

The Louisiana School Turnaround Specialist Program

Cohort III Application Packet

Paul G. Pastorek
State Superintendent of Education
November 2009

State Board of Elementary and Secondary Education

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For further information, contact:
Sheila Guidry, Project Administrator
Division of Leadership and Technology
LA Department of Education
225-342-3529
sheila.guidry@la.gov

The Louisiana Department of Education (LDE) does not discriminate on the basis of sex in any of the education programs or activities that it operates, including employment and admission related to such programs and activities. The LDE is required by Title IX of the Education Amendments of 1972 (Title IX) and its implementing regulations not to engage in such discrimination. LDE's Title IX Coord. is Patrick Weaver, Deputy Undersecretary, LDE, Exec. Office of the Supt.; PO Box 94064, Baton Rouge, LA 70804-9064; 877-453-2721 or customerservice@la.gov. All inquiries pertaining to LDE's policy prohibiting discrimination based on sex or to the requirements of Title IX and its implementing regulations can be directed to Patrick Weaver or to the USDE, Asst. Sec. for Civil Rights.

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INTRODUCTION

Louisiana's accountability system has made great progress in addressing the mandates of the No Child Left Behind (NCLB) legislation. The number of Highly Qualified educators across the state continues to increase, and student achievement is improving. Although we celebrate the achievement of these educational milestones, there is much work to be done in order to provide all students with the best education possible. Placing effective leaders in our schools is a critical component of accountability. Research shows that effective school leadership is vital to overall school improvement and increasing student achievement levels. The Louisiana Educational Leaders Network (LELN) has been successful in improving leadership across the state through its programs which focus on recruiting, inducting, and providing ongoing support to school and district leaders. The Louisiana School Turnaround Specialist Program (LSTS) will expand the outreach and efforts of the LELN by targeting the chronically underperforming schools across the state.

The Louisiana School Turnaround Specialist Program (LSTS) is a leadership development program that borrows heavily from the corporate world. It is designed to strengthen the organizational and instructional leadership skills of currently certified and experienced principals to prepare them to lead low-performing schools to higher student achievement. The LSTS Program is designed to recruit, groom, and build a cadre of school leaders prepared to turn around failing schools, and it addresses the ongoing support component of the LELN. The LSTS Program builds upon existing research that identifies rigorous selection criteria, significant integrated field-based and mentoring experiences, relevant coursework, and strong coordination with local schools and districts as critical to leader preparation and turning around failing schools. The major components of the program focus on improving overall student achievement levels through an intense curriculum delivered through summer institutes, a full-year residency, school-year seminars, and district teaming.

PROGRAM OVERVIEW

The LSTS Program consists of six major components delivered over a two-year period beginning in the spring of 2010 and culminating in the fall of 2011. The LSTS curriculum is taught by a Louisiana Department of Education approved Regional Provider. Curriculum topics focus on assisting the participating principals with learning how to lead failing schools through communication techniques, setting and implementing strategic goals, communicating with and analyzing data, dealing with personnel, and implementing meaningful professional development. The LSTS curriculum is based on Louisiana's pilot participation in the University of Virginia's Virginia Turnaround Specialist Program.

A seven-member district turnaround team, which includes the participating principal, a three-person district support team, and a three-person school leadership team, is engaged in the program components at multiple levels over the two-year program period. A designated district-level contact, who will serve as a mentor to the principal, must be part of the support team. The other two support team members could include central office staff such as the Superintendent, Assistant Superintendent, Supervisors, and other exemplary leaders within the district. Over this two-year period, the program design allows the Specialists to optimize a network of experienced specialists and provides for ongoing support from the LSTS Program through participation in program activities.

SELECTION CRITERIA COHORT III

The 2010-2011 LSTS Program state-based cohort will specifically target Louisiana schools in Academic Assistance. Priority will be given to schools in AUS1 and AUS2, with increased priority given to schools at higher levels of Academic Assistance, therefore, in greater need of a Turnaround Specialist. Additionally, priority will be given to a school in a district with a large percentage of schools

in AUS1, AUS2, or AA, with the goal of providing that district with a model for turning around schools. In addition to the Academic Assistance status of the targeted school, the following specific district and principal criteria must be met.

