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Adjusted Allocation: 0.00
Remaining: -111,500.00
Project Title: STRATEGIC HUMAN CAPITAL SYSTEMS IMPROVED ON EDUCATOR QUALITY AND CONTINUOUS ORGANIZATIONAL IMPROVEMENT

Executive summary: Provide an executive summary of your project proposal and which goal(s) in question 9 you seek to achieve. Please limit your responses to no more than three sentences. The Strategic Human Capital System at South Central Local School District (SCLSD) will reduce staff-related costs attributed to recruiting, selecting and inducting highly effective employees to the District while also increasing the capacity of educators to drive a greater share of resources to the classroom in order to meet new expectations of staff and students.

1. Project Title: STRATEGIC HUMAN CAPITAL SYSTEMS IMPROVED ON EDUCATOR QUALITY AND CONTINUOUS ORGANIZATIONAL IMPROVEMENT

2. Executive summary: Provide an executive summary of your project proposal and which goal(s) in question 9 you seek to achieve. Please limit your responses to no more than three sentences. The Strategic Human Capital System at South Central Local School District (SCLSD) will reduce staff-related costs attributed to recruiting, selecting and inducting highly effective employees to the District while also increasing the capacity of educators to drive a greater share of resources to the classroom in order to meet new expectations of staff and students.

3. Total Students Impacted:

4. Lead applicant primary contact: - Provide the following information:
   First Name, last Name of contact for lead applicant: David Brand
   Organization Name of lead applicant: South Central Local School District
   Unique Identifier (RN/Fed Tax ID): 047738
   Address of lead applicant: 3305 Greenwich-Angling Rd Greenwich, OH 44837
   Phone Number of lead applicant: 4197523815
   Email Address of lead applicant: dbrand@south-central.org

5. Secondary applicant contact: - Provide the following information, if applicable:
   First Name, last Name of contact for secondary applicant: Paul Cynkar
   Organization Name of secondary applicant: Battelle for Kids
   Unique Identifier (RN/Fed Tax ID):
   Address of secondary applicant: 1160 Dublin Rd, Suite 500 Columbus, OH 4325
   Phone number of secondary applicant: 614-481-3141
   Email address of secondary applicant: pcynkar@battelleforkids.org

6. List all other participating entities by name: Provide the following information for each additional participating entity, if applicable: Mention First Name, Last Name, Organization Name, Unique Identifier (RN/Fed Tax ID), Address, Phone Number, Email Address of Contact for All Secondary Applicants in the box below.

7. Partnership and consortia agreements and letters of support: - Click on the link below to upload necessary documents.
   * Letters of support are for districts in academic or fiscal distress only. If school or district is in academic or fiscal distress and has a commission assigned, please include a resolution from the commission in support of the project.

If a partnership or consortium will be established, please include the signed Straight A Description of Nature of Partnership or Description of Nature of Consortium Agreement.
   Upload Grant Application Attachment.aspx

8. Please provide a brief description of the team or individuals responsible for the implementation of this project including relevant experience in other innovative projects. You should also include descriptions and experiences of partnering entities.

South Central Local Schools has extensive experience with the design, submission, implementation and sustainability of multifaceted grants from local, regional, state, and national sources (e.g. Race to the Top, FAMS, Nord Family Foundation, The Ohio State University Math Coaching Program, Martha Holden Jennings, High Schools That Work, and Ohio’s Reading First). Battelle for Kids (BFK) is a national, not-for-profit organization that provides counsel and innovative solutions for today’s complex educational-improvement challenges. BFK partners with state departments of education, school districts, and education-focused organizations to advance these strategies with the shared goals of: improving teaching effectiveness and student progress; informing instructional practice in real time; recognizing and rewarding educator excellence; and aligning goals and maximizing impact in schools. Following are a few examples of work BFK has done that resonates with this innovative project with SCLSD: ? Maricopa County Education Service Agency (MCESA)-Arizona. Battelle for Kids has partnered with MCESA to develop, implement, monitor, and evaluate tools and processes for selecting career pathway candidates in six local school districts. BFK is providing expertise around program design and measures to support the development of MCESA’s Selecting Teachers to Enter Pathways (STEP) process, including collaborating with REIL staff and other stakeholders to create a multiple data point system for screening teachers and principals for possible placement in career pathway pathways. ? Tulsa Public Schools (TPS)-Oklahoma / School District of Waukesha (SDW)-Wisconsin. To help TPS and SDW attract, recruit, and hire the most effective teachers who are committed to improving educational outcomes for all children, Battelle for Kids engaged with district leadership to develop a strategic teacher recruitment campaign and spread the good news with potential candidates about what’s happening in the District as well as the greater community.

