	100%	0	0%	143	100%	0 %
Grade Distribution								
Grades PK-2		182	19%	0	0%	34	24%	0 %
	KG	69	7%	0	0%	11	8%	0 %
	1	50	5%	0	0%	8	6%	0 %
	2	63	7%	0	0%	15	10%	0 %
Grades 3-5		213	22%	0	0%	34	24%	0 %
	3	55	6%	0	0%	11	8%	0 %
	4	70	7%	0	0%	8	6%	0 %
	5	88	9%	0	0%	15	10%	0 %
Grades 6-8		400	42%	0	0%	34	24%	0 %
	6	97	10%	0	0%	7	5%	0 %
	7	165	17%	0	0%	11	8%	0 %
	8	138	14%	0	0%	16	11%	0 %
Grades 9-12		156	16%	0	0%	41	29%	0 %
	9	156	16%	0	0%	26	18%	0 %
	10	0	0%	0	0%	12	8%	0 %
	11	0	0%	0	0%	3	2%	0 %
New/Returning to CE								
	New	952	100%	0	0%	56	39%	0 %
	Returning	0	0%	0	0%	87	61%	0 %
Total YTD Enrollment								
	Enrolled, not Grad	952	75%	0	0%	143	97%	0 %
	Prior To Engagement	44	3%	0	0%	3	2%	0 %
	Withdrawal During School Year	281	22%	0	0%	1	1%	0 %
	Graduate	0	0%	0	0%	0	0%	0 %
<b>Total YTD Enrollment</b>		<b>1277</b>	<b>100%</b>	<b>0</b>	<b>0%</b>	<b>147</b>	<b>100%</b>	<b>0 %</b>
Withdrawal Reason								
	Different/Better Schooling Option (Not related to socialization)	242	86%	0	0%	1	100%	0 %
	Life Change	13	5%	0	0%	0	0%	0 %
	Mismatch Academic	4	1%	0	0%	0	0%	0 %
	Getting started with the school was too difficult	1	0%	0	0%	0	0%	0 %
	Mismatch Family Schedule	6	2%	0	0%	0	0%	0 %
	Regulation	0	0%	0	0%	0	0%	0 %
	Student wants more socialization	4	1%	0	0%	0	0%	0 %
	Unhappy with the school (teachers, leadership)	1	0%	0	0%	0	0%	0 %
	Applying for next school year	0	0%	0	0%	0	0%	0 %
	Deceased	0	0%	0	0%	0	0%	0 %
	Inactivity	6	2%	0	0%	0	0%	0 %
	Missed Deadline	0	0%	0	0%	0	0%	0 %
	Required Documentation Incomplete	0	0%	0	0%	0	0%	0 %
	No Reason Given	0	0%	0	0%	0	0%	0 %



**MONTHLY SCHOOL REPORT**

**Reach Cyber Charter School**

August 2017

EOY 16-17		8/31/2016		8/31/2017		
Number	Percent	Number	Percent	Number	Percent	%Change

**HOUSEHOLD DATA**

Household Data		EOY 16-17	8/31/2016	8/31/2017	%Change		
Active Households	779	N/A	0	N/A	109	N/A	0 %
WD Prior To Engagement	38	N/A	0	N/A	3	N/A	0 %
WD During School Year	237	N/A	0	N/A	1	N/A	0 %
Students Per Active HH	1.22	N/A	0.00	N/A	1.31	N/A	0%

**STUDENT DEMOGRAPHICS**

<b>Ethnicity</b>							
Hispanic or Latino	133	14%	0	0%	17	12%	0%
Not Hispanic or Latino	819	86%	0	0%	126	88%	0%
<b>Race</b>							
Asian	19	2%	0	0%	7	5%	0%
Black/African American	281	30%	0	0%	47	33%	0%
Native Hawaiian or Other Pacific Islander	10	1%	0	0%	1	1%	0%
American Indian or Alaskan Native	30	3%	0	0%	2	1%	0%
White	686	72%	0	0%	96	67%	0%
<b>Distinct Race/Ethnicity</b>							
Hispanic or Latino	133	14%	0	0%	17	12%	0%
Multiple Races	56	6%	0	0%	9	6%	0%
Black/African American	200	21%	0	0%	36	25%	0%
White	552	58%	0	0%	78	55%	0%
Asian	6	1%	0	0%	1	1%	0%
American Indian or Alaskan Native	3	0%	0	0%	1	1%	0%
Native Hawaiian or Other Pacific Islander	2	0%	0	0%	1	1%	0%
<b>Gender</b>							
F	533	56%	0	0%	75	52%	0%
M	419	44%	0	0%	68	48%	0%
<b>FARM Eligibility</b>							
Qualifies for free	533	56%	0	0%	46	32%	0%
Qualifies for reduced	106	11%	0	0%	11	8%	0%
Refused to report	107	11%	0	0%	69	48%	0%
<b>Prior Schooling</b>							
Charter School (Public)	62	7%	0	0%	7	5%	0%
Home School	57	6%	0	0%	20	14%	0%
No Prior School	97	10%	0	0%	6	4%	0%
Online (Virtual) Public School	69	7%	0	0%	8	6%	0%
Private/Parochial School	69	7%	0	0%	6	4%	0%
Public School	598	63%	0	0%	82	57%	0%
Prior Schooling Not Reported	37	4%	0	0%	14	10%	0%
<b>Special Populations</b>							
Gifted	23	2%	0	0%	3	2%	0%
504	20	2%	0	0%	4	3%	0%
IEP	170	18%	0	0%	23	16%	0%
None	749	79%	0	0%	114	80%	0%



## MONTHLY SCHOOL REPORT

Reach Cyber Charter School

August 2017

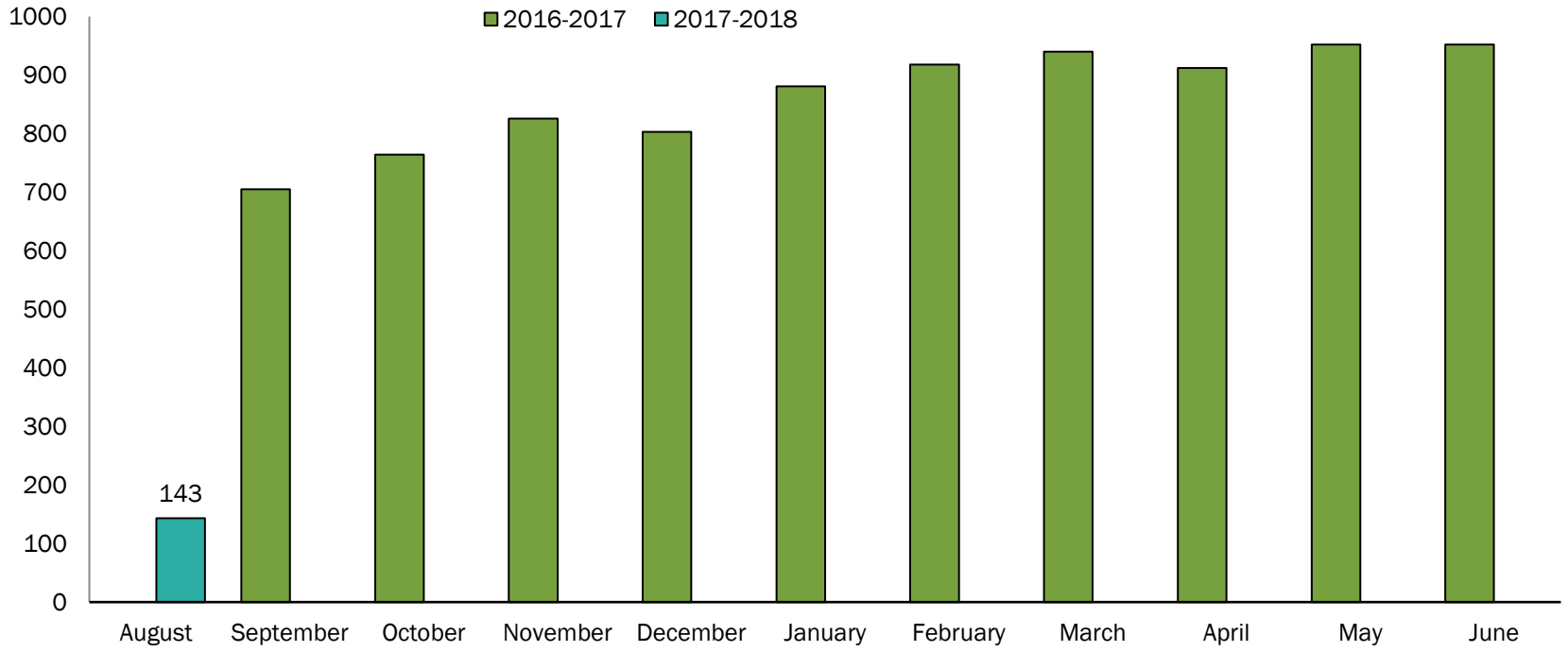
		EOY 16-17		8/31/2016		8/31/2017		
		Number	Percent	Number	Percent	Number	Percent	%Change
<b>Disability</b>								
	Autism	15	9%	0	0%	3	14%	0%
	Cognitive Disability	7	4%	0	0%	1	5%	0%
	Developmentally Delayed	0	0%	0	0%	1	5%	0%
	Emotionally Impaired	20	12%	0	0%	2	10%	0%
	Hearing Impaired	1	1%	0	0%	0	0%	0%
	Other Health Impaired	32	19%	0	0%	4	19%	0%
	Physical Disability	0	0%	0	0%	1	5%	0%
	Specific Learning Disability	72	44%	0	0%	9	43%	0%
	Speech/Language Impaired	18	11%	0	0%	0	0%	0%
<b>Primary Language</b>								
	English	1	0%	0	0%	0	0%	0%
	No Language Reported	951	100%	0	0%	143	100%	0%

## PERFORMANCE DATA

<b>Contacts Per Week</b>								
	Met	739	78%	0	0%	61	43%	0%
	Not Met	213	22%	0	0%	82	57%	0%
<b>Escalation Status</b>								
	Alarm	0	0%	0	0%	28	20%	0%
	Approaching Alarm	0	0%	0	0%	36	25%	0%
	Exempt	0	0%	0	0%	1	1%	0%
	On Track	952	100%	0	0%	78	55%	0%
<b>Performance Metrics</b>								
<b>Grades PK-2</b>								
	Average Performance	87 %		0 %		95 %		0%
	Average Participation	97 %		0 %		100 %		0%
	Average Attendance	103 %		0 %		85 %		0%
<b>Grades 3-5</b>								
	Average Performance	78 %		0 %		83 %		0%
	Average Participation	96 %		0 %		100 %		0%
	Average Attendance	106 %		0 %		94 %		0%
<b>Grades 6-8</b>								
	Average Performance	68 %		0 %		82 %		0%
	Average Participation	91 %		0 %		97 %		0%
	Average Attendance	102 %		0 %		84 %		0%
<b>Grades 9-12</b>								
	Average Performance	62 %		0 %		77 %		0%
	Average Participation	82 %		0 %		99 %		0%
	Average Attendance	97 %		0 %		91 %		0%
<b>Total Average Performance</b>		<b>73 %</b>		<b>0 %</b>		<b>84 %</b>		<b>0%</b>
<b>Total Average Participation</b>		<b>92 %</b>		<b>0 %</b>		<b>99 %</b>		<b>0%</b>
<b>Total Average Attendance</b>		<b>102 %</b>		<b>0 %</b>		<b>89 %</b>		<b>0%</b>



### Monthly Student Current Enrollment Comparison



Michigan Connections Academy  
Revenue and Expense Statement - Fiscal Year 2018  
July 1, 2017- August 31, 2017

	July Actual	August Actual	YTD Actual	Annual Forecast	Annual Budget	Forecast vs Budget
Forecasted Average Enrollment				1,687	1,692	(5)
Funded Enrollment				1,733	1,735	(2)
<b>Revenue</b>						
State Aid	-	-	-	13,255,717.00	13,270,805	(15,088)
Local Aid - ISD	-	-	-	83,010.00	84,585	(1,575)
Special Ed Funding	-	-	-	-	-	-
Subtotal	-	-	-	13,338,727.00	13,355,391	(16,664)
At Risk State Funding	-	-	-	467,913.00	479,000	(11,087)
Performance Based Funding	-	-	-	-	-	-
Title I	-	-	-	348,000.00	348,000	-
Title II	-	-	-	37,000.00	37,000	-
IDEA	-	-	-	-	-	-
E-Rate	-	-	-	21,000.00	21,000	-
Other Income	-	-	-	-	-	-
Subtotal	-	-	-	873,913.00	885,000	(11,087)
<b>Total Revenue</b>	-	-	-	<b>14,212,640.00</b>	<b>14,240,391</b>	<b>(27,751)</b>
<b>Compensation Expense</b>						
Salaries - Administration	49,007.76	52,096.10	101,103.86	708,162.04	667,029	(41,133)
Benefits - Administration	10,781.71	11,461.14	22,242.85	155,795.65	146,746	(9,049)
Taxes - Administration	3,441.65	3,747.01	7,188.66	61,823.90	53,362	(8,462)
Subtotal Administration	63,231.12	67,304.25	130,535.37	925,781.59	867,138	(58,644)
Salaries - Teachers	12,458.36	134,596.84	147,055.20	3,385,276.20	3,401,081	15,805
Benefits - Teachers	7,362.35	31,922.07	39,284.42	749,583.88	748,238	(1,346)
Taxes - Teachers	(1,170.62)	9,340.12	8,169.50	300,397.05	287,391	(13,006)
Subtotal Instructional Staff	18,650.09	175,859.03	194,509.12	4,435,257.12	4,436,710	1,453
<b>Total Compensation Expense</b>	<b>81,881.21</b>	<b>243,163.28</b>	<b>325,044.49</b>	<b>5,361,038.71</b>	<b>5,303,848</b>	<b>(57,191)</b>
<b>Program Fee</b>						
Connections Program Fee	-	-	-	6,654,720.00	6,689,280	34,560
Direct Course Instruction Support	-	-	-	114,750.00	114,750	-
Short Term Substitute Teaching Services	300.00	-	300.00	35,100.00	35,100	-
<b>Total Program Fee</b>	<b>300.00</b>	<b>-</b>	<b>300.00</b>	<b>6,804,570.00</b>	<b>6,839,130</b>	<b>34,560</b>
<b>Pass-Through Expenses</b>						
Office Supplies	203.87	1,227.39	1,431.26	23,000.00	23,000	-
Copiers/Reproduction	-	702.53	702.53	23,000.00	23,000	-
Office Postage	-	94.54	94.54	41,000.00	41,000	-
ISP Payment Reimbursement	-	-	-	135,000.00	135,000	-
Student Testing & Assessment	1,567.39	11,059.68	12,627.07	450,000.00	450,000	-
Staff Recruiting / Background Checks	-	56.50	56.50	3,200.00	3,200	-
Staff Training / Prof. Dvlpmnt.	194.74	6,711.47	6,906.21	36,000.00	36,000	-
Travel and Conferences	1,218.84	1,760.69	2,979.53	30,000.00	30,000	-
Team Building	-	-	-	4,000.00	4,000	-
Maintenance & Repair	170.00	3,801.04	3,971.04	23,500.00	23,500	-
High Speed Internet	322.95	1,957.39	2,280.34	30,000.00	30,000	-
Phone	1,320.27	1,633.24	2,953.51	36,000.00	36,000	-
School Rent	14,755.00	14,877.92	29,632.92	176,500.00	176,500	-
Utilities	-	5,016.86	5,016.86	24,000.00	24,000	-
Equipment Expense	-	-	-	7,400.00	7,400	-
Expenses Pending Allocation	22,732.91	(16,368.07)	6,364.84	-	-	-
Contracted Special Ed Related Services	-	-	-	172,700.00	172,700	-
<b>Total Pass-Through Expenses</b>	<b>42,485.97</b>	<b>32,531.18</b>	<b>75,017.15</b>	<b>1,215,300.00</b>	<b>1,215,300.00</b>	<b>-</b>
<b>Other School Expenses</b>						
Banking Fees	-	-	-	100.00	100	-
Bookkeeping & Audit	-	-	-	10,000.00	10,000	-
Dues	-	(47.00)	(47.00)	18,000.00	18,000	-
Directors and Officers Insurance	-	-	-	1,800.00	1,800	-
Legal	-	9,466.00	9,466.00	15,000.00	15,000	-
Board-Related Expenses	63.50	-	63.50	100,000.00	100,000	-
Other Curriculum	-	-	-	14,000.00	14,000	-
Summer School	-	-	-	50,000.00	50,000	-
Graduation Expense	-	1,581.88	1,581.88	15,000.00	15,000	-
Sponsor Fee	-	-	-	398,124.00	398,124	-
Parent Activities	-	-	-	5,000.00	5,000	-
Student Activities	-	3.00	3.00	8,000.00	8,000	-
Other School Expense	-	-	-	2,000.00	2,000	-
<b>Total Other School Expenses</b>	<b>63.50</b>	<b>11,003.88</b>	<b>11,067.38</b>	<b>637,024.00</b>	<b>637,024</b>	<b>-</b>