1. School Districts and Superintendents:

- Will prioritize those schools in need of turnaround.
- Will identify one or more appropriate candidates for the Turnaround Specialist training. Candidates should either be existing principals at the targeted schools who meet the criteria for participation in the program or new/replacement principals for the targeted schools who meet the criteria for participation in the program. It is strongly recommended that the principals should have less than 3 years service as principals at the identified schools.
- Will provide active and ongoing support for the training and participate in appropriate trainings as outlined in the five program components.
- Will designate a contact person (district liaison) within the central administrative office who shall be available to the Turnaround Specialist for the purpose of answering questions, discussing issues and communicating information relative to the turnaround effort, as well as attending required trainings.
- Will agree to assign the identified Turnaround Specialist candidate to the selected school for a period of three years.
- Will provide access to the participating school to the Regional Provider and LDE staff and researchers so that continuing research and improvements may be made with regard to the program.
- Will implement the appropriate formative benchmark testing in the participating school, unless it is already in place.

2. Participating Schools:

- Will be schools in Academic Assistance with priority given to schools in AUS1 and AUS2, with increased priority given to schools at higher levels of Academic Assistance and, therefore, in greater need of a Turnaround Specialist. Additionally, priority will be given to schools in a district with large numbers of schools in AUS1, AUS2, or AA, with the goal of providing that district with models for turning around schools.

3. Turnaround Specialists Applicants (School Principals):

- Will serve at the targeted school during the 2010-2011 school year, while participating in the two-year LSTS Program, and must make a three-year commitment to the turnaround school -- two years to complete the program and a third year at the turnaround school site for sustainability.
- Must hold a Louisiana certification as a school principal or educational leader.
- Should have at least one year of successful experience as a principal or three or more years of school-level administrative experience (other than as a principal)
- Must have demonstrated the ability to improve student achievement in a time-compressed manner.
- Should have been at the selected school as principal for less than 3 years prior to acceptance into the LSTS program.
- Must be recommended and supported by the district superintendent and central office staff.

The 8(g) funds provided to participating districts are for program activities that will be conducted between February and June of 2010. Additional costs for participation in program activities beyond June of 2010 will be incurred by the participating district in the event that 8(g) funds to participating districts are not available for subsequent semesters.

APPLICATION PROCEDURES COHORT III

Selection of participants for LSTS Cohort III will be based on multiple criteria and will occur in the following steps:

The LSTS Cohort III is open to individuals who serve as principals in Louisiana public schools that are Academically Unacceptable, as identified by the Louisiana School and District Accountability System. Priority will be given to schools in AUS1, AUS2, and AA, with increased priority given to schools at higher levels of Academic Assistance, therefore, in greater need of a Turnaround Specialist. Additionally, priority will be given to schools in a district with a large percentage of schools in AUS1, AUS2, or AA, with the goal of providing that district with a model for turning around schools.

Step 1 - Informational Meeting (required)

The first step in the application process requires the interested school superintendent to attend an informational/technical assistance meeting at his/her regional provider. The meeting will be hosted by the:

**Louisiana School Turnaround Specialist Program
Louisiana Department of Education
P.O. Box 94064
Baton Rouge, LA 70804-9064
225-342-3529**

The purpose of the meeting is to disseminate the application and provide the superintendent with an in-depth understanding of the program, commitment required, and application process.

Step 2 - Nomination (Form 1)

The second step in the application process requires principals to be identified and nominated (Form 1) by the local school system as LSTS candidates, based on a recommendation and commitment of support from the local school superintendent. Form 1 should be completed, signed and submitted to Sheila Guidry via mail and faxed to (225) 219-4508 by **Friday, November 20, 2009.**

Step 3 - Application Packet and MOU (Forms 2 through 4; Appendix A)

Principals will then complete and submit to the Louisiana Department of Education the following application packet by **Friday, December 18, 2009.**

- The official state application (see Application Packet);
- Signed Memorandum of Understanding (see Appendix A);
- A professional resume; and
- Three letters of recommendation.

Step 4 - Review of Applications

By **Friday, January 1, 2010,** all applications will be carefully screened and reviewed by a selection committee comprised of Department staff and expert consultants in the Turnaround Specialist field to determine the eligibility of applicants. Eligible candidates will be recommended for and invited to participate in an in-depth interview.

Step 5 - Applicants Notified

Selected applicants will be contacted via email on **Monday, January 4, 2010,** to schedule an interview.

Step 6 – Interview

This step of the selection process will take place **January 11-19, 2010,** and will include an in-depth interview with the selected candidates, as well as his or her superintendent and district leadership teams. The interview will be conducted by Department staff using the Department-approved scoring rubric. The results of the application screening process and the interview process will be combined to result in the identification of candidates.

