

SOUTH DAKOTA BOARD OF REGENTS

Academic and Student Affairs **Consent**

AGENDA ITEM: 5 – D (2)

DATE: October 5-6, 2022

SUBJECT

New Site Request – USD – BSEd in Elementary Education (USD – Sioux Falls)

CONTROLLING STATUTE, RULE, OR POLICY

[BOR Policy 2:23](#) – New Programs, Program Modifications, Curricular Requests, and Inactivation/Termination

[BOR Policy 2:12](#) – Distance Education

BACKGROUND / DISCUSSION

The University of South Dakota (USD) requests approval to offer the BSEd in Elementary Education at USD – Sioux Falls. The new site is being proposed for several reasons. First, the USD Teacher Pathway program allows high school students to opportunity to complete introductory courses in Teacher Education to foster their transition into the USD Teacher Education program. However, for many students that participate, they are unable to attend courses face-to-face in Vermillion for various reasons (financial limitations, housing needs, and family support, among others). Paraprofessionals in Sioux Falls looking to become teachers would also benefits from a program in Sioux Falls, close to their place of employment. Additionally, adding the program in Sioux Falls would help address the teacher shortage in South Dakota. Students will take a mixture of in-person courses at USD – Sioux Falls, along with some hybrid courses. Additional faculty will be required at the Sioux Falls site, which is outlined in the proposed budget.

IMPACT AND RECOMMENDATION

USD anticipates 60 online enrollments and 10 graduates after four years of the program being at USD – Sioux Falls. The university requests no new resources.

Board office staff recommends approval to offer the minor online.

ATTACHMENTS

Attachment I – New Site Request: USD – BSEd in Elementary Education

DRAFT MOTION 20221005_5-D(2):

I move to approve USD's new site proposal to offer the BSEd in Elementary Education at USD – Sioux Falls.



SOUTH DAKOTA BOARD OF REGENTS ACADEMIC AFFAIRS FORMS

New Site Request

UNIVERSITY:	USD
DEGREE(S) AND PROGRAM:	Elementary Education BSED
NEW SITE(S):	USD-Sioux Falls 4801 N. Career Ave, Sioux Falls, SD 57107
INTENDED DATE OF IMPLEMENTATION:	Fall 2023
CIP CODE:	13.1202
UNIVERSITY DEPARTMENT:	Teacher Residency & Education
BANNER DEPARTMENT CODE:	UTRE
UNIVERSITY DIVISION:	School of Education
BANNER DIVISION CODE:	2E

X	<p><u>Please check this box to confirm that</u> (place an “X” in the left box):</p> <ul style="list-style-type: none"> The individual preparing this request has read AAC Guideline 2:11, which pertains to new site requests, and that this request meets the requirements outlined in the guidelines. This request will not be posted to the university website for review of the Academic Affairs Committee until it is approved by the Executive Director and Chief Academic Officer.
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University Approval

To the Board of Regents and the Executive Director: I certify that I have read this proposal, that I believe it to be accurate, and that it has been evaluated and approved as provided by university policy.

President of the University

Date

1. What is the need for offering the program at the new physical site or through distance delivery?

There are several reasons why a new site for the ELED BSED program is needed in Sioux Falls. Currently, the USD Teacher Pathway program allows high school students the opportunity to complete introductory courses in Teacher Education to foster their transition into the USD Teacher Education program. However, for many of the students that complete the teacher pathway program, they are unable to attend at the Vermillion main campus due several factors, including financial limitations, housing needs, and family support. Paraprofessionals in the area looking to become teachers would also benefit from a program in Sioux Falls, close to their place of employment. By adding a new site at USD – Sioux Falls, we would be better able to recruit these students into our Teacher Education program. Another need this new site request would address is the high need for teachers both in Sioux Falls and across the state. The state of South Dakota is experiencing a teacher shortage and there is a projected increase in the number of teachers in the state over the next five years with a specific

increase in demand in elementary teachers. EMSI data¹ also corroborates this, indicating that the demand for teachers in South Dakota is 13% higher than the national average. In addition, at the South Dakota Teacher Compensation Review Board Summit², presenters shared that the number of unfilled teaching vacancies in South Dakota was higher during the 2020-21 school year than the prior four years. In the last year, both the USD Division of Teacher Residency & Education and the Center for Student Professional Services office have been inundated with requests from school principals and superintendents seeking our graduates to meet current mid-year vacancies and anticipated openings for the next school year. Having this site at USD – Sioux Falls would also address the increasing demand for teachers and build on the current Associates in General Studies – Education program.