Michigan Connections Academy  
Revenue and Expense Statement - Fiscal Year 2018  
July 1, 2017- August 31, 2017

	July Actual	August Actual	YTD Actual	Annual Forecast	Annual Budget	Forecast vs Budget
<b>Total Program Expenses Before Capital Outlay</b>	<b>124,730.68</b>	<b>286,698.34</b>	<b>411,429.02</b>	<b>14,017,932.71</b>	<b>13,995,301.82</b>	<b>(22,631)</b>
<b>Capital Outlay</b>	4,583.36	-	4,583.36	9,583.36	<b>5,000</b>	<b>(4,583)</b>
<b>Total Program Expenses Including Capital Outlay</b>	<b>129,314.04</b>	<b>286,698.34</b>	<b>416,012.38</b>	<b>14,027,516.07</b>	<b>14,000,302</b>	<b>(27,214)</b>
<b>Net Increase (Decrease)</b>	<b>(129,314.04)</b>	<b>(286,698.34)</b>	<b>(416,012.38)</b>	<b>185,123.93</b>	<b>240,089</b>	<b>(54,965.05)</b>
<b>Beginning Net Assets</b>	<b>10,094.58</b>	<b>(119,219.46)</b>	<b>10,094.58</b>	<b>10,094.58</b>	<b>10,117</b>	<b>10,117</b>
<b>Audit Adjustment</b>						
<b>Net Assets</b>	<b>(119,219.46)</b>	<b>(405,917.80)</b>	<b>(405,917.80)</b>	<b>195,218.51</b>	<b>250,206</b>	<b>(44,848.05)</b>



**Michigan Connections Academy  
Balance Sheet  
August 31 ,2017**

**ASSETS**

**Cash and Short Term Investments:**

Cash: Operating Account \$ 2,281,613.67

**Total Cash and Short Term Investments 2,281,613.67**

**Prepays and Other Assets:**

Prepaid Expenses 14,462.20

**Total Prepays and Other Assets 14,462.20**

**Receivables:**

Pupil Funding 108,115.30

Other Receivable 4,313.24

**Total Receivables 112,428.54**

**Fixed Assets:**

Furniture 244,440.27

Office Equipment 480,627.37

Leasehold Improvements 33,231.05

Accumulated Depreciation (547,748.71)

**Net Fixed Assets 210,549.98**

**Total Assets \$ 2,619,054.39**

**LIABILITIES**

**Authorizer Fees \$ 12,349.41**

Accrued Compensation 88,391.50

Accrued Expenses 47,214.02

Deferred Revenue 365,624.18

**Total Accrued Expenses 501,229.70**

Due to (from) Connections Academy: 2,300,843.10

CA Invoice- June 2017 1,430,089.15

CA Invoice July 2017 433,426.46

CA Invoice August 2017 432,927.49

Summer School - June 2017 4,400.00

**Total Current Liabilities 2,300,843.10**

**Total Liabilities \$2,814,422.21**

**Net Assets**

Invested in Capital 210,549.98

Undesignated (405,917.80)

**Total Net Assets (195,367.82)**

**Total Liabilities and Net Assets \$ 2,619,054.39**



Reach Cyber Charter School  
MINUTES OF THE BOARD OF DIRECTORS MEETING  
Wednesday, August 16, 2017 at 9:00 a.m.

Held at the following location and via teleconference  
750 East Park Drive, Suite 204  
Harrisburg, PA 17111

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**I. Call to Order and Roll Call**

Mr. Taylor called the meeting to order at 9:02 a.m. when all participants were present and able to hear each other.

Board Members Present: David Taylor, Joe Harford, Dave Biondo and Paul Donecker (via phone);

Board Members Absent: Alex Schuh and Gail Hawkins-Bush;

Guests via Phone: Jane Swan, Principal; LeAnn Richey and Clara Keepports, School staff; Kevin Corcoran, Charter Choices, Financial Consultant (in person); Nancy Wagner, School staff; Andrew Pasquinilli, Rachel Graver, Amanda Jay, Benjamin Shifflet and Megann Arthur, Connections staff (via phone).

**II. Public Comment**

There were no public comments made at this time.

**III. Routine Business**

a. Approval of Agenda

Mr. Taylor asked the Board to review the Agenda distributed prior to the meeting. There being no changes noted, a motion was made and seconded as follows:

RESOLVED, that the Agenda for the August 16, 2017 meeting of the Reach Cyber Charter School Board of Directors, as presented, is hereby approved.

The motion passed unanimously.

**IV. Oral Reports**

a. Principal's Report

i. Back to School Activities, Staffing and Training Update

Ms. Swan discussed with the Board recent back to school activities, including specific STEM activities. She also updated the Board on staffing levels, as well as professional development planned for both new and returning staff to start the school year.

ii. Enrollment Update

Ms. Swan advised the Board that there are currently 1,126 students enrolled in the school, and provided updates as to the number in other stages of the enrollment process.

iii. Connections Academy Summer Leadership Conference

Ms. Swan discussed the recent CA Leadership Conference, held annually in Baltimore. She reviewed many of the topics covered at the retreat, as well as mentoring and networking opportunities for him and other school leadership team members.

iv. School Operations Metrics

Ms. Swan presented this item to the Board. She reviewed the data included in the Board materials, highlighting the school's performance as compared with other Connections' partnering schools of similar size and years in operation. Board members discussed the metrics data with Ms. Swan.

b. Financial Report

Mr. Shifflet discussed the school's financial statements with the Board. He reviewed the revenue and expense statements, as well as the current forecast. Mr. Shifflet further noted that all financial documents had been reviewed with the school's financial consultants prior to the meeting.

i. Unaudited 2016-2017 Financial Results

Mr. Shifflet reviewed the unaudited financial results from the previous school year with the Board, including summer school expenses. He further provided the Board with an update on the audit engagement process.

ii. Fee Schedule Revision(s) Update

Mr. Shifflet reviewed with the Board the proposed revisions to the fee schedule, as included in the Board materials and later in the meeting for consideration. He provided the Board with the background to the proposed changes, and the review with the school's financial consultants.

**V. Consent Items**

Mr. Taylor asked the Board Members whether there were any items from the Consent Items that they wanted moved to Action Items for discussion, or tabled. There being no items moved, a motion was made and seconded as follows:

RESOLVED, the Consent Items:

- a. Approval of Minutes from the June 21, 2017 Annual Board Meeting;
- b. Approval of Staffing Report;
- c. Approval of LiveSpeech Invoice(s);
- d. Approval of Connections Education Invoice for June;
- e. Approval of Revised Fee Schedule from Connections Education;
- f. Approval of 2017-2018 Base Salaries and Incentive Percentage and Career Ladder Positions; and
- g. Approval of Board President as Board Designee to Work with School Leadership to Review and Finalize Revision(s) to the Truancy Policy included in the 2017-2018 School Year State Specific School Handbook; are hereby approved.

The motion passed unanimously.

[Mr. Corcoran left the meeting at 9:32 a.m.]

## VI. Action Items

### a. Approval of Expanded and Upgraded Technology Package

Ms. Jay presented this item to the Board. She reviewed the proposal for expanded and upgraded technology for the school, as included in the Board meeting materials. Ms. Jay advised that the proposed technology package was being presented in an attempt to provide teachers additional opportunity to flex their work space. Board members discussed the proposal, and expressed their support. There being no further discussion, a motion was made and seconded as follows:

RESOLVED, that the Expanded and Upgraded Technology Package proposal, as presented, is hereby approved.

The motion passed unanimously.

### b. Approval of Membership with Charter Schools Coalition

Ms. Swan reviewed with the Board her support of joining the charter schools coalition. She further discussed the coalition's representative who is planning to visit the school soon. There being no further discussion, a motion was made and seconded as follows:

RESOLVED, that membership with the Charter Schools Coalition, as presented, is hereby approved.

The motion passed unanimously.

### c. Approval of Board Training and Conference Attendance for the 2017-2018 School Year

Ms. Arthur reviewed the upcoming trainings and conferences that have been identified that may interest members of the Board. The Board reviewed the upcoming training offerings, and the advantages and specific agenda topics of each conference, and their support of Board members making an effort to attend the training opportunities. There being no further discussion, a motion was made and seconded as follows:

RESOLVED, that the Board training and conference attendance for the 2017-2018 school year, including the National School Boards Association and National Charter Schools conferences, as discussed, is hereby approved.

The motion passed unanimously.

## VII. Information Items

### a. Legislative Update

Ms. Jay provided the Board with an update on recent legislative activities in the state, which may impact the school.

### b. Partner School Leadership Team Update

Mr. Pasquinilli presented to the Board on behalf of Connections' School Leadership Team,

highlighting back to school planning for staff.

c. Teacher Professional Development Products and Services for the 2017-2018 School Year

Mr. Pasquinilli reviewed the professional development products and services for school staff, as offered by Connections for the 2017-2018 school year. He discussed the various levels and delivery models of professional learning opportunities available to staff members based on years of service and experience. He and Ms. Swan also highlighted the additional training and development opportunities offered by school leadership.

d. In-Person Board Meeting Update

Ms. Arthur discussed with the Board the availability of Board members and school leadership for regularly scheduled fall Board meetings. Board members expressed their support of holding an in-person Board meeting for their October 18<sup>th</sup> meeting, assuming the two Board members absent from the current meeting confirmed their availability.

**VIII. Adjournment and Confirmation of Next Meeting - Wednesday, September 20, 2017 at 9:00 a.m.**

Mr. Taylor inquired if there was any other business or discussion. There being no further business or discussion, he noted that the next meeting would be held on Wednesday, September 20, 2017 at 9:00 a.m. The Board being at the end of its agenda, the meeting was adjourned at 10:02 a.m.

Staffing Report

New Hires

Name	Area	Compensation	Bonus Potential	Start Date
Ake, Tonya	Teacher- Elementary	\$ 42,000.00	0.04	9/20/2017
Bannister, Judith	Reading Specialist	\$ 45,000.00	0.04	8/21/2017
Behnke, Ann	School Nurse	\$ 52,000.00	0.04	10/27/2017
Coates, John	Teacher- Secondary	\$ 45,500.00	0.04	10/2/2017
Horn, Connie	Teacher- Secondary	\$ 45,000.00	0.04	9/25/2017
Knorr, Sheree-Lee	Teacher- Special Ed	\$ 50,500.00	0.04	8/22/2017
LeCause, Nicole	Teacher- Special Ed	\$50,000	0.04	8/23/2017
Pica, Alicia	Teacher- Secondary	\$ 43,500.00	0.04	8/24/2017
Snover, Eileen (Lorentz, Dorothy)	Teacher- Secondary	\$ 47,000.00	0.04	8/21/2017
Spofford, Kristin	School Administrative Assistant I	\$ 14.50	0.04	9/5/2017
Swope, Alicia	Teacher- Elementary	\$ 45,500.00	0.04	9/6/2017
Yeslevadge, Karen	Business Manager	\$ 60,000.00	0.10	9/25/2017
Zimmer, Ashley	Teacher- Elementary	\$ 41,000.00	0.04	9/14/2017

Departing Employees

Name	Area	Last Day of Work	Reason for leaving
Palombi, Nicole	Teacher - Special Ed	6/15/2017	Career Change
Pica, Alicia	Teacher - Secondary	9/7/2017	Not a good fit for online environment
Pizzo, Steven J.	Teacher - Special Edu	9/8/2017	Not a good fit for online environment
Baker, Andrea	Teacher - Elementary	N/a	Did Not Start

Name	Former Position	New Position	Compensation	Bonus Potential	Start Date in new position
n/a					

**DISTINCTIVES:**

- Enthusiastic educator that esteems positive relationships with emphasis on caring, respecting, and affirming members of the learning community
  - ↳ **Developed and Implemented social skills program at West Shore Christian Academy**
- Partner with other members of the education team to develop the academic, social, and emotional potential found in all students
  - ↳ **Team Teaching, data informed instruction, curriculum mapping**
  - ↳ **Middle School Volleyball Coach**
  - ↳ **Volleyball Intramural (K-6) Coach**
- Challenge students to strive for their individual “excellence” using research based teaching strategies, higher order thinking skills, and differentiated instruction
  - ↳ **Science Fair Coordinator**
  - ↳ **Certified Orton-Gillingham instructor – explicit and systematic reading instruction**
- Affect change in both short and long term goals of West Shore Christian Academy
  - ↳ **Leadership Team**

**PROFESSIONAL EXPERIENCE:**

**Instructional Coach ~ West Shore Christian Academy, Shiremanstown, PA.**

**(July 2016 – June 2017)**

- Analyzed literacy data and met with teachers to understand data and how to use data to inform their instruction and implement progress monitoring
- Maintained school data wall and facilitated regular data team meetings
- Worked with individual teachers in developing research based instructional strategies and lesson planning to improve instruction and student achievement
- Collaborated with teachers on common benchmark assessments and summative assessments
- Taught model lessons, co-taught with another teacher, led literacy centers
- Coordinated collaborative discussions among teachers
- Observed classroom teaching
- Met regularly with principals to coordinate instructional activities related to school initiatives including the roll out of new standards based ELA programs K-5, guided reading, non-fiction writing, Kindergarten Experience Day, 3-5 STEM Challenge program, PBIS
- Met regularly with teaching and learning support team to align instruction to school initiatives
- Promoted and coordinated the implementation of standards based instruction as well as aligning our curriculum thru Curriculum Trak.
- Facilitated and/or led Professional Development activities, including data informed instruction, progress monitoring, fluency, SST procedures, web-based curriculum mapping, student information and learning management system, differentiated instruction, collaboration and volunteer clearance requirements.

**Teacher ~ West Shore Christian Academy, Shiremanstown, PA.**

**(July 2011 – June 2016)**

- Developed and implemented curriculum maps and lessons that align with standards for ELA, science, history, and math with Learning Focused elements.
- Utilized data to inform instruction, set learning goals with students, and differentiated lessons based on student needs.
- Integrated technology, cooperative learning, and peer assessments to actively engage students.

- Developed and implemented organizational structure including employee manual, safety manual, flow chart, mission statement, procedural manual and job descriptions that promoted company growth 43%.
- Increased productivity 18% by executing a scheduling program for system integration technicians.
- Directed the implementation of a MRP system for contracts and service that enhanced information sharing throughout the organization and automated processes.
- Created and implemented customer service process improvements that enhanced response time 41%, accelerated the service ticket life cycle by 19% and incorporated customer feedback.
- Responsible for all aspects of operations, engineering, project management, field staff and service to position SAGE Technologies as one of the top 50 system integrators by System Contractor News.