Step 7 - Candidates Notified

Once all interviews have been conducted, final selection of the candidates will be made by the selection committee, and candidates will be notified on **Friday, January 29, 2010.**

Step 8 – LSTS Program Activities

Selected Cohort III candidates will attend the Turnaround Program Orientation along with their leadership teams and superintendents or superintendents' designees as required.

Further Information

For additional information about the Louisiana School Turnaround Specialist Program, please contact Sheila Guidry via email at sheila.guidry@la.gov or phone (225)-342-3529.

Cohort III Application Packet

An application is complete only when it contains items referenced below:

1. Nomination Form (Form 1) with all requested information
2. Applicant History (Form 2)
3. Letters of Recommendation (Form 3)
4. Degrees of Autonomy (Form 4)
5. Memorandum of Understanding (Appendix A)
6. Professional Résumé

APPLICATION PROCEDURES and TIMELINE COHORT III

Step 1 - Informational Meeting	The Superintendent must attend this informational meeting.	By Friday, November 6, 2009
Step 2 - Nomination Form 1	Submission of the official nomination form to Division of Certification, Leadership, and Preparation.	Friday, November 20, 2009
Step 3 - Application Deadline Forms 2 through 4; Appendix A; Resume	Submit official state application, signed MOU, a professional resume, and three letters of reference.	Friday, December 18, 2009
Step 4 - Review of Applications	Review of applications by selection committee.	By Friday, January 1, 2010
Step 5 - Applicants Notified	Selected applicants contacted to schedule an interview.	Monday, January 4, 2010
Step 6 – Interviews Conducted	Selected applicants along with their superintendent and school leadership staffs participate in an in-depth, face-to-face interview.	January 11-19, 2010
Step 7 – Candidates Notified	Selected candidates notified.	Friday, January 29, 2010
Step 8 – LSTS Program Activities	Conducted by Regional Provider.	February 2010 – December 2012

Return completed application to:
Sheila Guidry, Project Administrator
Louisiana School Turnaround Specialist Program
Louisiana Department of Education
PO Box 94064
Baton Rouge, LA 70804-9064
225-342-3529
sheila.guidry@la.gov

**Louisiana School Turnaround Specialist Program
Cohort III Nomination (Form 1)**

Directions: Please use this form to nominate a principal(s) from your district to be considered for the Louisiana Turnaround Specialist Program. A nominee should possess outstanding leadership abilities, be a courageous and innovative leader, committed to overall school improvement and increased student achievement. Please duplicate this form if more than one principal is being nominated.

DISTRICT INFORMATION			
District Name			
Superintendent			
Address			
Phone	()	Fax	()
Email Address			
Total number of schools in district in Academic Assistance:			
Total number of schools in district in AUS1:		Total number of schools in district in AUS2:	
Total number of schools in district in AUS2 or above:			

TURNAROUND SPECIALIST NOMINEE INFORMATION			
Name			
School			
AUS Level of School:	Total years school in AUS including current year:		
Email Address			
Phone	()	Fax	()
Total number of years of administrative experience. ()	Total number of years of administrative experience at principal level only. ()	Total number of years serving as principal of nominated school: ()	Total number of years working at nominated school in any capacity: ()

HISTORY OF STUDENT ACHIEVEMENT AT TARGETED SCHOOL				
School Year	% Free/Reduced Lunch	Made AYP SPS Component Y/N	Made AYP Subgroup Component Y/N	Academic Assistance /SI Level
2008-09				
2007-08				
2006-07				
2005-06				
2004-05				

DISTRICT SUPERINTENDENT'S SIGNATURE

DATE

**Louisiana School Turnaround Specialist Program
Cohort III Justification for Nomination (Form 1)**

Directions: Please use this form to justify/explain the following: Why the principal being nominated to participate in the LSTS Program should be considered. In addition to being in Academic Assistance, what specifically makes the targeted school, its students and faculty appropriate for this program? How will participation in the LSTS benefit the district?

Principal's Name:

School Name:

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**Louisiana School Turnaround Specialist Program
Cohort III Applicant History (Form 2)**

Last Name	First Name	Middle Name	Suffix (Jr., Sr., III, etc.)
District Name		School Name	
School Mailing Address (Street, City, State, Zip Code)			
Daytime Telephone Number ()	Home Telephone Number ()	E-mail Address	

ADMINISTRATIVE EXPERIENCE

Name of School	Location	Dates of Employment (Month/Year to Month/Year)	Grade Level

EDUCATIONAL HISTORY

Degree	University	Year Earned

LEADERSHIP ABILITY

Courageous leadership is vital to turning around failing schools. Please explain why you and others consider you to be a courageous educational leader. Response must be typed, double-spaced, and a maximum of two pages.