2. Are any other Regental universities authorized to offer a similar program at the proposed site(s) or through distance delivery? If “yes,” identify the institutions and programs and explain why authorization is requested.

No other Regental university is currently authorized to offer an Elementary Education program at USD- Sioux Falls. However, DSU offers a bachelor’s program in Elementary Education online. USD is seeking authorization for a new site in Sioux Falls because we are working to meet the high demand for new teachers in the state, specifically in the Sioux Falls area where there is an especially high need for new teachers. The USD School of Education has also established other partnerships and programs in the Sioux Falls area (Sioux Falls & Harrisburg Schools, paid internship programs) making this new site request a logical next step to strengthening those partnerships. Given the high need for new teachers in the Sioux Falls School District, the district has shared that they are in full support of this new site. Further, first generation students, such as those served by the Teacher Pathway program, would be better served by a face-to-face program where they can also receive student supports such as mentoring and tutoring and individualized instruction distinct from online learning that may more heavily rely on independent learning.

3. Are students enrolling in the program expected to be new to the university or redirected from other existing programs at the university? Complete the table below and explain the methodology used in developing the estimates.

	Fiscal Years*			
	1 st	2 nd	3 rd	4 th
<i>Estimates</i>	FY 23	FY 24	FY 25	FY 26
Students new to the university	10	15	15	20
Students from other university programs	0	0	0	0
=Total students in the program at the site	10	25	40	60
Program credit hours (major courses)**	160	490	875	1245
Graduates	0	0	0	10

*Do not include current fiscal year.

**This is the total number of credit hours generated by students in the program in the required or elective program courses. Use the same numbers in Appendix B – Budget.

¹ EMSI. (2021). *Program Demand Gap Analysis: Economic Overview and Review of Academic Programs*. Pierre, SD: South Dakota Board of Regents.

² South Dakota Department of Education (2021). *South Dakota Teacher Compensation Review Board* [presentation]. Teacher Compensation Review Board, online.

The methodology for the table above was based on the number of students who have contacted USD – Sioux Falls staff and expressed interest in pursuing a career in Elementary Education that are currently in the Sioux Falls area. We anticipate that with advertising and recruitment, we can steadily increase enrollment in the program over time. We do not anticipate students from other university programs to join the ELED BSED program at USD – Sioux Falls. The potential students in this program are likely to be single parents, working adults, Teacher Pathway students, and other individuals that are place-bound in the Sioux Falls region. Program credit hours were calculated by multiplying the total students in the program by 30 credits per academic year. This would allow students to finish their degree in four years and is consistent with current advising in the existing ELED BSED site in Vermillion and with other degree programs currently offered at USD – Sioux Falls.

4. What is the perceived impact of this request on existing programs in the Regental system?

There are no perceived impacts on existing programs in the Regental system as the students we are targeting are those that are place bound in the Sioux Falls area and not currently able to enroll in face-to-face programs at any Regental institution (i.e., DSU, SDSU, USD). In addition, we don't anticipate any impact on the DSU online ELED degree program as the students we are targeting in Sioux Falls. By adding a predominantly face-to-face option for these students that are place-bound in the Sioux Falls area, we will be able to create a pathway for them to become elementary teachers that otherwise would not exist. In doing so, we will be better able to meet the high demand for new teachers in the Sioux Falls region.

5. Complete the table and explain any special circumstances. Attach a copy of the program as it appears in the current catalog. If there are corresponding program modifications requested, please attach the associated form. Explain the delivery of the new courses and attach any associated new course request forms.