**Customer Service Manager for Sage Technology Solutions, Inc. Mount Joy, PA (3/99 - 10/00).**

**EDUCATION & PROFESSIONAL DEVELOPMENT:**

- *Wilson College - Teacher Certification Program, 2010 - GPA 4.0*
  - *PA Department of Education Level II Elementary Education Teaching Certification*
- *Bachelor of Science in Business Management from Bloomsburg University, 1993*

TESOL, Discovery Education, *Superkids* K-2 ELA program, Reading Street 3-5, Collins Writing, High Impact Strategies, Visualizing and Verbalizing, Brain Based Teaching, Handwriting without Tears, LETRS Module 1, dibels, DRA, Guided Math, Greg Tang's *A Model Approach to Word Problems* and *Critical Connections: Making Sense of Computations*, Coaching for Excellence

**Certification:** Orton-Gillingham Reading Therapy



Mrs. Judith F. Bannister

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judithbannister@gmail.com  
 447 Lincoln Highway  
 East McKeesport, PA 15035  
 Mobile Phone: (412) 398-7568

Profile: An experienced, well-qualified Reading Specialist with a strong combination of instructional, technological, and creative skills and strategies and the vision to implement these skills for the academic and professional success of the students.

Professional Goal: I am seeking a position of employment as a Reading Specialist with Connections Academy.

Experienced in teaching all Courses in Developmental Studies offered by CCAC:

- DVS060 College Academic Strategies
- DVS070 College Reading I
- DVS101 College Reading II
- DVS103 Advanced College Reading
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Experienced in teaching English Composition offered by Geneva College at The Center for Urban Biblical Ministry

- Well experienced and proficient in utilizing Blackboard and Jenzabar/Elearning with students, as well as other online and instructional materials for English and Developmental Courses.

Experienced in teaching Remedial Reading and Math

#### Education

- Duquesne University, Graduate School, Pittsburgh, PA
- 4.0 GPA
  - Masters of Science Degree, Reading and Language Arts
  - Certified Reading Specialist
  - 1987-1991
- Geneva College, Beaver Falls, PA
- 3.9 GPA
  - Bachelors of Science Degree, Elementary Education
  - 1983-1987

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#### Certifications

Instructional II Certificate, Elementary Education  
 Instructional II Reading Specialist Certification

Professional

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#### Experience

Community College of Allegheny County at Boyce Campus and Braddock Hills Center

Instructor of Developmental Studies, Adjunct Faculty

2009 – Present, also Fall Term 1995

- Teaching all Developmental Courses of Study, which includes DVS060, DVS070, DVS101, and DVS103
- Extensive use of Blackboard in all Courses
- Development of Portfolio Assignment binders and Family Oral History Interviews for Student Presentations and Required Projects
- Coordinating Guest Presentations of CCAC Resources available for Students
- Teaching MUS221, Beginning Piano

Geneva College at The Center for Urban Biblical Ministry, Pittsburgh, PA

Instructor of English Composition 101

2014

¥ Teaching students the skills needed for effective written communication, including analyzing and synthesizing ideas and presenting them in verbal and essay form. Students also practice these skills in response to critical analysis of assigned readings and learn how to develop a purposeful argument.

¥ Use of Elearning,/Jenzabar programming

¥ Teaching interviewing, writing, and researching skills through the creation and completion of an Oral History Project and presentation.

Allegheny Intermediate Unit

Summer Reading Program Developer/Director

2003-2005

- Created "STAR-Summer Time Adventures in Reading" Program for Students and Families of the East Allegheny School District

Penn State University at Greater Allegheny Campus

Adjunct Faculty

1994-1995

- Teaching College Reading, Programmed College Vocabulary, and Study Skills

West Jefferson Hills School District

Title I Reading Specialist

1993-1994

- Remedial Reading and Math Instruction for Students in Grades 1-6

McKeesport Area School District

Title I Reading Specialist

1991-1992

- Remedial Reading and Math Instruction for Students in Grades 1-6

#### Volunteer Experience

Mahaffey Camp & Conference Center, of The Christian & Missionary Alliance, Mahaffey, PA

Summer Camp Director  
2007 – Present

- Develop Theme and Programming for “Young Explorers Camp”, a Summer Youth Camp for Children in Grades 1-2
- Director of all Activities, Volunteer staff/counselors, Camp Programming

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References

Available upon request

Ann Behnke  
abehnke90@gmail.com  
130 Kerrsville Road  
Carlisle, PA 17015  
717-574-4333(c)/960-0026(h)

#### Qualifications

Currently working as a school nurse for the Susquehanna Township School District  
Received the Award of Excellence from Carlisle Area School District in 2014  
Registered nurse with over 20 years experience

#### Education

Millersville University (2015) School Nurse Certification  
University of MD at Baltimore (1991-1994) M.S.  
Thomas Jefferson University (1985-1987) B.S.N.  
Elizabethtown College (1983-1985)

#### Relevant Experience

Certified School Nurse – Susquehanna Township School District – June 2016 to present  
School Nurse – Carlisle Area School District – October 2009 to June 2016  
School Nurse – Big Spring School District November 2006 – October 2009  
Diabetes Educator – Cumberland Valley Endocrinology Center – 2003 through 2006  
Instructor of Nursing/Curriculum Development – Sharon Regional Medical Center – 1998 – 2001  
Research Assistant – Dept of Pediatric Neurosurgery, Penn State Hershey – 1995-1996  
Clinical Instructor of Maternal / Child Nursing – Penn State Univ. - 1994-1996  
Childbirth Educator – Anne Arundel Medical Center – 1992-1994  
Staff Nurse (Med/Surg, Child Psych, OB/Women's Health) – Penn State Univ. Hospital – 1987-1991

#### Other Experience

Clinical Site Facilitator for Messiah College Nursing Students 2015 to present  
Grant writing for health care projects for the Carlisle Area School District  
Working with the newest technology in diabetes care and bringing that information to the school to educate other school nurses  
Organizing multi-faceted health fairs and health education projects for the school  
Author and lecturer for the International Childbirth Education Association and Lamaze Association  
Poster presenter with AWHONN, ICEA, and American Diabetes Association  
Volunteering in orphanages in Moldova, Fall 2008

References Available Upon Request

**JOHN A. COATES, JR.**  
148 Cherrington Drive. Pittsburgh, PA 15237  
Cell: (412)525-9467  
Email:jacjr106@comcast.net

## **EDUCATION**

**Master of Science, Business Education, Robert Morris University, Pittsburgh, PA – 5/2012**

**Master of Business Administration, Duquesne University, Pittsburgh, PA - 12/1990**  
Majors: Marketing and Management

**Bachelor of Science, University of Pittsburgh, Pittsburgh, PA - 8/1986**  
Major: Biology Minor: Chemistry

## **PROFESSIONAL CERTIFICATIONS**

**Pennsylvania Department of Education**  
Business, Computer & Information Technology (Grades K-12) – 5/2011  
Social Studies (Grades 7-12) – 9/2013

**Ohio Department of Education**  
Business Education (Grades 7-12) – 8/2015

## **QUALIFICATIONS**

### **Teaching**

- 6 years of experience educating secondary school students via web-based instructional platforms
- Over 20 years of experience in developing and training of technical and business professionals
- Developed in-person and distance learning courses and materials including webinars, educational guides, instructions for use and audio-visual resources
- Organized numerous educational symposiums including peer-to-peer training events for continuing education

### **Computer skills**

- Proficient in the use of computers for many academic, business and scientific applications, including classroom management, presentations, preparation of educational materials, market research, project management, database management, forecasting, contact management, and networking
- Software Experience: Blackboard Collaborate/Eluminate, Vision Classroom Management, eCollege, Total View, Desire2Learn(D2L), MS Office Suite, OpenOffice Suite, MS Expression Web, MS Project, ACT, Adobe Photoshop, WebEx, SAP Business Objects, MS Axapta, Citrix Access, Skype, Kompozer, Gimp 2, Multimedia Fusion 2, Blender
- Programming Language Experience: Visual BASIC, C++, HTML, Fortran, BASIC

### **Communications**

- Creation and implementation of presentations and product demonstrations; technical and financial proposals; presentation of product performance objectives to management; education of technical, sales and support staff
- Extensive global experience interacting with persons from a variety of cultures.

## Resource development

- Educational - instructional publications, audio-visual materials and scientific journals
- Promotional - brochures, presentational materials, website design, advertising

## Project management

- Experienced in developing new products and initiatives from inception to launch and expansion/improvement of existing lines
- Managed cross-functional teams including engineering, regulatory affairs, production, sales, clinicians, researchers, quality assurance, quality control, external consultants and manufacturers
- Market research - surveys and field studies for utilization in product development, forecasting, and technology acquisition
- Financial management – administration of resource outlays on projects, responsibility for P&L, cost containment and pricing

## PROFESSIONAL PROFILE

### EDUCATION

**Edison Learning Inc.**, Pittsburgh, PA, 6/2016-present

**Instructor, Business & Technology** – Provided online instructional services to students attending conventional and blended learning schools

- Managed the learning activities of over 400 students in 7 states
- Performed daily instructional sessions with students from all client schools for elective based classes using a virtual flash classroom as well as an online collaborative learning system
- Developed curriculum to adhere to new technical and state standards

**K12 Inc.**, Herndon, VA, 5/2011-6/2016

**Instructor, Business & Technology** – Responsible for instruction of secondary school students, on a global basis via a virtual platform

- Held daily, live, instructional sessions to support and supplement course content
- Prepared a variety of supplementary instructional materials for asynchronous learning
- Engaged in professional development courses on a regular basis
- Assisted in education of new staff on use of online learning systems and instruction

### Courses Taught:

- **Business:** Marketing, Entrepreneurship, Personal Finance, Economics, Business Communication, Business and Personal Relationships, Accounting, Sports & Entertainment Marketing
- **Technology:** Office Applications, OpenOffice Applications, Computer Literacy, Web Design, Image Design, 3D Imaging, Game Design, C++ Programming, Green Technology & Design, Audio Engineering, Internet Safety
- **Social Studies/Social Sciences:** Careers in Criminal Justice, Law & Order, U.S History, U.S. Government & Politics, World History, Psychology, Sociology
- **Miscellaneous:** Music Appreciation, Achieving Your Career & College Goals

## MARKETING

**Nucletron Corp.**, Columbia, MD 2007-2009

**Marketing Manager** – Responsible for the management of marketing activities for North and South America

**Products:** Radiation Oncology instrumentation, software, imaging systems, consumables, and implantables

- Managed the launch of several new product lines and the improvement of others, coordinating the efforts of a European parent organization, regulatory affairs, sales, clinical, service and support staff
- Served as the primary trainer of new sales and support staff
- Served as project coordinator for several major initiatives including strategic efforts to reposition organization in a consulting role, reorganization of inventory system, and development of new clinical education programs
- Increased sales of product lines managed 35% in 2 years , generating over \$20 Million annually

**Cook Vascular Inc.**, Vandergrift, PA 2003-2006

**Product Manager** – Responsible for leading cross departmental teams for the development and promotion of medical devices

**Products:** Instrumentation, consumables and implantables used in Reconstructive Surgery, Neurosurgery, Interventional Cardiology, Radiology, and Medical Oncology

- Successfully managed the development and introduction of numerous new products including field trials, strategic planning, creation of new marketing materials, educational guides, and website design
- Launched a new international distribution systems involving both foreign subsidiaries and independent dealers
- Increased sales of product lines managed over 100% in 3 years, generating more than \$8 Million annually

**Vital Signs Inc.**, Totowa, NJ 2001-2002

**District Sales Manager** – Responsible for directing sales activities in Pennsylvania and West Virginia

**Products:** Surgical and critical care instrumentation and consumables

- Managed an extensive network of distributors and direct sales
- Successfully negotiated contracts with multiple major healthcare systems
- Developed top industry market share, approximately 50%, for several major product lines

**Radiometer America Inc.**, Westlake, OH 1993-2001

**Technical Specialist/Sales Representative** - Managed sales activities in Pennsylvania, Eastern Ohio, and West Virginia

**Products:** Blood analysis instruments and clinical information systems

Managed one of the top producing territories in the country generating over \$1.5 Million annually

- Developed the top territorial market share, over 50%, in an industry with 6 major competitors
- Served as primary educational specialist for monitoring instruments
- Outstanding achievement awards 1997-2001

## CLINICAL/RESEARCH

**University of Pittsburgh Medical Center**, Pittsburgh, PA 1986-1993

**Pulmonary Technologist/Clinical Researcher**, Comprehensive Lung Center - Member of a team conducting clinical and research studies on cardio-pulmonary disorders

- Gained experience in the use of a wide variety of medical and scientific equipment including an array of analytical and therapeutic instruments, software and consumables
- Co-authored research articles published in several major medical journals
- Responsible for training all new technical staff

## PROFESSIONAL HONORS and PUBLICATIONS

## AWARDS

**Recognition of Excellence**, Educational Testing Service (2013)

- Acknowledgement of an outstanding score on the The Praxis Series

**Outstanding Achievement Award** – 100% Club, Radiometer American Inc. (1997-2001)

- Exceeded 100% of instrumentation/software quota

**GPO Contract Award**, Radiometer America Inc. (2001)

- Top sales achievement, Novation buying group

**Region of the Year**, Radiometer America Inc. (1994-1996, 2001)

- Member of top business unit in nation as marketing specialist

**Technical Excellence Award**, Radiometer America Inc. (1999)

- Demonstrated highest knowledge level on products, regulatory issues, physiology and competition

**Demonstration Excellence Award**, Radiometer America Inc. (1998)

- Recognized for outstanding performance in product demonstrations

**Outstanding Service Award**, University of Pittsburgh (1982-1986)

- Recognized for providing education and medical services to students and faculty

## SCIENTIFIC PUBLICATIONS

**Accuracy of End-Tidal and Transcutaneous PCO<sub>2</sub> Monitoring During Sleep.** Chest 1994; 106:472-483, Sanders, MH, et al.

**Prescription of Positive Airway Pressure for Sleep Apnea on the Basis of a Partial-Night Trial.** Sleep 1993; 16(6), Sanders, MH, et al.

**Diagnosis of Sleep Disordered Breathing by Half-Night Polysomnography.** American Review of Respiratory Disease 1991; 144:1256-1261, Sanders, MH, et al.