**Louisiana School Turnaround Specialist Program
Cohort III Letters of Recommendation (Form 3)**

Submit three (3) letters of recommendation from individuals capable of commenting on your qualifications as an effective and courageous educational leader. Letters of recommendation should be attached to this form, limited to 1 page, typed, and double-spaced. Please complete the information below for each person submitting a letter of recommendation.

Applicant's Name: _____

Recommendation I			
Name of person submitting letter of recommendation			
Position/Title			
Phone Number		E-mail	
Recommendation II			
Name of person submitting letter of recommendation			
Position/Title			
Phone Number		E-mail	
Recommendation III			
Name of person submitting letter of recommendation			
Position/Title			
Phone Number		E-mail	

**Louisiana School Turnaround Specialist Program
Cohort III Support for Degrees of Autonomy (Form 4)**

Directions: Research shows that support from the district administration is essential for principals working to turn around failing schools. Specifically, the ability of the district to support increased degrees of autonomy at the school level can positively impact the success of the turnaround school and principal. Please draft a response indicating how you might be able to support increased autonomy in the following areas:

Superintendent's Name:

School Name:

Principal's Name:

1. The principal's placement of personnel at the school level to maximize overall school improvement efforts, as well as addressing staffing needs unique to the school,
2. Support for the principal's efforts to improve discipline, attendance, time on-task, and implementation of alternative instructional strategies and remediation programs, and
3. Strategies to reduce pupil-to-teacher ratios, particularly at critical grade levels.

APPENDIX A

Louisiana School Turnaround Specialist Program Cohort III Memorandum of Understanding

Each district participating in the LSTS Cohort III is expected to provide a level of support that will assure effective implementation of the program and success of the candidate. A summary of the major commitments are outlined in the Memorandum of Understanding located in Appendix A. The Memorandum of Understanding must be printed, signed in blue ink, and mailed to the address listed in this application.

DEPARTMENT OF EDUCATION MEMORANDUM OF UNDERSTANDING
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This Memorandum of Understanding (MOU) is entered into by the Department of Education's Office of Educator Support and _____ for the program entitled **Louisiana School Turnaround Specialist Program Cohort III**, under the following terms and conditions. If a federal program, provide the Catalog of Federal Domestic Assistance Number.

1. Background

The Louisiana School Turnaround Specialist Program (LSTS) is a leadership development program that borrows heavily from the corporate world. It is designed to strengthen the organizational and instructional skills of currently certified and experienced principals, so as to prepare them to lead low-performing schools to higher student achievement.

The LSTS Program is a component of the Louisiana Educational Leaders Network (LELN). The LELN is designed to provide a comprehensive framework for the recruitment, induction, and ongoing support for educational leaders within Louisiana. The LSTS is designed to build upon existing research that identifies rigorous selection criteria, significant integrated field-based and mentoring experiences, relevant coursework, and strong coordination with local schools and districts to develop principals through a leader preparation experience to turning around failing schools. The major components of the program focus on improving overall student achievement levels through an intense curriculum delivered through summer institutes, school-year seminars, and district teaming.

2. Liaison Officials

The primary Point of Contact who shall function as the lead liaison for all implementation of services described in the Memorandum of Understanding (MOU) agreement is:

*Sheila Guidry, Project Administrator
Louisiana Department of Education
PO Box 94064
Baton Rouge, Louisiana 70804-9064
Email: sheila.guidry@la.gov*

The secondary Point of Contact who shall serve as a secondary liaison regarding implementation of services described in the Memorandum of Understanding (MOU) agreement is:

*Tiffanye McCoy-Thomas, Section Leader
Louisiana Department of Education
PO Box 94064
Baton Rouge, Louisiana 70804-9064
Email: tmccoy.thomas@la.gov*

They will serve as the contacts for fiscal and budgetary matters, programmatic matters, daily program operations, service delivery operations, and program monitoring.

3. Goals and Objectives

LSTS Program Goal:

The goal of the Louisiana School Turnaround Specialist Program is to recruit, groom and build a cadre of school leaders prepared to turnaround chronically failing schools.