B) PROJECT DESCRIPTION - Overall description of project and alignment with Outcomes

9. Which of the stated Straight A Fund goals does the proposal aim to achieve? - (Check all that apply)
   - Student achievement
   - Spending reductions in the five-year fiscal forecast
   - Utilization of a greater share of resources in the classroom

10. Which of the following best describes the proposed project? - (Select one):
   - New - never before implemented
   - Existing and research-based - never implemented in your district or community school but proven successful in other educational environments
   - Mixed Concept - incorporates new and existing elements
   - Enhancing/Scale Up - elevating or expanding an effective program that is already implemented in your district, school, or consortia partnership

11. Describe the innovative project:

This proposal will allow South Central Local Schools (SCLSD) to fully implement a Strategic Human Capital System (SHCS) that addresses educator core competencies and builds capacity for all educators at SCLSD regardless of certification or classification. As a mixed concept that incorporates new and existing elements of a SHCS, we would like to demonstrate how the following strategies and projects will provide opportunities to overcome our challenges. CHALLENGE 1: No formal process or documented work flow of the Human Capital department at South Central Local School District (SCLSD) will reduce staff-related costs attributed to recruiting, selecting and inducting highly effective employees to the District while also increasing the capacity of educators to drive a greater share of resources to the classroom in order to meet new expectations of staff and students.

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success is whether it is well-integrated into an organization’s culture. That is, a brand is not merely a public-facing image designed solely to attract new employees. A successful brand manifests itself in district staff who understand and are invested in the organization’s core values; use them to guide and inform their work; and communicate with them, students, parents, and the school community.

PROJECT 2C: SELECTION & ORIENTATION - The district has already begun the work of structuring the selection model to minimize personnel selection error, and establish a focus on factors that are related to job-performance.

12. Describe how it will meet the goal(s) selected above. If school/district receives school improvement funds/support, include a brief explanation of how this project will advance the improvement plan.

Expending reductions in the five-year forecast will be achieved by replacing valued veteran employees with internal candidates who will have increased their capacity due to STRATEGY 1 and/or by leveraging a new source of external candidates who meet the core capabilities of our Strategic Human Capital System due to STRATEGY 2. We are confident that STRATEGY 1 not only will increase capacity in relation to the developing the five-year forecasts of each school district, community school or STEM school member for review.

13. Financial Documentation - All applicants must enter or upload the following supporting information. Responses should refer to specific information in the financial documents when applicable:

14. What is the total cost for implementing the innovative project?

111,500.00  * Specific amount of new/recurring cost (annual cost after project is implemented)

15. What new/recurring costs of your innovative project will continue once the grant has expired? If there are no new/recurring costs, please explain why.

3,500.00  * Specific amount of new/recurring cost (annual cost after project is implemented)

16. Are there expected savings that may result from the implementation of the innovative project?

11,000.00  * Specific amount of expected savings (annual)

17. Provide a brief explanation of how the project is self-sustaining. If there are ongoing costs associated with the project after the termination of the grant, this explanation should provide details on the cost reductions that will be made that are at least equal to the amount of new/recurring costs detailed above. If there are no new/recurring costs, explain in detail how this project will sustain itself beyond the life of the grant.

Building internal capacity requires having a sense of where internal stakeholders currently spend most of their time. A current needs assessment will lead to more specific strategies to address each challenge.

C) SUSTAINABILITY - Planning for ongoing funding of the project, cost breakdown

13. Financial Documentation - All applicants must enter or upload the following supporting information. Responses should refer to specific information in the financial documents when applicable:

a. Enter a project budget

b. Upload the Straight A Financial Impact Template forecasting the expected changes to the five-year forecast resulting from implementation of this project. If applying as a consortia or partnership, please include the five-year forecasts of each school district, community school or STEM school member for review.

c. If subsection (b) is not applicable, please explain why, in addition to how the project will demonstrate sustainability and impact.

NA

14. What is the total cost for implementing the innovative project?

111,500.00  * Total project cost

15. What new/recurring costs of your innovative project will continue once the grant has expired? If there are no new/recurring costs, please explain why.

3,500.00  * Specific amount of new/recurring cost (annual cost after project is implemented)

16. Are there expected savings that may result from the implementation of the innovative project?

11,000.00  * Specific amount of expected savings (annual)

17. Provide a brief explanation of how the project is self-sustaining. If there are ongoing costs associated with the project after the termination of the grant, this explanation should provide details on the cost reductions that will be made that are at least equal to the amount of new/recurring costs detailed above. If there are no new/recurring costs, explain in detail how this project will sustain itself beyond the life of the grant.