## PROFESSIONAL CONFERENCES

### **Harvard Medical School Brachytherapy Review 2007-2009**

Conducted workshops on the use of high dose-rate brachytherapy for the treatment of breast and gynecological cancers

### **American Brachytherapy Society, World Congress of Brachytherapy 2007-2009**

Assisted medical oncologists and physicists in the delivery of presentations and hands-on workshops

### **American Society for Radiation Oncology, Annual Conferences 2007-2009**

Assisted medical oncologists in the delivery of presentations

Organized educational symposiums on brachytherapy body-site solutions

### **American Association of Physicists in Medicine, Annual Conferences 2007-2009**

Assisted medical physicists in the delivery of presentations

Organized educational symposiums on brachytherapy body-site solutions

### **Duke University, Department of Surgery**

Plastic, Maxillofacial, and Oral Surgery Fresh Cadaver Flap Dissection Course 2003-2006

Assisted medical faculty in the training of plastic surgeons on free tissue transfer procedures

### **American College of Surgeons, Annual Conferences 2003-2006**

Exhibitor and assisted surgeons in the presentation of surgical techniques

### **American Association of Plastic Surgeons, Annual Conferences 2003-2006**

Exhibitor and assisted surgeons in the presentation of surgical techniques

### **American Society for Reconstructive Microsurgery, Annual Conferences 2003-2006**

Exhibitor and assisted surgeons in the presentation of microsurgical techniques

### **American Academy of Sleep Medicine, Annual Conferences 1994-1998**

Organized symposiums on the assessment of pulmonary disorders during sleep

Presented workshops on the use of transcutaneous monitoring during polysomnographic studies

### **Academy of Neonatal Nursing, Annual Conference 1994-1998**

Organized symposiums on the use of monitoring instruments in the treatment of critically ill infants

Presented workshops on the use of monitoring instruments in neonatal intensive care units

## BUSINESS SEMINARS

**Strategic Selling**, Miller Heiman, Strategic Selling , England, 2008

**Selling to Achieve Results II**, The Tracom Corporation, Highland Ranch, CO, 2000

**Sales Ability II**, The Tracom Corporation, Highland Ranch, CO, 2000

**SPIN Selling Skills**, Huthwaite Research Group Ltd., England, 1995

**Persuasive Sales**, Sales Concepts Inc., Roswell, GA, 1994



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# Connie F. Horn

Ph: (570) 296-4408 • Email: conalita@mail.com

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## Secondary Math Teacher

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### Profile of Qualifications

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- Strong organization and communication skills
  - Attention to detail and ability to multitask
  - Microsoft Office proficient+
  - Above average computer skills
  - Ability to learn new computer programs quickly
  - Technology integration
  - Interactive teaching and tutoring
  - Innovative lesson planning
  - Differentiate instruction to meet student needs
  - Align lesson goals to state standards
- 

### Professional Experience

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Agora Cyber Charter School, King of Prussia, PA, 2012 - Present

#### **Middle School Math Teacher**

- Earned Distinguished performance rating in 2015-16 school year
- Develop creative lesson plans with specific goals aligned to state standards
- Teach 8<sup>th</sup> grade math lessons daily in a cyber-classroom
- Monitor and grade student work and update student grades in an online gradebook application
- Daily email, message and phone contact with colleagues, parents and students
- Utilize Microsoft Office, Outlook, Word, Excel, and PowerPoint to communicate, prepare documents, analyze data and prepare lessons

Pennsylvania Cyber Charter School, Midland, PA, 2011 to 2012

#### **Online Academic Tutor and Title I Tutor**

- Tutored students needing additional support in 7th grade math through Pre-algebra.
- Analyzed student data to target student needs and planned personalized instruction for Title I students

Milford Senior Care and Rehabilitation Center, 2009 to 2010

#### **Admissions Coordinator**

- Promoted from initial single role as Administrative Assistant to dual role
- Worked closely with Administrator, Director of Nursing and other managers to qualify potential residents
- Completed admissions paperwork with new residents
- Created EXCEL spreadsheets to keep track of supplies and streamlined the order process

Professional Experience continued ...

Slide Show Reflections home-based business, 2006 to 2009

**Owner-Operator**

- Produced slide shows for business and personal applications using the program ProShow Producer.

Harmony Christian School, Middletown, NY, 2002 to 2003

**Teacher**

- Taught middle school level math and middle and high school computer classes.

KW Controls, Middletown, NY, 1989 to 1991

**Production Planner**

- Responsible for the interfacing of Marketing, Purchasing and Production Departments
- Used spreadsheets to formulate an MRP

Worldwide Converting Machinery, Allendale, NJ, 1988 to 1989

**Purchasing Agent**

- Responsible for procurement of all commercial and electronic components used in the assembly of Worldwide's products
- Reconciled accounts between Finance Department and vendors
- Implemented a document control system to streamline the purchasing process

HHB Systems, Inc., Mahwah, NJ, 1985 to 1988

**Production Planner/Inventory Control**

- Responsible for the creation and implementation of Inventory, Purchasing and MRP Controls
- Coordinated monthly and yearly closings in conjunction with the Accounting Department
- Developed a computerized Requirements Planning and Work Order System with Maxcim Software.

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## Education

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**Masters Program** (in progress), Instructional Media - Wilkes University

**Graduate Classes** in Education - Point Park University

**Bachelor of Science** in Computer Science, Minor in Math - Geneva College

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## Professional Certifications

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**Pennsylvania Teaching Certification**, Secondary Mathematics  
**Google Certified Educator**, Level 1

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References

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Amy Cadwallader  
570-594-2669  
Berwick, PA

Stephanie Weirich  
412-780-2155  
York, PA

Sheree-Lee S. Knorr  
609 Church Road  
Hegins, PA 17938  
(H) 570-682-3442

Professional Goal: As an educator, my goal is to provide support and create avenues for staff members to become an integral in students' lives. I want to provide opportunities that will allow all staff to learn, gain knowledge, and grow as professionals.

Education:

Letter of Eligibility – Superintendent 9/2009  
Temple University, Philadelphia, PA

Certificate – Secondary Administration 12/2007  
Temple University, Philadelphia, PA

Certificate – Special Education Supervision 9/1999  
Bloomsburg University, Bloomsburg, PA

Certificate – Elementary Administration 7/1995  
Temple University, Philadelphia, PA

Master in Education 9/1988  
Kutztown University, Kutztown, PA

Bachelors of Education – Special Education  
(Mentally and Physically Handicapped) and  
Elementary Education 12/1978  
Kutztown University, Kutztown, PA

Experience:

8/1991 – 4/2015 Millersburg Area School District, Millersburg, PA

- o Superintendent of Schools (4/2/2008 – 4/1/2015)
- o Substitute Superintendent of Schools (6/2007 – 3/31/2008)
- o Instituted Emergency Call System for district
- o Team member for the creation of on-line classes
- o Team member for Regional Special Education Plan
- o Human Resource officer for district
- o Oversaw the rewriting the Strategic Plan
- o High School Principal (8/2006 – 12/2007)
- o Filled in for retiring principal and mentored new special education supervisor
- o Instituted on-line class selections for high school students
- o Instituted new electronic report card for district
- o Special Education Supervisor (7/1998 – 3/2007)
- o Member of the Professional Development Committee
- o Facilitator for the Strategic Plan in year 2002
- o Worked with curriculum planners to have curriculum align with standards
- o Worked on Special Education Plan and worked through Cyclical and Target Monitoring
- o Finished Due Process Cases and had only one case filed in my years as supervisor
- o Supervised 12 teachers and 10 aides

- High School Learning Support Teacher for grades 9 to 12 (Jan. 1996 to June 1998)

- Support Teacher for the Instruction Support Team (IST) in grades (K – 5)
- o Worked with Title I reading, special education and classroom teachers to implement a remedial programs in grades one and two
- o Collaborated with regular education teachers to develop inclusion practices in grades one to five
- o Co-chairperson of the Professional Development Committee
- o Member of the Strategic Planning and Steering Committee
- o Chairperson for the revision of the reading curriculum
- o Member of the Secondary ISTeam
- o In collaboration with Title I reading, wrote Parent Involvement mini-grants

1982 – 1991 Tri-Valley School District, Valley View, PA

- Taught in a self-contained 6th grade classroom
- o Whole Language committee member
- o Lead Teacher for grades 4 through 6
- o Chairman and Secretary for Advisory Committee
- o Member of the Professional Development team
- Taught remedial math (Title I and TELS) and gifted programs for students in grades 2 thru 6
- o Chairman for the Professional Development Committee that developed a plan for the state
- o Computer Coordinator for Elementary Schools
- o Wrote Elementary Gifted Program for elementary grade
- o Developed a HELP library for remedial students
- o Taught Higher Order Thinking Skills (HOTS) to remedial students in grades 4 to 6

1980 – 1982 Substitute for grades kindergarten to 8th grades in area schools

1980/1981 Camp Susquehanna – sponsored by ARC  
Was a counselor and an activities director during a summer camp for children with

special needs

1979 - 1980 Basic Skills teacher for grades kindergarten through 3rd grades -  
grant program

NICOLE L. LECAUSE  
 308 Patrick Way Royersford PA 19468  
 443-462-0058  
 Email: nicole@drastical.net

#### EDUCATION

Mercyhurst College, Erie PA  
 Master of Science, May 2001  
 Certification: Special Education (K-12)  
 Cumulative Grade Point Average: 4.0

Edinboro University of PA, Edinboro PA  
 M.S. Rehabilitation Counseling, December, 1993  
 B.S. Psychology, December, 1991  
 Graduate G.P.A. 3.8, Undergraduate G.P.A. 3.23

#### SPECIAL EDUCATION TEACHING EXPERIENCE

Holabird Middle School, Baltimore, MD  
 Special Education Teacher: Grades 6-8, Functional Academic Learning Support, 8/2001-present  
 Principal: Julie Dellone

McDowell Senior High School, Erie, PA  
 Student Teacher: Ages 18-21 yrs. Life Skills, (Spring 2001)  
 Cooperating Teacher: Ms. Mary Hoffman

Dr. Gertrude A. Barber Center, Erie, PA  
 Student Teacher: Pre-School and Kindergarten, Life Skills (Spring 2001)  
 Cooperating Teacher: Ms. Joy Wodel

#### SPECIAL EDUCATION PRACTICAE

School/Site Subject/Classroom Grade/Age  
 Erie Homes for Children & Adults Multiple Disabilities Ages 10-18  
 Wattsburg Elementary Center Reading Grade 1  
 Wattsburg Elementary Center Science Grades 1-4  
 Lincoln Elementary School Emotional Support Grades 3-5  
 McKinley Elementary School Language Arts Grade 3  
 McKinley Elementary School After School Program Grades K-4  
 Lincoln Elementary School Mathematics Grade 2  
 Private Tutoring Reading (L.D.) Grade 3

#### HIGHLIGHTS OF EXPERIENCE

- \* Fourteen years of experience teaching students with multiple disabilities.
- \* Extensive experience with educational technology.
- \* Certification through Pennsylvania Initiative on Assistive Technology.
- \* Experience with Intellitools, Boardmaker and many other software programs.
- \* Experience with a wide variety of Communication devices.
- \* Links to the future, Educational Technology program.
- \* Extensive experience coordinating services and technology for people with disabilities.
- \* Special Education Advisor for Best Buddies Chapter

Nicole L. Lecause  
 Page 2

#### PROFESSIONAL QUALIFICATIONS

##### Service Coordination

- \* Interviewed, recruited and trained staff to work with people with disabilities.
- \* Coordinated the transition of people with disabilities from nursing homes to independent living.
- \* Assisted people with physical disabilities in the acquisition of skills, services, and equipment enabling them to live independently.
- \* Creation and implementation of Individualized Education Programs.

##### Program Design and Implementation

- \* Conducted Disability Awareness Seminar for Rural Education Access Program.
- \* Designed and conducted Peer Counselor Training Program.
- \* Designed Disability Awareness Program for elementary schools.
- \* Designed and connected Personal Care Attendant Training Program.
- \* Developed and implemented Personal Growth Group for university students with physical disabilities.
- \* Created disability awareness project in conjunction with LINC (Learning Independence through Computers).
- \* Created and conducted Best Buddies chapter at Holabird Middle School.

##### Education

- \* Assisted faculty in teaching masters level Physical Disabilities class.
- \* Tutored a student with learning disabilities.
- \* Teaching experience in regular education classrooms with first through fourth grade students.
- \* Tutored a student with physical disabilities.
- \* Worked with children with emotional disabilities in after school programs and emotional support classrooms.

#### PROFESSIONAL EXPERIENCE

2000-01 Consultant, Durable Med. Equip. Center for Independent Living, Southwest, PA, Pgh., PA  
 1999 Graduate Assistant Mercyhurst College, Erie, PA  
 1998-99 Independent Living Specialist Voices for Independence, Erie, PA

1996-97 Service Coordinator Voices of Independence, Erie, PA  
1995-96 Religious Education Teacher Unitarian Universalist Congregation, Erie, PA  
1995 Consumer Consultant Department of Public Welfare, Erie, PA  
1994 Classroom Aide Shriners Hospital for Children, Erie, PA  
1993 Service Coordinator Voices for Independence, Erie, PA  
1992 Graduate Assistant Edinboro University of Pennsylvania, Edinboro, PA  
1991 Intern Youth and Family Counseling, Howell, NJ  
1991 Intern Association for Retarded Citizens, Howell, NJ

REFERENCES

Available upon request

## Education

05/17-present Luzerne County Community College, Nanticoke, PA  
Degree: Associates in Science, Computer Information Systems

01/13-05/15 College of Charleston, Charleston, SC  
Degree: Master of Arts in Teaching, Middle Grades English

08/06-05/10 Marywood University, Scranton, PA  
Degree: Master of Arts, General/Theoretical Psychology

08/02-05/06 Marywood University, Scranton, PA  
Degree: Bachelor of Science, Psychology

## Certifications

- SC teaching certificate #276277: Middle School English Grades 5-9 6/15-7/18
- PA PPID#1028962: Instructional I Grades 4-8 Issued 4/16  
(All Subjects: Grades 4-6, English Language Arts and Reading: Grades 7-8)

## Professional Experience

SCRANTON SCHOOL DISTRICT Scranton, PA

Long Term Substitute 9/16-present

## Responsibilities:

- Taught English to 7th grade students
- Teaches Reading to 8th grade students
- Collaborates with team members to create lesson plans, assessments, and materials to assist students in achieving educational goals
- Communicates with students' parents/caregivers to promote academic involvement
- Integrates technology for classroom instruction to meet individual learning styles of students
- Utilizes eSchool for management and analysis of student data
- Implements Positive Behavioral Interventions and Supports for classroom management

FAMILY ENRICHMENT CENTER, P.C. Scranton, PA

Mobile Therapist and Behavior Specialist Consultant 3/16-8/16

## Responsibilities:

- Provided evidenced based therapeutic interventions for clients
- Collaborated with educational professionals and families to create treatment plans for clients
- Gathered and analyzed behavioral data to monitor clients' progress towards treatment plan goals
- Developed behavior management plans for clients in multiple settings (e.g. reward charts)
- Supervised treatment team members, whom assisted clients in multiple settings

KEYSTONE COLLEGE La Plume, PA

Adjunct Instructor-Social and Behavioral Sciences 8/15-5/16

PSYC3125-Research Methods

## Responsibilities:

- Introduced differing scientific research methods, ethics, and analysis
- Instructed students how to gather relevant literature and compose comprehensive literature reviews related to their unique research proposal

SOSC4910-Research Implementation and Analysis

## Responsibilities:

- Assisted students in successfully submitting research proposals to the college's Institutional Review Board
- Modeled how to analyze qualitative and quantitative data using SPSS
- Provided ongoing editing and feedback for students' progress on final research papers
- Mentored students in presentation development for the college's annual research forum

TRIDENT TECHNICAL COLLEGE Charleston, SC

Adjunct Instructor-Psychology 1/14-3/15

PSY201-General Psychology

## Responsibilities

- Instructed students in introductory Psychology survey course
- Taught dual credit high school, traditional, and non-traditional college students in traditional, summer, compressed, and online semester formats
- Planned lessons and developed course syllabus, rubrics, assessments, and learning materials to enhance critical thinking and oral presentation skills

COLLEGE OF CHARLESTON Charleston, SC Graduate Assistant 1/13-12/14

## Responsibilities:

- Conducted ongoing research in the field of education
- Edited professional papers for journal publication in APA format
- Analyzed data using Microsoft Excel and SPSS

DORCHESTER SCHOOL DISTRICT TWO Summerville, SC

Teaching Assistant-Autism Support 8/12-1/13 Responsibilities:

- Assisted lead teacher in classroom management and academic instruction
- Taught life skills to students
- Used interventions such as Picture Exchange Communications (PECs) to maintain on task behavior and identify expectations in the classroom

FAMILY ENRICHMENT CENTER, P.C. Scranton, PA

Mobile Therapist and Behavior Specialist Consultant 5/10-7/12 Responsibilities:

- Provided evidenced based therapeutic interventions for clients
- Collaborated with educational professionals and families to create treatment plans for clients
- Developed behavior management plans for clients in multiple settings
- Supervised treatment team members, whom assisted clients in multiple settings

FAMILY ENRICHMENT CENTER, P.C. Scranton, PA

Therapeutic Staff Support 4/09-5/10 Responsibilities:

- Praised and rewarded clients for engaging in target behaviors
- Redirected clients to remain on task in the classroom



- Taught coping and social skills to clients in multiple settings
- Discussed progress and concerns with lead clinician

SCRANTON COUNSELING CENTER Scranton, PA  
Therapeutic Staff Support 10/07-04/09

Responsibilities:

- Taught academic and life skills to clients using Discrete Trial methods
- Recorded observational data of clients' behavior and academic progress

**EILEEN SNOVER**

107 Spy Glass Court • Bath, PA 18014 • e1snover@gmail.com  
(610) 417-5397

**Summary**

- \* Industrious, practical, straight-shooting Coach / Trainer/ Mentor/ Educator seeking to grow with an ambitious employer.
- \* Prefer to work against the clock & perform under pressure.
- \* Committed to high ethical standards.
- \* Hands-on, value driven, stable and loyal.