Bachelor's of Education, Elementary Education	Credit hours	Credit hours currently available from this university at this site	Credit hours currently available from other universities available at this site	Credit hours currently available via distance	Credit hours new to this university
System General Education Requirements	15	15	0	15	n/a
<i>Subtotal, Degree Requirements</i>	15	15	0	15	n/a
Required Support Courses					
Major Requirements	95	52	0	73	n/a
Major Electives or Minor					
<i>Subtotal, Requirements of the Proposed Major</i>	95	67	0	73	n/a
Free Electives	10	10	0	10	n/a
<i>Total, Degree with Proposed Major</i>	120	120	0	88	n/a

*If the major will be available in more than one degree (e.g., BA, BS, BS Ed) at the new site(s) and the number or distribution of credits will vary with the degree, provide a separate table for each degree.

**Bachelors of Education, Elementary Education: Total 120 credit hours (Current Program)
95 Major Hours**

Departmental Requirements (50 Hours)

- EDFN 338 - Foundations of American Education (C) 2
- ELED 121 - Physical Science for Elementary School Teachers 2

- ELED 121L - Physical Science Lab 1
- ELED 162 - Geography and World History for Elementary Teachers 3
- ELED 296 - Field Experience (C) 1
- ELED 320 - K-8 Science Methods (C) 2
- ELED 331 - K-8 Math Methods Seminar I 3
- ELED 344 - Integrated Literacy I K-8 3
- ELED 345 - Integrated Literacy II K-8 3
- ELED 360 - K-8 Social Science Methods (C) 2
- ELED 394 - Internship (C) 1
- ELED 433 - Professional and Ethical Issues 1
- ELED 459 - Introduction to Literacy Assessment and Remediation (C) 2
- ELED 462 - Teaching English as a New Language (C) 2
- ELED 488 - K-8 Student Teaching (C) 12
- ELED 498 - Undergrad Research/Scholarship (C) 1
- SPED 100 - Introduction to Persons with Exceptionalities (C) 3
- SPED 441 - Inclusive Methods for Diverse Learners (C) 2
- TET 200 - Technology to Improve Learning 2
- TET 400 - Methods in Educational Technology & Media 2

Non-departmental Requirements (45 Hours)

- BIOL 104 - Foundations of Biology for Educators [SGR #6, HSDC] 2
- BIOL 104L - Foundations of Biology for Educators Lab [SGR #6, HSDC]
- CHEM 104 - Foundations of Chemistry for Educators [SGR #6, HSDC] 2
- CHEM 104L - Foundations of Chemistry for Educators Lab [SGR #6, HSDC]
- ESCI 104 - Foundations of Earth Sciences for Educators [SGR #6, HSDC] 2
- ESCI 104L - Foundations of Earth Sciences for Educators Lab [SGR #6, HSDC]
- PHYS 104 - Foundations of Physics for Educators [SGR #6, HSDC] 2
- PHYS 104L - Foundations of Physics for Educators Lab [SGR #6, HSDC]
- ARTE 310 - K-8 Art Methods (C) 1
- EDER 415 - Educational Assessment (C) 2
- EDFN 438 - Bridging Theory and Practice 3
- EDFN 440 - Classroom Management (C) 3
- EDFN 475 - Human Relations (C) 3
- EPSY 200 - Child/Adolescent Development and Learning 3
- HIST 151 - United States History I (C) [SGR #3, HSDC] 3
- INED 411 - South Dakota Indian Studies (C) 3
- MATH 114 - College Algebra (C) [SGR #5, HSDC] 3
- MATH 341 - Math Concepts for Teachers I (C) 3
- MATH 342 - Math Concepts for Teachers II (C) 3
- MUS 353 - K-8 Music Methods (C) 2
- PE 330 - PK-8 Health, First Aid, Safety, Physical Education Methods 2
- POLS 100 - American Government (C) [SGR #3, HSDC] 3

Program Notes:

- A student must have a Cumulative GPA of 2.6 to co-register for EDFN 338 and ELED 296, and, a CGPA of 2.7 to be admitted to the Teacher Education Program.
- Must be admitted into Teacher Education to be enrolled in courses in junior year and beyond.
- Teacher candidates submit an application for student teaching/residency in December if planning on student teaching in the upcoming fall, or in April if planning on student teaching the following spring. Prior to student teaching, students must have all major/minor coursework completed, and a 2.7 cumulative and major GPA. All coursework in the major/minor must be completed with a "C" or better.
- Those desiring to do student teaching in kindergarten must complete the Elementary Education & Early Childhood program or Elementary Education & Kindergarten Endorsement program.