Building internal capacity requires having a sense of where internal stakeholders currently spend most of their time. A current needs assessment will lead to more specific strategies to address each challenge.

D) IMPLEMENTATION - Timeline, communication, and contingency planning

18. Fill in the appropriate dates and an explanation of the timeline for the successful implementation of this project. In each explanation, be sure to briefly describe the largest barriers that could derail your concept or timeline for implementation and your plan to proactively mitigate such barriers. In addition, the narrative should list the stakeholders that will be engaged during that stage of the project and describe the communication that occurred as the application was developed.

Describe the ongoing communication plan with the stakeholders as the project is implemented. (Stakeholders can include parents, community leaders, foundation support and businesses, as well as educational personnel in the affected entities.)

* Specific Timeline Dates

Plan (MM/DD/YYYY): 12/30/2013

* Narrative explanation

* Narrative explanation

**WORK STREAM 1: CONSULTING AND SUPPORT AROUND BUILDING A ROBUST HIRING AND SELECTION SYSTEM** Specifically, BFH and SCLSD will work together to address the following:

* Narrative explanation
Leveraging multiple data points to reduce measurement error in candidate selection. Designing a process that uses resources strategically to maximize time and minimize cost. Selecting appropriate tools and measures (e.g., talent-based screening tools, performance interviews, writing samples) to support the process. Structuring tools and activities to help avoid bias and promote objectivity in the selection process. Enhancing the selection process with district strategic goals. Thinking through practical implementation concerns. WORK STREAM 2: IMPLEMENTATION OF A MULTIPLE-DATA-POINT SELECTION SYSTEM USING THE BFK-SELECTTM APPROACH To help SCLSD implement its selection system district-wide, BFK will provide a three-year site license for the BFK-SelectTM approach. BFK-SelectTM is designed to improve selection processes for instructional and non-instructional positions across the district, using a multi-data point approach. This customizable technology solution allows districts to choose key indicators of future success that fit their culture; weight indicators based on local factors; and produce candidate profiles that easily display the degree to which prospective employees fit their vision of their ideal candidate. BFK will also provide strategic support to ensure the successful integration of BFK-SelectTM within the district. Specifically, we will provide training for individuals identified by SCLSD who will manage the district's employee selection process to help them understand the process and related tools; access the BFK-SelectTM technology solution; input information related to specific candidates, positions, or selection criteria; assign weights to criteria; provide varying levels of access to employees (e.g., HR staff, principals); and export information. Throughout the engagement, BFK will also provide technical assistance as needed to ensure a streamlined implementation process. WORK STREAM 3: MARKETING AND COMMUNICATIONS SUPPORT BFK will provide branding and communications expertise to South Central Local School District and develop materials that align with the design artifacts (workstream 1) and integration of BFK-SelectTM (workstream 2). BFK will work in collaboration with SCLSD to build awareness of the tools and use as well as awareness in the community related to the district’s success. This support includes materials for onsite meetings, facilitation of strategy sessions with district leaders, user guides and technical assistance documents for professional development purposes, and the establishment of a correspondence meeting schedule to review/lever materials through remote technology (i.e., webinars, teleconferences, etc.). Support in this work stream will also include the branding of the online portal that aligns with the district's logo, color scheme, and other brands items to consider (e.g., helpful text and resource provision in the SCLSD portal). WORK STREAM 4: ONBOARDING in any profession, it is generally the case that the strength of its “onboarding curve” will present itself during an employee’s first few months and years. This is especially true in education. We will develop a comprehensive plan that will leverage technology to develop a plan for orientation and for onboarding of new employees.

**Summative evaluation (MM/DD/YYYY):** 06/30/2014

**Narrative explanation**

The data and evaluation will be completed by both Battelle for Kids and SCLSD. The data will include the following: vision, short-term and long-term outcomes, program logic, and instruments with scoring rubrics. Battelle for Kids will help provide in collaboration the guides for data. Qualitative and quantitative data will be collected including student achievement data (Formative, Summative, OAA Results, OST Results, ACT Quality Core Exams, and other End-Of-Course Exams), number of applicants, time spent throughout the hiring process, survey data from all stakeholders, website analytics and financial data analysis. A complete set of recommendations will be presented the district.