**Employment**

**WILLIAM ALLEN HIGH SCHOOL, Allentown, PA (2013-present)**

ESOL Teacher, Grade 9 & 10, Levels 2-4

Title 1 school with 70+% Hispanic students, approximate student body of 2,000+ learners.

**SOUTH MOUNTAIN MIDDLE SCHOOL, Allentown, PA (2008-2013)**

ESOL Teacher, Grades 6-8

\* Managed significant student achievement and growth for eight consecutive years.

\* 72% of population served progressed from stage 1 to stage 2 of Reading Intervention program within 6 months.

\* Leader of PLC focused on technology integration in the classroom.

\* Grant recipient providing web-based curriculum content into the classroom.

\* Self-directed, enthusiastic educator with a passionate commitment to student development and the learning experience.

\* Skilled in the design of challenging, enriching, and innovative activities that address the diverse interests and needs of students.

\* Possess outstanding communication skills; presentation of information in a variety of ways, emphasizing relevance of class material to the world beyond the classroom.

\* Active team member who effectively collaborates with all levels of staff members and establishes quality relationships with students.

**Education & Certifications**

Specialist Certification: ESL – Carbon Lehigh Intermediate Unit, Schnecksville, PA (2007)

Bachelor of Arts Cum Laude, Major: English – Moravian College, Bethlehem, PA (2005)

Secondary Education Certification

## KRISTIN SPOFFORD

H: 5707394191 ♦ C: 5705732248 ♦ kristin.spofford@live.com  
527 Schuylkill Mountain Road, Schuylkill Haven, PA 17972

## PROFESSIONAL SUMMARY

Motivated college student eager to begin career that utilizes her accumulated knowledge, skills, and experience.

## SKILLS

- Quick learner • Can work independently or as part of a team
- Strong interpersonal skills • Eager to help
- Pleasant demeanor • Dependable

## WORK HISTORY

Youth Mentor, 05/2017 to present

Redco SEED program – Pottsville, Pennsylvania

- Help at-risk youth become involved in the community and achieve personal goals that will help them better their future.
- Schedule all appointments with the kids.
- Keep detailed reports for every appointment.
- Stay in contact with the kids' caseworkers and parents to report concerns and progress.

Lead Sales Associate, 04/2016 to 05/2017

Dollar General – Cressona, Pennsylvania

- Work as a part of a team to aid in the store's success.
- Train new employees.
- Assemble the daily deposit
- Follow procedure to properly close and open the store on time.
- Use communication skills to help customers and defuse situations if necessary.

Inventory Associate, 02/2015 to 04/2016

Washington Inventory Services – Schuylkill Haven, Pennsylvania

- Used time management skills to aid in completing the inventory quickly.
- Helped motivate coworkers.
- Trained new employees.
- Provided accurate counts by using keen attention to detail.

Assistant Manager, 09/2012 to 12/2014

Dollar General – Cressona, Pennsylvania

- Acted as temporary manager for two months.
- Trained new employees.
- Used leadership skills to accomplish daily, weekly and monthly tasks.
- Received and processed shipments.
- Kept office organized with the paperwork properly filed.
- Aided in drafting schedules.

Records Department Intern, 06/2012 to 09/2012

Schuylkill County Prison – Pottsville, Pennsylvania

- Answered and managed incoming and outgoing calls while recording accurate messages.
- Maintained a clean reception area.
- Assisted Captain Flannery with other educational tasks.

## EDUCATION

Bachelor of Science: Criminal Justice, Current

University of Phoenix - Online

- Minor in Human Services

Associate of Science: Security and Investigation, 2012

McCann School of Business and Technology - Carlisle, Pennsylvania

- Graduated Summa Cum Laude with a 3.86 GPA

Alicia Swope, B.S., M.A.

724 Ferris Way, Hershey, PA 17033 | 484.883.5404 | aliciaswope942@gmail.com

#### Objective

To obtain a position in order to fully serve the community, provide leadership, professional growth for the faculty within the school, and education for today's youth.

#### Experience

##### EDUCATIONAL DIRECTOR | THE GODDARD SCHOOL | HERSHEY, PA | AUGUST 2011-PRESENT

- Researched, developed, presented, and secured a private Kindergarten license through the PA Dept of Education
- Recruited, interviewed, hired, supervised, and, if necessary, terminated employees within the facility
- Determined professional development needs and conducted monthly faculty meetings and biannual In-Service days
- Conducted monthly classroom and teacher observations
- Created a scope and sequence for Mathematics for Kindergarten, PreK, Preschool, and Toddlers
- Mentored new teachers in regards to classroom management, curriculum instruction, etc.
- Implemented a developmentally appropriate curriculum based on state standards
- Pioneered a PA standards based report card for all classrooms earning Goddard and State approval
- Managed payroll, overtime hours, and weekly schedules for all employees
- Implemented and maintained all Dept. of Human Services state regulations and Goddard regulations
- Planned, organized, and hosted numerous school and community events
- Organized, facilitated, and emceed graduation ceremonies for each year of operation including student awards, diplomas, and ceremony program
- Developed and wrote school's handbook and emergency plan
- Worked harmoniously with Dept. of Human Service, Dept. of Labor, Intermediate Unit representatives, GSI representatives, and various other officials

##### 2ND/3RD GRADE LEAD TEACHER | COLLEGIUM CHARTER SCHOOL | EXTON, PA | AUGUST 2004- AUGUST 2011

- Grade level Lead teacher and Mentor teacher for 5 years
- Developed RTI action plans for multiple students
- Created 2010-2011 elementary schedule for over 40 classrooms through Principal Internship
- Planned and organized two field trips per year for 5 years
- Conducted monthly meetings within grade level to implement school curriculum consistently
- Generated weekly Language Arts newsletters for all second grade classrooms
- Hosted Chester County Intermediate Unit students
- Piloted new Reading Series and reported to administration with results and findings
- Member of the Report Card committee that created a standards-based report card
- Established a forum for Teacher In-Service Days to fully utilize resources
- Facilitated multiple teacher In-Service sessions on differentiation techniques

##### 1ST GRADE LEAD TEACHER | TOTARO ELEMENTARY SCHOOL | LAWRENCEVILLE, VA | AUGUST 2003- JUNE 2004

- Actively engaged diverse learners of varying abilities
- Implemented new direct instruction reading program
- Created biweekly newsletters for entire grade level
- Organized and directed classroom and grade level Spelling Bee
- Corresponded frequently with professionals at Virginia Commonwealth University's Children's Medical center while a student was admitted
- Supervised college intern during her placement within the classroom

#### Education

##### M.A. IN EDUCATIONAL LEADERSHIP AND ADMINISTRATION | IMMACULATA UNIVERSITY

- Major: Educational Leadership and Administration
- K-12 Principal Certification
- Middle School Mathematics Certification
- Graduated with 4.0 GPA, elected to Who's Who Among Students in American Universities & Colleges

##### B.S IN ELEMENTARY EDUCATION | ELIZABETHTOWN COLLEGE

- Major: Elementary Education
- Minor: Spanish
- Instructional Level II Professional Certificate
- Graduated Cum Laude, Academic Excellence Award recipient, Alpha Lambda Delta Honor Society member

#### References

MICHAEL CAPP 610.764.6198 | MCAPP@GODDARDSYSTEMS.COM

Manager, Education Support Specialist: Openings and Licensing with Goddard Systems, Inc.

PATRICIA ZAUFLIK 484.213.5848 | PBEATO1221@GMAIL.COM

Professional Development Instructor, NAEYC Advisor with Goddard Systems, Inc.

JENNIFER KESTERSON, CRNP 717.224.9098 | JENNIFERLKESTERSON@HOTMAIL.COM

The Goddard School's on-call nurse, work colleague, personal friend

# Karen Yeselavage

6509 Liptak Drive, Harrisburg, PA 17112 \* (717) 903-4282 \* karenyes@comcast.net

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## CAREER OBJECTIVE

Experienced Accountant seeking to reenter the full-time workforce in a school business environment to utilize strong familiarity with accounting, budgeting and analytical skills

## CORE COMPETENCIES

- Analytical
- Self-motivated
- Detail oriented
- Clear and persuasive communicator

## EDUCATION

PENNSYLVANIA STATE UNIVERSITY, University Park, PA  
*Bachelor of Science in Accounting, May 1993*

## RECENT EXPERIENCE

Family Promise of Harrisburg Capital Region Lemoyne, PA  
*Volunteer Board of Trustees Treasurer, June 2010- present*

- Manage accounting and financial health of a growing organization undergoing exciting changes and opportunities, overseeing an annual budget that has increased from \$177,000 in 2016-17 to \$579,000 in 2107-18
- Utilize Quickbooks Online accounting software to perform accounting and bookkeeping
- Utilize Intuit Online Payroll software to process semi-monthly payroll for four employees
- Establish controls and procedures over accounting processes
- Prepare annual financial reports as required by applicable government agencies
- Present Treasurer and Finance Committee reports at each monthly Board of Trustees meeting

Office of Dr. Laurie B. Kile, Psychiatrist Harrisburg, PA  
*Part-time Accountant, May 2014 – present*

- Prepare weekly bank deposits
- Maintain patient accounts receivable ledgers
- Prepare and mail patient bills for past due accounts
- Prepare monthly profit and loss statements

Self-Employed Independent Contractor Harrisburg, PA  
*Bookkeeping Services- Wealthkare Investment Center, March 2014 – present*

- Utilize "Neatdesk" desktop scanner and organizational software to scan and organize business documentation and receipts
- Utilize Quickbooks desktop accounting software to enter monthly receipts and disbursements, prepare monthly financial reporting, and reconcile bank statements

Central Dauphin Middle School PTA  
*Executive Board Treasurer, July 2015- present*

Harrisburg, PA

- Prepare and monitor annual budget of approximately \$27,000
- Deposit fundraising and event receipts
- Prepare accounts payable and PTA member expense reimbursement checks
- Report financial position at monthly PTA meetings during school year
- Prepare and submit required federal and state reports

Paxtonia Elementary School PTA  
*Executive Board Treasurer, August 2012- July 2014*

Harrisburg, PA

- Prepared and monitored annual budget of approximately \$60,000
- Deposited fundraising and event receipts
- Prepared accounts payable and PTA member expense reimbursement checks
- Reported financial position at monthly PTA meetings during school year
- Prepared and submitted required federal and state reports, including annual IRS Form 990-EZ

## **PAST EXPERIENCE**

Cumberland Perry Area Vocational Technical School  
*Business Administrator, July 1999- November 2003*

Mechanicsburg, PA

- Supervised all business functions including general accounting, payroll, purchasing, accounts receivable, accounts payable, and receiving
- Prepared and monitored annual budget of approximately \$5 million
- Prepared state and federal quarterly and annual financial reports
- Prepared annual financial statements subject to independent audit

KPMG, LLP  
*Audit Manager, July 1993- July 1999*

Harrisburg, PA

- Coordinated staffing and ensured timely completion of independent audits of clients in the governmental, public school, and not-for-profit industries
- Trained, supervised and counseled audit staff
- Reported audit findings and recommendations to client management and Board of Directors

## **PROFESSIONAL CERTIFICATION AND ORGANIZATIONS**

- PA Institute of Certified Public Accountants (Current Member on Voluntary Inactive status)
- American Institute of Certified Public Accountants (July 1993- November 2003)
- PA Association of School Business Officials (July 1999-November 2003)

## **ADDITIONAL SKILLS**

- Proficient in Microsoft Excel and Word
- Girl Scout Cadette Troop Leader
- Certified CPR and First Aid

# Karen Yeselavage

6509 Liptak Drive, Harrisburg, PA 17112 \* (717) 903-4282 \* karenyes@comcast.net

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## References:

1. Maria Zaharick, Business Administrator  
Dauphin County Technical School  
6001 Locust Lane  
Harrisburg, PA 17109  
Work phone (717) 652-3170  
Mobile phone (717) 602-2197

Co-workers at KPMG, LLP  
October 1997-July 1999

Business Associates with PA Association of School Business Officials (PASBO) and  
PA Association of Career and Technical Administrators (PACTA)  
January 2002- November 2003

2. Jean King, Dauphin County Register of Wills  
Dauphin County Courthouse, First Floor  
Room 103  
101 Market Street  
Harrisburg, PA 17101  
Mobile phone (717) 649-3060

Served together on Executive Board of Paxtonia Elementary PTA  
July 2012-June 2014

Served together on Executive Board of Central Dauphin Middle School PTA  
July 2015-June 2017

3. John Bechtel, Board of Trustees Member  
Family Promise of Harrisburg Capital Region (FPHCR)  
525 Hummel Avenue  
Lemoyne, PA 17043  
Home phone (717) 541-1447

Served together on Executive Board and Finance Committee of FPHCR  
June 2010-present

Ashley Zimmer  
ashley.zimmer21@gmail.com  
6115 Mifflin Avenue  
Harrisburg, PA 17111  
(717) 574-5635

#### QUALIFICATIONS

Excellent written and oral communicator Child-Centered  
Well-Organized Love of learning  
Enthusiastic

#### EDUCATION

KUTZTOWN UNIVERSITY OF PENNSYLVANIA Kutztown, PA  
Degree: B.S. Ed. August 2006-May 2010  
Major: Elementary Education  
Concentration: Reading  
Cum Laude GPA 3.5

UNIVERSITY OF PHOENIX Phoenix, AZ (Online Courses)  
Degree: M.Ed. November 2013-Present  
Major: Curriculum and Technology  
GPA 3.96

#### CERTIFICATION

Commonwealth of Pennsylvania Professional Certificate  
Elementary K-6  
Instructional II

#### TEACHING EXPERIENCE

Central Dauphin School District – Harrisburg, PA  
Tri-Community Elementary/Southside Elementary  
Kindergarten 2010-2011  
Third Grade 2011-2012  
First Grade 2012-2013  
Taught self-contained Title 1 classes

Diocese of Harrisburg – Harrisburg, PA  
St. Catherine Laboure' School  
First Grade 2013-2015  
Taught self-contained classes

Independence Mission Schools - Philadelphia, PA  
St. Thomas Aquinas IMS School  
Literacy Specialist 2015-Present  
Program Implementation/Data Analysis/  
Taught Intensive Small Reading Groups

Ashley Zimmer  
Page Two

#### STUDENT TEACHING EXPERIENCE



Schnecksville Elementary School Schnecksville, PA  
Teacher Candidate, Clinical Experience Spring 2010  
Taught a self-contained Third grade

Schuylkill Valley Middle School Leesport, PA  
Teacher Candidate, Clinical Experience Spring 2010  
Taught a self-contained Sixth grade

Oley Valley Elementary School Oley, PA  
Professional Semester Student Fall 2009  
Team taught Kindergarten

#### HONORS

Dean's List  
Faculty Excellence Award  
Clinical Experience Award

#### RELATED EXPERIENCE

YMCA Harrisburg, PA  
Before/ After School Program Counselor May 2007-August 2010  
Worked with children before and after school  
helping with homework and supervising activities.