LSTS Program Objectives:

1. The LSTS Program will strengthen the organizational and instructional leadership skills of currently certified and experienced principals, so as to prepare them to lead low-performing schools to higher levels of student achievement.
2. The LSTS will train a cadre of school leaders to successfully turnaround failing schools and be positioned to earn the Turnaround Specialist Endorsement.
3. The LSTS will expand the outreach and efforts of the Louisiana Educational Leaders Network (LELN) by targeting the chronically underperforming schools across the state.

4. Funding Agreement, Conditions, Payment Terms, and Administrative Allocations

State Administration

The Louisiana School Turnaround Specialist Program will be supported and funded through the Board of Elementary and Secondary Education's 8(g) grant program and state-level funding. Administration of the program at the state level, including staff and general administration costs, will be funded through 8(g), state, and federal fiscal resources.

Turnaround Leader Endorsement

After successful completion of the two-year program and satisfactory evidence of sustained improvements in student achievement over a three-year period, candidates are eligible for a performance-based School Turnaround Specialist endorsement.

5. Responsibilities

Louisiana Department of Education

- The Louisiana School Turnaround Specialist Program will be administered by the Louisiana Department of Education in close collaboration with the regional providers.
- An Educational Technology Consultant, working with the guidance of the Division Director and Section Leader, will coordinate the LSTS Program.
- The LDE Consultant will manage and direct all components of the LSTS Program in conjunction with the regional provider including: program administration, general oversight, selection and coordination of participants, coordination of all program activities including curriculum development and delivery, trainings, correspondence, data collection, program evaluation, and completion of required grant or fiscal paperwork, budgets, and reports.
- In addition, the program consultant will serve as the liaison between the LDE and the regional provider, any expert consultants, contracted professionals, and participating districts.

The following section outlines the responsibilities of each contractor directly or indirectly participating in the LSTS Program.

1. School Districts and Superintendents:

- Will prioritize those schools in need of turnaround.
- Will identify one or more appropriate candidates for the Turnaround Specialist training. Candidates should either be existing principals at the targeted school who meet the criteria for

participation in the program or new/replacement principals for the targeted schools who meet the criteria for participation in the program. It is strongly recommended that the principals should have less than 3 years service as principals at the identified schools.

- Will provide active and ongoing support for the training and participate in appropriate trainings as outlined in the five program components.
- Will designate a contact person (district liaison) within the central administrative office who shall be available to the Turnaround Specialist for the purpose of answering questions, discussing issues and communicating information relative to the turnaround effort, as well as attending required trainings.
- Will agree to assign the identified Turnaround Specialist candidate to the selected school for a period of three years.
- Will provide access to the participating school to the Regional Provider and LDE staff and researchers, so that continuing research and improvements may be made with regard to the program.
- Will implement the appropriate formative benchmark testing in the participating school, unless it is already in place.

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3. Turnaround Specialist Applicants (School Principals):

- Will serve at the targeted school during the 2010-2011 school year, while participating in the two-year LSTS Program, and must make a three-year commitment to the turnaround school -- two years to complete the program and a third year at the turnaround school site for sustainability.
- Must hold a Louisiana certification as a school principal or educational leader.
- Should have at least one year of successful experience as a principal or three or more years of school-level administrative experience (other than as a principal)
- Must have demonstrated the ability to improve student achievement in a time-compressed manner.
- Should have been at the selected school as principal for less than 3 years prior to acceptance into the LSTS Program.
- Must be recommended and supported by the district superintendent and central office staff.

The 8(g) funds provided to participating districts are for program activities that will be conducted between February and June of 2010. Additional costs for participation in program activities beyond June of 2010 will be incurred by the participating district in the event that 8(g) funds to participating districts are not available for subsequent semesters.

6. Termination for Cause

The Department of Education may terminate this Agreement for cause based upon the failure of the Contractor to comply with the terms and/or conditions of the Agreement, provided that the State shall give the Contractor written notice specifying the Contractor's failure. If within thirty (30) days after receipt of such notice the Contractor shall not have both corrected such failure and thereafter proceeded diligently to complete such correction, then the State may, at its option, place the Contractor in default, and the Agreement shall terminate on the date specified in such notice. The Contractor may exercise any rights available to it under Louisiana law

Form E

to terminate for cause upon the failure of the State to comply with the terms and conditions of this Agreement, provided that the Contractor shall give the State written notice specifying the State's failure. The State has the right to cancel this Agreement upon less than thirty (30) days due to budgetary reductions and changes in funding priorities by the State.

