In their own words

Highlights from the school

See Web for school goals.

SALT Visit Report: "The strong dedication and hard work of the principal, teachers, staff, and parents is obvious. When one parent declared, 'Horgan is the best thing that ever happened to my kid,' a room full of other parents burst into applause."

From 1998 to 2000, student performance on the New Standards Reference Examination show increases in six of seven subtests. Notable increases, ranging from 20 to 49 percentage points, occur in four of the seven subtests.

Many initiatives that support students are in place. They include: Before and After School Literacy Programs; the Foster Grandparents Program; a Student Recognition Program; and continuing professional development to support standards-based classrooms.

Teacher reports of barriers to school improvement efforts

Percent of teachers who indicated that the following were a moderate or major problem:

- Lack of materials and resources necessary for adequate implementation: 56%
- Lack of school schedule flexibility for regrouping students or modifying the length of periods: 38%
- Lack of time necessary for adequate planning and/or implementation: 75%
- Lack of adequate professional development time for staff: 33%
- Degree to which teachers were involved in, or supportive of, the decision to join and implement school improvement efforts: 31%
- Lack of support from the school district: 13%

Selected performance progress

Did this school DECREASE low-level performance and INCREASE student proficiency?

- MATH: SKILLS
  - Baseline: 16%
  - Current: 24%
- MATH: PROBLEM SOLVING
  - Baseline: 0%
  - Current: 21%
- READING: ANALYSIS
  - Baseline: 14%
  - Current: 14%
- WRITING: EFFECTIVENESS
  - Baseline: 0%
  - Current: 20%

Financial information (per pupil)

Total school expenditures for all programs: $9110
Total state expenditures for all elementary school programs: $8264

Key for school expenditures areas

<table>
<thead>
<tr>
<th>Instruction (5 components)</th>
<th>Per pupil expenditures by program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructional Support</td>
<td>*General Education</td>
</tr>
<tr>
<td>Classroom teachers</td>
<td>This school: $6527</td>
</tr>
<tr>
<td>Substitutes teachers</td>
<td>Elementary school average: $7148</td>
</tr>
</tbody>
</table>

*Based on program FTE's

Go to the Information Works! Web site (www.infoworks.ride.uri.edu) for more charts and details.