#### PROFESSIONAL INVOLVEMENT

Special Education: Gifted Support Training CAIU  
Fall 2011

Catholic Schools Week Committee Chair St. Catherine Laboure' School  
Spring 2014

Middle States Survey Committee Chair St. Catherine Laboure' School  
Fall 2014

Jounce Coaching St. Thomas Aquinas IMS School  
Spring 2017

#### REFERENCES

Available upon request



Invoice	144072
Date	9/11/2017
Page	1

# Invoice

**Bill To:**

Reach Cyber Charter School  
 Dave Biondo, Treasurer  
 750 East Park Drive  
 Suite 204  
 Harrisburg PA 17111

IA number	Customer ID	Payment Terms		
2228460	0001124	NET30		
Qty	Service	Description	Unit Price	Ext. Price
1.00	BENEFITS	July Services	\$42,573.79	\$42,573.79
1.00	ENROLLMENT BASED	July Services	\$286,336.50	\$286,336.50
1.00	OTHER CA CREDIT	July Services	(\$4,261.38)	(\$4,261.38)

Please note invoice number 144072 on remittance. Thank you.

<b>Total</b>	\$324,648.91
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Make checks payable to Connections Education and send to:  
 32369 Collection Center Dr  
 Chicago, IL 60693-0323



Invoice	144073
Date	9/11/2017
Page	1

# Invoice

**Bill To:**

Reach Cyber Charter School-REIMB  
 Dave Biondo, Treasurer  
 750 East Park Drive  
 Suite 204  
 Harrisburg PA 17111

IA number	Customer ID	Payment Terms		
2228460	0001124R	NET30		
Qty	Service	Description	Unit Price	Ext. Price
1.00	PASS THROUGH	July Services	\$34,479.81	\$34,479.81
1.00	WITHHOLDINGS	July Services	\$10,048.59	\$10,048.59

Please note invoice number 144073 on remittance. Thank you.

<b>Total</b>	\$44,528.40
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Make checks payable to Connections Education and send to:  
 32369 Collection Center Dr  
 Chicago, IL 60693-0323



Charges for the Following Period:		July 2017
<b>Compensation Expenses</b>		
	Benefits - Administration	\$ 14,440.64
	Benefits - Instructional	28,133.15
		<u>42,573.79</u>
<b>Enrollment/Unit Based Charges</b>		
	Student Technology Assistance Services	84,223.16
	Curriculum and Instructional Support Services	89,487.11
	Enrollment/Placement/Student Support Services	110,542.90
	Facilities Support Services	2,083.33
		<u>286,336.50</u>
	<b>Credit for NonBillable Earnings Paid By the Schools</b>	<b>(4,261.38)</b>
	<b>Withholdings</b>	<b>10,048.59</b>
	<b>Pass Through Expenses</b>	<b>34,479.81</b>
	<b>Total Amount Due</b>	<b>\$ <u><u>369,177.31</u></u></b>



Invoice	144074
Date	9/11/2017
Page	1

# Invoice

**Bill To:**

Reach Cyber Charter School  
 Dave Biondo, Treasurer  
 750 East Park Drive  
 Suite 204  
 Harrisburg PA 17111

IA number	Customer ID	Payment Terms		
2228460	0001124	NET30		
Qty	Service	Description	Unit Price	Ext. Price
1.00	BENEFITS	August Services	\$60,148.16	\$60,148.16
1.00	ENROLLMENT BASED	August Services	\$286,336.51	\$286,336.51
1.00	OTHER CA CREDIT	August Services	(\$6,145.78)	(\$6,145.78)

Please note invoice number 144074 on remittance. Thank you.

<b>Total</b>	\$340,338.89
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Make checks payable to Connections Education and send to:  
 32369 Collection Center Dr  
 Chicago, IL 60693-0323



Invoice	144076
Date	9/11/2017
Page	1

# Invoice

**Bill To:**

Reach Cyber Charter School-REIMB  
 Dave Biondo, Treasurer  
 750 East Park Drive  
 Suite 204  
 Harrisburg PA 17111

IA number	Customer ID	Payment Terms		
2228460	0001124R	NET30		
Qty	Service	Description	Unit Price	Ext. Price
1.00	COMPENSATION	August Services	\$3,616.38	\$3,616.38
1.00	PASS THROUGH	August Services	\$174,384.97	\$174,384.97
1.00	WITHHOLDINGS	August Services	\$11,995.84	\$11,995.84

Please note invoice number 144076 on remittance. Thank you.

<b>Total</b>	\$189,997.19
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Make checks payable to Connections Education and send to:  
 32369 Collection Center Dr  
 Chicago, IL 60693-0323



Charges for the Following Period:

August 2017

**Compensation Expenses**

Benefits - Administration	\$	12,283.64
Salaries - Instructional		3,350.46
Benefits - Instructional		47,864.52
Taxes - Instructional		265.92
		63,764.54

**Enrollment/Unit Based Charges**

Student Technology Assistance Services	84,223.16
Curriculum and Instructional Support Services	89,487.11
Enrollment/Placement/Student Support Services	110,542.90
Facilities Support Services	2,083.34
	286,336.51

**Pass Through Expenses**

174,384.97

**Credit for NonBillable Earnings Paid By the Schools**

(6,145.78)

**Withholdings**

11,995.84

***Total Amount Due***

\$ 530,336.08

September 12, 2017

To: Reach Cyber Charter School Board of Directors  
From: Erin Erdley, Senior Federal Programs Specialist, on behalf of Dr. Jean Swenk, Director,  
Federal Programs Support  
Subject: Approval of Parent and Family Engagement Policy

Attached please find the updated Parent and Family Engagement Policy (formerly called Parent Involvement Policy). The revisions reflect the changes based on the implementation of ESSA. A redlined version showing where changes occurred also is attached. This policy is to fulfill the requirements for legal compliance under the regulations for the federal Title I, Part A program. Thank you.

Attachment: Parent and Family Engagement Policy  
cc: Jane Swan, Jean Swenk



## GENERAL EXPECTATIONS

### **Introduction**

Parent and family involvement and engagement are critical to the success of Reach Cyber Charter School and integral to improving student academic achievement. Parents serve as Learning Coaches and play an active role in the learning process, providing input and communicating regularly with teachers. Parents have access to their student's Grade Book at any time by logging into the school's proprietary education management system, Connexus®. This provides parents with transparency into their student's academic performance on a day-to-day basis.

This document explains how Reach Cyber Charter School will put into operation programs, activities, and procedures for involving parents in its Title I, Part A programs, consistent with Section ~~1010118~~ of the ~~Elementary and Secondary Education Act (ESEA)~~Every Student Succeeds Act (ESSA). Those programs, activities, and procedures are planned and operated with meaningful consultation with parents of participating students, ~~including a Parent Involvement Compact~~ consistent with Section ~~1010118(d)~~ of the ~~ESEA~~ESSA. This document also explains how the school provides opportunities for parents with limited English proficiency, parents with disabilities, and parents of migratory children to participate. The school provides information and school reports required under ~~Section 1111~~ of the ~~ESEA~~ESSA in an understandable and uniform format (including alternative formats upon request) and, to the extent practicable, in a language parents understand. The school involves parents of students served by the Title I, Part A program in decisions about how Title I, Part A funds reserved for parent involvement are spent.

If the plan for Title I, Part A, developed under Section ~~1006112~~ of the ~~ESEA~~ESSA, is not satisfactory to the parents of participating students, the school will submit any parent comments with the plan when the school submits the plan to the Pennsylvania Department of Education.

Accompanying this Parent ~~Involvement Plan~~and Family Engagement Policy is Reach Cyber Charter School's ~~School-Parent Involvement Compact~~.

### **A Description of How Reach Cyber Charter School Will Implement Required Parent ~~and Family Engagement~~Involvement Policy Components**

Reach Cyber Charter School builds the school's and parent's capacity for strong parent involvement. This ensures effective involvement of parents and supports a partnership among the school, parents, and the community to improve student academic achievement, through the following activities specifically described herein.

**1. Reach Cyber Charter School provides assistance to parents in understanding topics such as Pennsylvania's academic content and academic achievement standards, state and local academic assessments including alternate assessments, how to monitor their child's progress, and how to work with educators. The school provides materials and training to help parents work with their student to improve their student's academic achievement and using technology, as appropriate, to foster parent involvement.**

- During the school year, teachers and parents communicate regularly via WebMail, telephone, and LiveLesson™ sessions. Teachers formally conference with parents regularly. In addition, parents are directly involved in checking daily student work for completeness and may view student grades and other progress indicators in real time.
- Parents have the opportunity to be intimately familiar with their students' progress on a day-to-day basis. The school's unique Connexus technology platform ensures that all parents have access to complete data about their children's learning on a 24/7 basis. In Connexus, parents view, in real time, an indicator of whether their student is on track and making adequate progress. Students who are not on track are identified as "approaching alarm" or on "alarm" if and when certain thresholds are reached related to completion of lessons, attendance, contact with the teacher, and/or submission of required assessments or portfolio assignments. The school contacts the parent of any student in "alarm" or "approaching alarm" by WebMail, and when on "alarm," by certified mail and/or telephone, to discuss issues impeding the student's progress and to discuss strategies for getting back "on track." Parents are also provided with frequent reports on their student's progress. For students who are struggling, school staff meet weekly at staff meetings to develop an intervention plan that directly involves the student's parent.
- Materials to encourage parent involvement are provided (with no cost to the family) including online training, a handbook, and school newsletters. Daily lesson plans are accessible 24/7 and enable parents to review and understand the objectives of each lesson so that they can support their student's learning effectively. The teaching and administrative staff and curriculum and technical support staff are also available via WebMail or telephone to provide required assistance and advising support.
- Reach Cyber Charter School provides ongoing training and support to help parents carry out their important role while making optimum use of the available technology tools and professional teacher support. The school's specific training and support efforts include a Parent Orientation to familiarize parents with the features and components of Connexus. The training also includes building an effective understanding of the academic program (content, standards and assessment) as well as real-time tools for monitoring and improving student performance.
- Reach Cyber Charter School holds parent-teacher welcome calls during which the School-Parent Involvement Compact is discussed as it relates to the individual

child's achievement. If there are performance concerns, or if students are falling behind and in escalation, the student's teacher contacts parents via phone and/or WebMail and includes other teaching or administrative staff as needed. The call focuses on the student's performance and what actions need to occur to get the student back "on-track". Teachers may also set up an in-person meeting to discuss any student or parent concerns and to work collaboratively to set goals and identify a timeline for improvement.

- Parents have multiple opportunities to shape the overall school experience. They can volunteer to chaperone student field trips, serve as community coordinators, assist with student activities, serve on the school's Board of Directors and/or Parent Advisory Committee as well as participate in Title I planning meetings.

2. **Reach Cyber Charter School involves the entire school staff, parents, and students in the joint development of its Parent Involvement Plan and Family Engagement Policy and School-Parent Involvement Compact for improved student academic achievement under Section ~~1006412~~ of the ESEA/ESSA and to build and develop a partnership with parents in the process of school review and improvement to help children achieve Pennsylvania's high standards under Section ~~416-1010~~ of the ESEA/ESSA.**

At least one meeting is held annually, with the option to participate via telephone or LiveLesson session, to discuss the Parent Involvement Plan and Family Engagement Policy and School-Parent Involvement Compact. Further feedback is solicited through multiple avenues, including the "feedback" link on Connexus, phone, WebMail, monthly school newsletters, field trips and back-to-school activities, and other parent-oriented activities. The StarTrack™ system is a rating system that allows parents to rate and comment on each lesson in which they engage from a low of one star to a high of five stars. The Board intends to maintain at least one parent representative among its members. The school also surveys parents each year in order to evaluate the school on a number of criteria, including student progress, teacher support, and the quality of curriculum.

3. **Evaluation of the Parent Involvement and Family Engagement Policy and School-Parent Involvement Compact**

Reach Cyber Charter School conducts an annual evaluation of the content and effectiveness of this Parent Involvement and Family Engagement Policy in improving the quality of its Title I, Part A plan. The evaluation includes identifying barriers to greater participation by parents in parent involvement activities (with particular attention to parents who are economically disadvantaged, are disabled, have limited English proficiency, have limited literacy, or are of any racial or ethnic minority background). The school uses findings of the evaluation of its Parent Involvement and Family Engagement Policy and activities to design strategies for more effective parent involvement, and to revise, if necessary (and with the involvement of parents) its

parent involvement and family engagement policies. Evaluation methods include:

- Hold at least one annual meeting, with the option to participate via telephone or LiveLesson
- Administer an annual parent satisfaction survey which includes questions about academic interventions.
- Solicit feedback through multiple avenues, including the “feedback” link on Connexus, telephone, newsletters, and WebMail
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**4. Reach Cyber Charter School educates its teachers, principals, and other staff on how to reach out to, communicate with, and work with parents as equal partners; on the value and utility of contributions of parents; and on how to implement and coordinate parent programs and build ties between parents and schools.**

Reach Cyber Charter School is committed to providing high-quality and ongoing professional development for both parents and staff to improve instruction and drive toward proficiency on academic standards. Reach Cyber Charter School provides teacher training and professional development programs to equip teachers with the following:

- A working knowledge of the Connections Academy® curriculum.
- How to communicate and work effectively with parents/families.
- How to utilize and navigate the tools in Connexus
- How to develop personalized learning plans and individualize instructional programs, including communicating with parents regarding instruction.
- Review of the different forms of assessment and how to utilize test results to guide instruction.
- Knowledge of school processes and policies.
- How on-site staff and virtual teachers work collaboratively in the best interest of each student.
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**5. Reach Cyber Charter School ensures that information related to the school and parent- programs, meetings, and other activities, is sent to the parents of all participating children, including parents with limited English proficiency, parents with disabilities, and parents of migratory children, in a format and language parents can understand (including alternative formats upon request) and, to the extent practicable, in a language the parents can understand.**

- Reach Cyber Charter School makes effective use of all available technologies to distribute information to parents.
- In addition, parents are encouraged to set up conferences to discuss their student's performance.
- Regular newsletters announce upcoming school events and are available online to all parents.
- Certain critical communications may also be provided in print format. For example,

the parent training modules are available in print as well as online, and official communications from the school about compliance or discipline issues are also provided via hard-copy mail upon request.

- The school also develops and makes available, via Connexus, a school handbook that details all policies and procedures specific to the school. Translation of materials or availability of materials in other formats (e.g., for those who have difficulty with their vision) are made available upon request.

**6. Reach Cyber Charter School builds the school's and parent's capacity for strong parent involvement to ensure effective involvement of parents and to support a partnership among the school involved, parents, and the community to improve student academic achievement, through the following activities.**

As a virtual learning school, Reach Cyber Charter School is able to use technology and the working partnership between parents and the school staff to facilitate the full participation of parents who might otherwise face barriers to involvement. For example, parents with disabilities who might otherwise find it difficult to participate in their child's brick-and-mortar classroom can readily interact through our online tools and resources. Reach Cyber Charter School makes every effort to provide information in an understandable language and format so that parents can actively participate in their student's schooling.