7. Termination for Convenience

The State may terminate the Agreement at any time by giving thirty (30) days written notice to the Contractor. The Contractor shall be entitled to payment for deliverables in progress, to the extent work has been performed satisfactorily.

8. Remedies for Default

The provisions of LSA - R.S. 39:1524 – 1526 shall resolve any claim or controversy arising out of this Agreement.

9. Assignment

No Contractor shall assign any interest in this Agreement by assignment, transfer, or novation, without prior written consent of the State. This provision shall not be construed to prohibit Contractor from assigning his bank, trust company, or other financial institution any money due or to become due from approved contracts without such prior written consent. Notice of any such assignment or transfer shall be furnished promptly to the State.

10. Right to Audit

It is hereby agreed that the LDE's Internal Auditors, the Legislative Auditor of the State of Louisiana, the Office of the Governor, Division of Administration's auditors, and/or other auditors representing State or Federal government shall have the option of auditing all accounts or records of the Contractor which relate to this Agreement. All copies of audits must be forwarded to the LDE's Internal Audit Section.

11. Execution

This MOU shall begin on February 26, 2010, and shall terminate on November 30, 2012. The effective date of this MOU may be extended only if an amendment to that effect is duly executed by the contracting parties and approved by the necessary authorities prior to said termination date. If either party informs the other that an extension of this agreement is deemed necessary, an amendment may be prepared by and forwarded to the other party for appropriate action by the other party, and said amendment is to be returned to the State with appropriate information and signatures not less than fifteen (15) days prior to termination date. Upon receipt of the amendment, it will be forwarded to the necessary authorities for their approval.

12. Fiscal Funding

The continuation of this agreement is contingent upon the appropriation of funds to fulfill the requirements of the Contract by the Legislature. If the Legislature fails to appropriate sufficient monies to provide for the continuation of the Contract, or if such appropriation is reduced by the veto of the Governor or by any means provided in the Appropriations Act to prevent the total appropriation for the year from exceeding revenues for that year, or for any other lawful purpose, and the effect of such reduction is to provide insufficient monies for the continuation of the Contract, the Contract shall terminate on the date of the beginning of the first fiscal year for which funds are not appropriated.

13. Discrimination Clause

The Contractor agrees to abide by the requirements of the following as applicable:

- *Title VI and VII of the Civil Rights Act of 1964, as amended by the Equal Opportunity Act of 1972*
- *Federal Executive Order 11246*
- *Federal Rehabilitation Act of 1973, as amended*
- *Vietnam Era Veteran's Readjustment Assistance Act of 1974*
- *Title IX of the Education Amendments of 1972*
- *Age Act of 1975*
- *Americans with Disabilities Act of 1990*

The Contractor agrees not to discriminate in its employment practices and will render services under this Agreement without regard to race, color, religion, sex, national origin, veteran status, political affiliation, or disabilities. Any act of discrimination committed by the Contractor or failure to comply with these statutory obligations when applicable shall be grounds for termination of this agreement.

14. Compliance Statement

The LDE's designated Contract Monitor has reviewed this contractual and/fiscal commitment and certifies that the proposed expenditure complies with all applicable Federal and State laws and regulations and the SBESE's policies. The designated Monitor is aware that he/she is subject to disciplinary or appropriate legal action if his/her assurance is knowingly in violation of public laws or the SBESE's policies.

15. Debarment and Suspension Clause

The Contractor receiving individual awards hereby certifies that the organization and its principals are not suspended or debarred from any Federal or State program.

Form E

THUS DONE AND SIGNED at Baton Rouge, Louisiana, on the day, month and year first written below.

IN WITNESS WHEREOF, the parties have executed this Agreement as of this 26th day of February, 2010.

State Agency Signatures

Assistant Superintendent

Deputy Superintendent for
Management and Finance

Deputy Superintendent of Education

State Superintendent of Education

President, State Board of
Elementary and Secondary Education

WITNESSES' SIGNATURES

CONTRACTOR'S SIGNATURE

By: _____

Telephone: () _____

**Louisiana School Turnaround Specialist Program
2009-10 Cohort III Application Packet**

Return completed application packet and references to:

***Sheila Guidry, Project Administrator
Louisiana Department of Education
PO Box 94064
Baton Rouge, Louisiana 70804-9064
225-342-3529
sheila.guidry@la.gov***