19. Describe the expected changes to the instructional and/or organizational practices in your institution.

The successful implementation of the SHCS carried out under the Straight A Fund will be determined not only by levels of progress toward project goals, but also how employees within the organization have internalized those goals and are invested in accomplishing them. To integrate short- and long-term goals into the organization’s culture, and track progress toward them, we will adopt a performance management process that empowers employees to understand, use, monitor, and communicate around data.

**E) SUBSTANTIAL IMPACT AND LASTING VALUE - Impact, evaluation and replication**

20. Describe the rationale, research or past success that supports the innovative project and its impact on student achievement, spending reduction in the five-year fiscal forecast or utilization of a greater share of resources in the classroom.

Hiring the right people is one of the most important things schools and districts do. Poor hiring decisions can have a number of adverse outcomes, including poor work performance and employee turnover, which can hinder students’ well-being and academic performance. Given these risks, having a well-structured, reliable selection process is absolutely essential. This process should focus on both recruiting and selecting the right candidates for the job by employing managers to make well-informed decisions while making the best use of time and resources. With this in mind, SCLSD will work to identify critical values and desired outcomes to support the goals of improving student achievement and utilizing a greater share of resources in the classroom.

21. Is this project able to be replicated in other districts in Ohio?

[ ] Yes [ ] No

22. If so, how?

This project can be replicated and/or adapted by other districts, regardless of size and demographics. All school districts should have a comprehensive Strategic Human Capital System. Many districts struggle with recruiting, hiring and retaining quality personnel. SCLSD would share the Strategies and Projects used to develop our SHCS. We would also share and report out our results and how those results affect our overall Human Capital System.

23. Describe the substantial value and lasting impact that the project hopes to achieve.

The lasting impact of this project will be a comprehensive Human Capital System. This project will give SCLSD the skills and the tools to improve the overall human capital of the district. This strategy leverages a comprehensive approach to aligning human capital efforts with transformational change and aligning human capital efforts with transformational change and aligning human capital efforts with transformational change and aligning human capital efforts with transformational change and aligning human capital efforts with transformational change and aligning human capital efforts with transformational change.

24. What are the specific benchmarks related to the fund goals identified in question 9 that the project aims to achieve in five years? Include any other anticipated outcomes of the project that you hope to achieve that may not be easily benchmarked.

Hiring and Selection Consultation - Multiple meetings to support SCLSD in developing a selection process and choosing tools and measures. Model ready for testing by January 1, 2014 Marketing and Communication Consultation - Will hold multiple meetings to develop our story to the market and communicate to all stakeholders. Produce promotional material to attract new students and employees. 2014 February Onboarding - We will develop a comprehensive orientation and mentoring program. This will include an online module program to help efficiently and effectively orient all new employees to the South Central Family. Modules ready for testing by March 1, 2014 Strategic Human Capital System Review - Mock the system with potential candidates at various local Universities and Colleges - March 25-26, 2014 Evaluative Interviews - Evaluative and administrative turn over pose formidable barriers. Therefore, we have front loaded the project with training to obtain buy-in. Known administrative turnover has been taken into account and is one major reason for the need to create a strategic human capital system.

25. Describe the plan to evaluate the impact of the concept, strategy or approaches used.

* Include the method by which progress toward short- and long-term objectives will be measured. (This section should include the types of data to be collected, the formative outcomes and outputs and the systems in place to track the program’s progress). * Include the method, process and/or procedure by which the program will modify or change the program plan if measured progress is insufficient to meet program objectives.

The data and evaluation will be completed by both Battelle for Kids and SCLSD. The data will include the following: vision, short-term and long-term outcomes, program logic, and instruments with scoring rubrics. Battelle for Kids will help provide in collaboration the guides for data. Qualitative and quantitative data will be collected including student achievement data (Formative, Summative, OAA Results, OST Results, ACT Quality Core Exams, and other End-Of-Course Exams). Number of applicants, time spent throughout the hiring process, survey data from all stakeholders, website analytics and financial data analysis. A complete set of recommendations will be presented the district.

By virtue of applying for the Straight A Fund, all applicants agree to participate in the overall evaluation of the Straight A Fund for the duration of the evaluation timeframe. The Governing Board of the Straight A Fund reserves the right to conduct evaluation of the plan and request additional information in the form of data, surveys, interviews, focus groups, and any other related data to the legislature, governor, and other interested parties for an overall evaluation of the Straight A Fund.

**PROGRAM ASSURANCES:** I agree, on behalf of this applicant agency and/or all identified partners to abide by all assurances outlined in the Assurance section of the CCIP. In the box below, enter “I Accept” and indicate your name, title, agency/organization and today's date.

[I Accept] David J. Brand Superintendent South Central Local Schools 10/23/2013