**7.**

**8.7. Reach Cyber Charter School provides parents of students receiving Title I services reasonable access to staff and opportunities to volunteer, participate, and observe their child's lessons. The school also provides other reasonable support for parent involvement activities as parents may request.**

- Students have the opportunity to participate regularly in both face-to-face and virtual community activities. Face-to-face activities include field trips and community outings. Teachers use the telephone quite extensively in communicating with students and parents.
- WebMail is the proprietary private email system included in Connexus. WebMail is a "closed" system. Students, parents, and teachers may only use it to communicate with each other, and are protected from spam, contact from strangers, and other mainstream email issues.
- Once enrolled, families have access to an area of Connexus called the Message Boards. These boards contain moderated conversations between parents, students, teachers, and specialists. All members can access and review these boards. Parents can choose to limit their student's access to the boards by going to the student's Student Information Form and making the appropriate adjustments.
- Other examples of support to be provided for parent involvement activities include, but are not limited to: providing multiple ways to attend meetings (face-to-face, phone, LiveLesson sessions, and recordings), translating materials upon request, and holding one-on-one meetings and so forth.

PART IV. ADOPTION

This Parent Involvement and Family Engagement Policy has been developed jointly with, and agreed on with, parents of students participating in Title I, Part A programs, as evidenced by agenda and minutes of annual parent meetings.

This policy was adopted by the Board of Directors of Reach Cyber Charter School on the date signed below and will be reviewed annually.

\_\_\_\_\_ (Signature of Authorized Official)

\_\_\_\_\_ (Date)

## Reach Cyber Charter School Parent ~~Involvement~~ Compact

*Parents, students, and the entire school staff have a shared responsibility to help students achieve academic success.*

*This ~~Parent Involvement~~ compact lists mutual responsibilities for attaining the school's mission.*

*This compact, signed by a school representative, a parent and the student, is in effect until revoked.*

Reach Cyber Charter School and the parents of the students participating in activities, services, and programs funded by Title I, Part A of the ~~Elementary and Secondary Education~~ Every Student Succeeds Act (~~ESEA~~ ESSA) agree that this compact outlines how the parents, the students, and the entire school staff will share the responsibility for improved student academic achievement and the means by which the school and parents will build and develop a partnership to help children achieve Pennsylvania's high standards.

### Reach Cyber Charter School Commitments

- Involve parents in planning, reviewing, and improving the school's parental ~~involvement~~ and family engagement policy, in an organized, ongoing, and timely way.
- Involve parents in developing the school-wide program plan, in an organized, ongoing, and timely way.
- Hold at least one annual meeting to inform parents of the school's participation in Title I, Part A programs, and to explain the Title I, Part A requirements, and the right of parents to be involved in Title I, Part A programs.
- Provide information to parents of participating students in an understandable and uniform format, including alternative formats upon the request of parents with disabilities, and, to the extent practicable, in a language that parents can understand.
- Provide opportunities (upon request) for regular meetings so that parents can provide suggestions, and participate, as appropriate, in decisions about the education of their children. The school will respond to any such suggestions as soon as practicably possible.
- Provide to each parent an individual student report about the performance of their child on the state assessments in at least math, language arts, and/or reading.
- Provide each parent timely notice when their child has been assigned or has been taught for four- or more consecutive weeks by a teacher who ~~is not highly qualified within the meaning of the term in section 200.56 of the Title I Final Regulations (67 Fed. Reg. 71710, December 2, 2002)~~ does not meet state-specific teacher effectiveness requirements.

### Parent/Guardian Commitments

I understand that my participation in my child's education will positively impact his/her achievement and attitude. Therefore, I will do my best to:

- Ensure that my child participates in school regularly.
- Establish a time and quiet place for my child to complete schoolwork.
- Ensure that my child participates in all required state testing
- Support the school in its efforts to maintain proper discipline.
- Read school communications and respond when necessary.
- Attend school functions, support school activities, and make every effort to maintain regular contact with my child's teachers.
- Actively participate in decisions relating to the education of my child.
- Show an interest in my child's well-being and encourage my child to do his/her best.
- Share information and concerns about my child and about the school, and work together with the school to resolve problems.

## **Student Commitments**

I know that my education is important and that I am responsible for my success. Therefore, I will do my best to do all of the following:

- Participate in school regularly and be prepared with all materials, including homework and a positive attitude.
- Put forth my best effort that includes paying attention and participating in class discussions, and asking for help when needed.
- Cooperate with other students and adults involved in lessons and classes.
- Respect the rights and property of others and follow all school rules. This includes showing respect by not acting in a hostile manner or creating fear in others.
- Use appropriate language to communicate with adults and other students and be responsible for my own behavior.



# PROPOSED SCHOOL FOCUS GOALS FOR 2017-2018

## BACKGROUND

Connections recommends that governing boards we partner with adopt a set of School Focus Goals to frame school improvement plans and to provide input, along with individual staff performance ratings, in determining bonus payouts for eligible staff under a performance-based approach to compensation.

Results against these School Focus Goals will be calculated and reported in any case for each Connections-supported Partner School. Connections believes what is required to make progress on these goals will also move the schools forward in their respective state accountability systems.

## PROPOSAL

During the 2016-2017 school year, leaders from several Connections supported schools came together to form an advisory group to discuss the impact of the current goals and metrics used to measure school progress. It was the recommendation of this committee that the School Focus Goals for 2017-2018 be revised to reduce the number of standard goals and make explicit room for school-specific goals. School leaders concentrated on the importance of allowing schools the flexibility to focus on their greatest area of need within the individual state accountability frameworks when drafting these revisions.

Because this will be a change, it is again unclear what effect the new goals will have on bonus payouts. For that reason, Connections proposes that, for the 17-18 school year only, both the previous and new approaches of School Focus Goals be calculated, and that schools be given a one year “safe harbor” provision: Whichever calculation is higher in 17-18 will be used for calculating bonus payouts in the Fall of 2018. After 17-18, only the new approach will be proposed and reported.

Specifically, Connections recommends the Board approve the School Focus Goals and percentage weights shown on the next page, and that bonus payouts in the Fall of 2018 be based on the better overall result for the school (previous and new School Focus Goal total results), combined with staff performance ratings as defined here.

BONUS MATRIX		INDIVIDUAL PERFORMANCE RATING <sup>1</sup>			
TIER	GOAL ATTAINMENT	INEFFECTIVE	NEEDS IMPROVEMENT	EFFECTIVE	HIGHLY EFFECTIVE
1	<60%	0%	0%	50%	70%
2	61-74%	0%	0%	80%	100%
3	75-89%	0%	25%	100%	110%
4	90%+	0%	50%	110%	125%

It is important to note that for many metrics, the goal of 100% is unrealistic. But it is right that schools strive for 100%, and this bonus matrix accounts for the fact that schools will struggle to reach 100%. The goal is for a strongly performing school to be “Tier 3” and for “Tier 4” to be a stretch.

Also, there are goals in this proposal that cannot be reported for some of the schools Connections supports. For example, a school that does not yet have 12<sup>th</sup> graders cannot report data on 4 HS cohorts. Connections’ recommendation is that, if a goal can be calculated with fewer grades, the goal be weighted the same but

<sup>1</sup> The rating scale in your school may use different terms for the ratings.

# PROPOSED SCHOOL FOCUS GOALS FOR 2017-2018

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calculated with fewer grades (e.g., HS cohort % on track in a school serving only 9<sup>th</sup> and 10<sup>th</sup> grades would have each cohort counting as 5% rather than 2.5%). If the goal cannot be calculated at all Connections recommends all other goals be weighted accordingly (e.g., if results add up to a maximum of 95%, then the final result would be divided by 95% to compensate for the missing goal result).

## SCHOOL FOCUS GOALS

### *Previous Goals from 16-17 (Safe Harbor provision)*

- State Test Scores (30%)
- Test Score Growth (10%)
- K8 & HS Successful Course Completion (20%)
- HS Cohorts (all 4 current) % on-track (10%)
- Post-secondary plans (5%)
- Parent Satisfaction (15%)
- Student Retention (10%)

### *New 17-18*

- State Test Scores (30%)
- Test Score Growth (10%)
- HS Cohorts (all 4 current) % on-track (10%)
- Parent Satisfaction (10%)
- + 40% school-specific goals that align with SIP targets

## GOAL DESCRIPTIONS

### *All Schools – 60%*

- **State Test Scores:** All official published state test proficiency rates for the school will meet or exceed the state average. The calculation is a ratio of the school's result to the state average for each tested subject-grade level so results can be roughly compared across states. Each ratio is capped at 1.00 and a weighted average is computed based on the number of tests taken by students at the school and officially counted. If no official pass rate and number of students tests counted is available for a subject-grade level test, one will be computed using data loaded into Connexus.
- **Test Score Growth:** 100% of returning students' (enrolled for state testing last school year and this school year) state test scores will indicate proficiency or better, or will show improvement of at least one category in 4th through 8th grade Reading and Math (e.g., from "Below Basic" to "Basic"). Reading and Math will be calculated separately and averaged.
- **HS Cohorts (all 4 current) % on-track:** This will be calculated separately for each of the 4 "active" cohorts in a high school (2017, 2018, 2019, and 2020 for the 2016-2017 school year), so each cohort will be worth 2.5% points. The calculation is the number of enrolled students in that cohort "on track" at the end of the school year ("on track" according to a Connexus-calculated metric based on student credit accumulation), divided by the number of students in that cohort showing in state data systems as the school's responsibility. The assumption is that even if a student withdraws from the school, he or she is still the school's responsibility unless or until the state's data system shows that the student is no longer the schools' responsibility and will not be counted in the calculation of the school's four-year cohort graduation rate (typically the school must be able to prove the student has transferred to another diploma granting program, left the state, or passed away). (Note: The systems and processes for tracking this measure are being developed and we expect to produce baseline data in July of 2017 and calibrate the bonus matrix calculation accordingly.
- **Parent Satisfaction:** School will have an average of 100% positive responses on the 21 Parent Satisfaction Survey questions that are most directly affected by schools.

# PROPOSED SCHOOL FOCUS GOALS FOR 2017-2018

## School Specific – 40%

Target/Sub Goal(s)	Weight	Assessment Instrument for Measuring Performance	Performance Level that Demonstrates Achievement	When Attainment of the Goal will be Assessed
Student retention: The school will have a 100% “during school year” (DSY) retention rate, equal to 1-the DSY withdrawal rate as reported in the June 30 Monthly School Report (MSR).	10%	MSR		June 30, 2018
K8 & HS Successful Course Completion: 100% of completed courses in Math, ELA, Science, and Social Studies will result in a passing grade or credit. It is calculated in 4 categories, each of which is worth 5%: K8: ELA, Science and Social Studies, K8 Math, HS ELA, Science and Social Studies, HS Math.	20%	Course performance reports from Quarterly Metrics		End of school year.
STEM Performance Accountability: Reach will meet 100% of the STEM related performance accountability measures outlined in the school’s charter.	10%	These include advanced STEM courses (defined as any STEM course that is above the chronological grade level of the student or a STEM course	For Year 2, 100% attainment would be 27.5% of FAY enrolled students participating in STEM experiences.	End of School year

# PROPOSED SCHOOL FOCUS GOALS FOR 2017-2018

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		<p>labeled as Gifted and Talented, Honors, Advanced Placement® (AP), or Dual Credit), an experiential elective independent study course for high school students, STEM-oriented extracurricular activities, STEM-oriented enrichment activities and STEM-oriented field trips.</p>		



# Memorandum

**To:** Members, Reach Cyber Charter School Board  
**From:** Amanda Jay, Senior Director, State Relations  
**Cc:** Jane Swan, School Leader  
**Date:** September 20, 2017  
**Re:** State Relations Update

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Thank you for your volunteer service on the Reach Cyber Charter School Board. Here is a short update on current state relations activities in Pennsylvania.

## Legislature

The House reconvened on September 11, 2017 and the Senate returns on September 18<sup>th</sup>. We anticipate that the House will be busy trying to work a revenue deal to fund the budget throughout September. HB97, the charter reform bill, is also in the House. We expect them to return the funding cuts that the Senate rejected in some form. However, the bill will probably not be heard until October.

# 2017-2018 QUARTERLY METRICS

At the end of each Quarter (October, January, April, and July) Connections Academy will report to Boards and possibly other external entities – and will use for internal comparison of schools – on operational metrics related to the School Focus Goals, Core Model & Standards and School Year Cycle. These are metrics that Connections expects will help drive Efficacy as measured by the School Focus Goals. These metrics are either in addition to those shared on the Monthly School Report, or are sharing comparative results across the schools for what is shared on the Monthly School Report.

These Quarterly Metrics and the Monthly School Report metrics are a useful starting point for school improvement planning and the action plans that comprise the schools’ School Improvement Plans. The table below shows the name of the metric, the Quarters it is currently expected to be reported. These metrics have been revised from previous years to more closely align with the format of the Core Standards for Facilitating Student Learning utilized across all schools as the driving force behind the Connections Academy Mission - *To help each student maximize his or her potential and meet the highest performance standards through a uniquely individualized learning program.*

The School Leader at each school is given access to ongoing calculations for these metrics in order to "progress monitor" the metrics. There will also be weekly data review sessions with the PSLT and/or Program Manager assigned to the school so the school leader can ask questions and clarify data as needed.

## Personalize & Monitor Student Learning

Metric	Quarter(s) Reported
% 1 <sup>st</sup> Semester “core” courses successfully completed for K-5, 6-8, 9-12 – ELA, Math, Science & SS	Q1 - Reported as % on track for successful completion (earning a passing score) Q2 – Reported as % successfully completing course (earning a passing score)
% 2 <sup>nd</sup> Semester “core” courses successfully completed for K-5, 6-8, 9-12 – ELA, Math, Science & SS	Q3 - Reported as % on track for successful completion (earning a passing score) Q4 – Reported as % successfully completing course (earning a passing score)
% of High School Students with cohort status “graduate on time”	Q1, Q3
% of High School Students within 1.5 credits of cohort status “graduate on time”	Q2, Q4
% completing Formative Assessment Pre, Mid and Post Test	Q1 – Pre-test Q3 – Mid-Test Q4 – Post-Test
% of students assigned by RTI Tier	Q1,2,3,4 – Reported as % assigned Tier 1, Tier 2, and Tier 3
% students with Compliant IEPs	Q1,2,3,4 – Reported as average of annual and triennial required reviews.

## Ensure High Levels of Student Engagement

Metric	Quarter(s) Reported
% on-time Welcome Calls	Q1,2,3,4 – Reported as % of welcome calls completed within 7 days of enrollment
% completed Welcome Calls	Q1,2,3,4 – Reported as % of welcome calls complete
% Start Up Tasks completed on-time	Q1,3 – Reported as % start up tasks completed within 21 days of enrollment
% CBA Target Met – K-8 & 9-12	Q1,2,3,4
% Student Contacts Met	Q1,2,3,4 – Reported as % of students with status “contacts met” indicating a successful synchronous contact
% Learning Coach Contacts Met	Q1,2,3,4 – Reported as % receiving at least: -1 successful call by Q1 -2 successful calls by Q2 -3 successful calls by Q4
% completed notification of Preliminary Retention status	Q3 – Reported as % of students marked “retain or unsure” with a successful retention contact during the Preliminary Promotion/Retention period
% completed End of Year contact	Q4 – Reported as % of students successfully receiving an End of Year call
% “On Track” escalation status	Q1,2,3,4 – Reported as % of students meeting school-determined participation thresholds to demonstrate active engagement in a virtual school.
% During School Year Withdrawals	Q1,2,3,4 – Reported as % of students who withdraw during the school year (after meeting “engagement” criteria)

## Develop and Collaborate Professionally

Metric	Quarter(s) Reported
% of Teachers in a PLC	Q1 – Reported as % of teachers reporting a PLC IA number in their Staff Profile data view
% of PLCs in a school with a SMART goal	Q2 – Reported as % of PLCs with a school leader approved SMART goal for the 2017-2018 school year
% of PLCs in a school making progress towards SMART goal	Q3 – Reported as % of PLCs within a school with documented progress towards attaining SMART goal, as acknowledged by school leader

% of PLCs in a school with end of year SMART goal attainment	Q4 - Reported as % of PLCs within a school with documented attainment of SMART goal, as acknowledged by school leader
% of teachers completing Connections-led Professional Learning sessions (100, 200, 300-level)	Q1,2,3,4 – Reported as % of teachers with a participation date listed for each monthly session that falls within a reporting quarter

### Provide Timely, Goal-Referenced, and Actionable Feedback

Metric	Quarter(s) Reported
Metrics undetermined/unavailable at this time	

### School Operations

Metric	Quarter(s) Reported
% of open teaching positions filled by the student first day of school	Q1
% of teachers with Teacher Orientation course complete	Q1
% of Students Enrolled “On Time”	Q1 – Reported as % of students enrolled on or before the first student day of school
% of eligible “Returning” students enrolled	Q1 – Reported as % of students eligible to return the following school year who enrolled by 9/25
% of open teaching positions filled by June	Q4
% Teachers Returning	Q4 – Reported as % of teachers not indicating they wouldn’t not returning via the Teacher Intent to Return process
% eligible Students Returning	Q4 – Reported as % of students indicating they would returning via the Student Intent to Return process





Connections Academy  
2017-2018 – Board Calendar

**August**

- School Leader's Report
  - Update on Back to School Activities, Staffing and Training
  - Update on Enrollment
  - Connections Academy Summer Leadership Conference
  - School Operations Metrics
- Financial Report
  - Unaudited 2016-2017 Financial Results
- Consent Item: Approval of 2017-2018 Base Salaries and Incentive Percentage and Career Ladder Positions
- Action Item: Board Training and Conference Attendance for the 2017-2018 School Year
  - National School Boards Association Conference (San Antonio, TX – April 7-9, 2018)
  - National Charter Schools Conference (Austin, TX – June 17-20, 2018)
- Information Item: Teacher Professional Development Products and Services for the 2017-2018 School Year
- Information Item: Conflict of Interest Statements (all) and Background Check Reminders (if applicable)
- Information Item: Connections Education Support Team

**September**

- School Leader's Report
  - Enrollment and Staffing Update
  - Back to School Activities Update
- Consent Item: Approval of Federal Title Funding Plans for the 2017-2018 School Year
- Consent Item: Approval of Closing Enrollment for the 2017-2018 School Year
- Action Item: Approval of School Focus Goals for 2017-2018 School Year
- New Schools Action Item: Board Designee for School Handbooks
- Information Item: 2017-2018 Items for Board Consideration
- Information Item: Curriculum Town Hall Reminder

**October**

- School Leader's Report
  - State of the School Report
  - Final Results on 2016-2017 Goals and State Testing Results
  - School Operations Metrics
- Audit Committee: Review and Acceptance of Audit Report
- Consent Item: Approval of Enrollment Opening on First Business Day in March and Authorization for the School Leader to Work with Connections Regarding Opening Enrollment
- Information Item: Pearson Connexus EMS Presentation (where applicable)

## November

- School Leader's Report:
  - Update on Student Intervention Efforts – Tier 1 and Tier 2
- Consent Item: Approval of Summer School Offering to Students (New School's Only)
- Information Item: PSLT Update: School Leader Review Process
- Information Item: Future Funded Enrollment Growth – School Leader
- Information Item: Future Facility Plans
- Information Item: Connections Agreement / Charter Renewal Timeline Update

## December

No meeting

## January

- School Leader's Report
  - School Operations Metrics
- Executive/Closed Session: Mid-Year Review for School Leader
- Audit Committee: Review and Acceptance of Audit Report
- Consent Item: Approval of the 2018-2019 School Year General School Handbook
- Consent Item: Approval of the 2018-2019 School Year State Specific School Handbook
- Action Item: Approval of Funded Enrollment Target for the 2018-2019 School Year
- Action Item: Facility Planning and Appropriate Action for the Upcoming School Year
- Information Item: Upcoming LiveLesson® Sessions
- Information Item: Budget Development Process Update

## February

- School Leader's Report
  - Update on State Testing
  - Update on Graduation Plans
- Action Item: Approval of Summer School Scholarship Offering to Students
- Information Item: Outreach Plan for the 2018-2019 School Year
- Information Item: Curriculum Town Hall Reminder

## March

No meeting

## April

- Audit Committee, Committee of the Entire Board: Approval of Audit Firm Engagement
- School Leader's Report
  - Graduation Plans and End of Year Activities
  - School Operations Metrics
- Consent Item: Approval of School Calendar for the 2018-2019 School Year
- Consent Item: Approval of Staff Compensation Plan for the 2018-2019 School Year
- Consent Item: Approval of Employee Handbook
- Information Item: Curriculum for the 2018-2019 School Year
- Information Item: Board Planning for the 2018-2019 School Year
  - Proposed Meeting Schedule
  - Board Composition

## May

- School Leader's Update
  - State Testing Review, Graduation Plans and End of Year Activities
- Consent Item: Approval of Board President as Board Designee to Approve Summer Staffing Decisions for the 2018-2019 School Year
- Action Item: Approval of Budget and Fee Schedule for the 2018-2019 School Year
- Action Item: Approval of Supplemental Educational Products and Services for the 2018-2019 School Year
- Information Item: PSLT Update: Planning for School Leader Performance Review

## June/July – Annual Meetings

- Executive/Closed Session – School Leader Performance Review
- Action Resulting from Closed Session
  - Approval of School Leader Compensation for the 2018-2019 School Year
- Consent Item: Approval of Board Meeting Schedule for the 2018-2019 School Year
- Consent Item: Approval of Revised Budget for the 2017-2018 School Year
- Action Item: Approval of Directors
- Action Item: Approval of Officers
- Information Item: Results of Parent Satisfaction Survey

**REACH Connections Academy**  
**Revenue and Expense Statement Fiscal Year 2018**  
**Period Ended August 31, 2017**

	July-17 Actual	August-17 Actual	YTD Actual	Annual Forecast	Annual Budget	Variance - Favorable (unfavorable)
<b><u>Forecasted Enrollment</u></b>						
Funded Enrollment				2,000	1,700	300
<b><u>Revenue</u></b>						
Regular Ed Funding	638,583.05	657,946.53	1,296,529.58	16,196,640	14,039,678	2,156,962
Special Ed Funding	314,065.29	345,964.42	660,029.71	8,148,830	7,063,623	1,085,207
Subtotal	<u>952,648.34</u>	<u>1,003,910.95</u>	<u>1,956,559.29</u>	<u>24,345,470.40</u>	<u>21,103,301.33</u>	<u>3,242,169</u>
Title I	-	-	-	398,000	398,000	-
Title II-A	-	-	-	56,000	56,000	-
Title VI - IDEA B	-	-	-	213,000	213,000	-
E-Rate	-	-	-	-	-	-
Miscellaneous Income	-	-	-	-	-	-
Subtotal	<u>-</u>	<u>-</u>	<u>-</u>	<u>667,000</u>	<u>667,000</u>	<u>-</u>
<b>Total Revenue</b>	<b><u>952,648.34</u></b>	<b><u>1,003,910.95</u></b>	<b><u>1,956,559.29</u></b>	<b><u>25,012,470</u></b>	<b><u>21,770,301</u></b>	<b><u>3,242,169</u></b>
<b><u>Compensation Expense</u></b>						
Salaries - Administration	65,639.26	55,834.73	121,473.99	974,517	937,036	(37,481)
Benefits - Administration	14,440.64	12,283.64	26,724.28	214,394	206,148	(8,246)
Pension - Administration	3,281.99	2,791.76	6,073.75	91,378	93,704	2,326
Taxes - Administration	5,271.58	4,074.01	9,345.59	86,120	84,333	(1,786)
Subtotal Administration	<u>88,633.47</u>	<u>74,984.14</u>	<u>163,617.61</u>	<u>1,366,409</u>	<u>1,321,221</u>	<u>(45,188)</u>
			-			
Salaries - Teachers	14,461.66	167,172.45	181,634.11	3,831,684	3,511,944	(319,740)
Benefits - Teachers	5,449.89	36,522.89	41,972.78	844,984	772,628	(72,356)
Pension - Teachers	(4,926.16)	4,941.56	15.40	365,020	351,194	(13,826)
Taxes - Teachers	497.70	14,228.81	14,726.51	343,231	316,075	(27,156)
Subtotal Instructional Staff	<u>15,483.09</u>	<u>222,865.71</u>	<u>238,348.80</u>	<u>5,384,920</u>	<u>4,951,841</u>	<u>(433,079)</u>
<b>Total Compensation Expense</b>	<b><u>104,116.56</u></b>	<b><u>297,849.85</u></b>	<b><u>401,966.40</u></b>	<b><u>6,751,329</u></b>	<b><u>6,273,062</u></b>	<b><u>(478,266)</u></b>
<b><u>Connections Products and Services</u></b>						
Curriculum and Instructional Support Services	89,487.11	89,487.11	178,974.22	3,617,156	3,063,370	(553,786)
Student Connexus License	-	-	-	1,275,750	1,084,889	(190,861)
Student Technology Assistance Services	84,223.16	84,223.16	168,446.32	2,322,675	1,963,295	(359,380)
Enrollment/Placement/Student Support Services	110,542.90	110,542.90	221,085.80	2,088,281	1,760,251	(328,030)
School Operations Support Services	-	-	-	1,184,625	1,007,397	(177,228)
School Business Support Services	-	-	-	291,600	247,975	(43,625)
Special Ed Oversight	-	-	-	1,160,494	870,585	(289,908)
Professional Development Services	-	-	-	100,125	95,293	(4,832)
School Staff Support Services/human resources support	-	-	-	348,435	331,620	(16,815)
Facilities Support Services	2,083.33	2,083.34	4,166.67	25,000	25,000	-
<b>Total Connections Products and Services Fees</b>	<b><u>286,336.50</u></b>	<b><u>286,336.51</u></b>	<b><u>572,673.01</u></b>	<b><u>12,414,141</u></b>	<b><u>10,449,675</u></b>	<b><u>(1,964,466)</u></b>

**REACH Connections Academy**  
**Revenue and Expense Statement Fiscal Year 2018**  
**Period Ended August 31, 2017**

	July-17 Actual	August-17 Actual	YTD Actual	Annual Forecast	Annual Budget	Variance - Favorable (unfavorable)
<b><u>Pass-Through Expenses</u></b>						
Office Supplies	234.59	611.88	846.47	46,000	46,000	-
Copiers/Reproduction	-	70.88	70.88	16,000	16,000	-
Office Postage	576.63	436.46	1,013.09	21,000	21,000	-
Student Testing & Assessment	-	-	-	195,500	170,000	(25,500)
Staff Recruiting/Background Checks	849.86	535.19	1,385.05	84,000	84,000	-
Staff Training/Prof. Dvlpmt.	1,959.34	6,875.93	8,835.27	65,000	65,000	-
Travel and Conferences	1,291.32	1,088.03	2,379.35	60,000	60,000	-
Travel- School Nurse	-	-	-	5,000	5,000	-
Maintenance & Repair	488.58	85.00	573.58	20,000	20,000	-
High Speed Internet	232.53	234.62	467.15	10,000	10,000	-
Telephone	-	232.53	232.53	2,000	2,000	-
Office Rent (including utilities)	8,916.65	15,061.93	23,978.58	272,101	272,101	-
Rent Operating Expense	-	-	-	19,200	19,200	-
Expensed Equipment	-	48.23	48.23	20,000	20,000	-
Expenses Pending Allocation	10,925.58	2,600.71	13,526.29	-	-	-
Student Technology Support Stipend	-	-	-	527,850	459,000	(68,850)
Student Printers	-	-	-	86,250	75,000	(11,250)
Special Education Direct Services	-	46,869.16	46,869.16	301,300	262,000	(39,300)
Contracted Pupil Health Support	-	-	-	10,000	10,000	-
STEM Programmatic Expenses	-	-	-	149,000	149,000	-
Extracurricular Activities	-	-	-	42,500	42,500	-
<b>Total Pass-Through Expenses</b>	<b>25,475.08</b>	<b>74,750.55</b>	<b>100,225.63</b>	<b>1,952,701</b>	<b>1,807,801</b>	<b>(144,900)</b>
<b><u>Other School Expenses</u></b>						
Banking fees	180.85	146.05	326.90	1,000	1,000	-
External Audit	-	-	-	22,000	22,000	-
Dues	-	310.00	310.00	5,000	5,000	-
D&O Insurance	2,269.00	-	2,269.00	6,000	6,000	-
Legal Services	-	-	-	20,000	20,000	-
Board Related Expense	-	80.62	80.62	20,000	20,000	-
Graduation Expense	-	-	-	-	-	-
Student Activities	-	65.73	65.73	1,500	1,500	-
Other School Expense	-	-	-	1,500	1,500	-
Accounting Services	-	-	-	136,486	136,486	-
<b>Total Other School Expenses</b>	<b>2,449.85</b>	<b>602.40</b>	<b>3,052.25</b>	<b>213,486</b>	<b>213,486</b>	<b>-</b>
<b>Total Program Expenses Before Capital Outlay</b>	<b>418,377.99</b>	<b>659,539.31</b>	<b>1,077,917.29</b>	<b>21,331,657</b>	<b>18,744,024</b>	<b>(2,587,632)</b>
Capital Outlay	-	85,180.98	85,180.98	85,181	-	(85,181)
<b>Total Program Expenses Including Capital Outlay</b>	<b>418,377.99</b>	<b>744,720.29</b>	<b>1,163,098.27</b>	<b>21,416,838</b>	<b>18,744,024</b>	<b>(2,672,813)</b>
<b>Net Increase (Decrease)</b>	<b>534,270.35</b>	<b>259,190.66</b>	<b>793,461.02</b>	<b>3,595,633</b>	<b>3,026,277</b>	<b>569,356</b>
<b>Beginning fund balance</b>	<b>2,132,752.25</b>	<b>2,667,022.60</b>	<b>2,132,752.25</b>	<b>2,132,752</b>	<b>1,939,834</b>	<b>-</b>
<b>Ending fund balance</b>	<b>2,667,022.60</b>	<b>2,926,213.26</b>	<b>2,926,213.26</b>	<b>5,728,385</b>	<b>4,966,111</b>	<b>569,356</b>

**REACH Connections Academy  
Balance Sheet  
August 31, 2017**

**ASSETS**

**Cash and Short Term Investments:**

Cash:Checking \$5,542,205.36

**Total Cash and Short Term Investments 5,542,205.36**

**Other Current Assets:**

Pupil Funding Receivable 610,817.51

Federal Program Receivable 215,795.58

**Total Other Current Assets 826,613.09**

**Total Current Assets 6,368,818.45**

**Fixed Assets:**

**Property Plant & Equipment:**

Computer Hardware 53,423.06

Leasehold Improvements 98,774.39

Furniture 44,237.07

Accum Depr:Computer Hardware (329.70)

Accum Depr:Leasehold Improvements (18,699.52)

**Net Fixed Assets 177,405.30**

**Total Assets \$6,546,223.75**

**LIABILITIES**

**Current Liabilities:**

Accounts Payable 331,805.64

Accrued Expenses 16,175.38

Accrued Compensation 59,444.97

Due to (from) Connections Academy 3,016,734.12

Pension Payable 27,407.30

**Total Current Liabilities 3,451,567.41**

**Total Liabilities 3,451,567.41**

**FUND BALANCE**

Beginning Fund Balance 2,216,014.34

Invested in Capital 85,180.98

Change in Fund Balance 793,461.02

**Ending Fund Balance 3,094,656.34**

**Total Liabilities and Fund Balance \$6,546,223.75**