A minor program modification form accompanies this new site request to provide greater flexibility in the Science courses students will take in the program that are currently not offered at USD – Sioux Falls. In addition, we are also requiring students to take either HIST 111 or HIST 112 as part of their Humanities requirement (SGR #4). A growing trend in our Elementary Education program is that students struggle on the World History section of the Praxis Content

exam, which is required for licensure. Our hope is that by requiring one of the two HIST courses, more students will be successful on the Praxis Content exam, student retention will improve, and that we will ultimately prepare more highly qualified Elementary Education teachers, a field in high demand throughout the state and region.

6. How will the university provide student services comparable to those available for students on the main campus?

We propose to share many of our current services, such as advising, field placements for clinical experiences, and student teaching supervision. Through our Center for Student and Professional Services, we will be able to accommodate the increase in enrollment for these services with existing staff.

7. Is this program accredited by a specialized accrediting body? If so, address any program accreditation issues and costs related to offering the program at the new site(s).

Our ELED BSED program is accredited by the Council for the Accreditation of Educator Preparation (CAEP). All current accreditation requirements would be met by courses through the new site, but would be reported separately by site (e.g., USD - VMMC & USD – SF). We do not anticipate any additional costs related to accreditation through this new site.

8. Does the university request any exceptions to Board policy for delivery at the new site(s)? Explain requests for exceptions to Board policy.

No exceptions to Board policy are requested.

9. Cost, Budget, and Resources related to new courses at the site: Explain the amount and source(s) of any one-time and continuing investments in personnel, professional development, release time, time redirected from other assignments, instructional technology & software, other operations and maintenance, facilities, etc., needed to implement the proposed minor. *Complete Appendix B – Budget using the system form.*

All our ELED BSED courses currently offered at the Vermillion Main Campus will be used at the new site (USD-Sioux Falls). No new courses will need to be created, but additional sections of these existing courses will need to be offered either face-to-face or hybrid/blended at the new site. This will result in a need for additional personnel. We will leverage existing online courses in our program to minimize any additional personnel costs.

10. Additional Information:

Letter of Support from Sioux Falls School District

Letter of Support from Harrisburg School District

Appendix B
Budget & Resources
University of South Dakota, Bachelor's of Education in Elementary Education

1. Assumptions

		1st FY23	2nd FY24	3rd FY25	4th FY26
<i>Headcount & hours from proposal</i>					
Fall headcount (see table in proposal)		10	15	15	20
Program FY cr hrs, On-Campus		300	750	1,350	1,950
Program FY cr hrs, Off-Campus		0	0	0	0
Faculty, Regular FTE	See p. 3	0.00	0.00	0.00	0.00
Faculty Salary & Benefits, average	See p. 3	\$8,470	\$8,470	\$8,470	\$8,470
Faculty, Adjunct - number of courses	See p. 3	0	3	5	3
Faculty, Adjunct - per course	See p. 3	\$4,146	\$4,146	\$4,146	\$4,146
Other FTE (see next page)	See p. 3	0.00	0.00	0.00	0.00
Other Salary & Benefits, average	See p. 3	\$8,470	\$8,470	\$8,470	\$8,470

2. Budget*Salary & Benefits*

Faculty, Regular	\$0	\$0	\$0	\$0
Faculty, Adjunct (rate x number of courses)	\$0	\$11,070	\$22,098	\$11,070
Other FTE	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
S&B Subtotal	\$0	\$11,070	\$22,098	\$11,070

Operating Expenses

Travel	\$0	\$0	\$0	\$0
Contractual Services	\$0	\$0	\$0	\$0
Supplies & materials	\$0	\$0	\$0	\$0
Capital equipment	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
OE Subtotal	\$0	\$0	\$0	\$0
Total	\$0	\$11,070	\$22,098	\$11,070

3. Program Resources

Off-campus support tuition/hr, HEFF net	UG	\$300.94	\$300.94	\$300.94	\$300.94
Off-campus tuition revenue	hrs x amt	\$0	\$0	\$0	\$0
On-campus support tuition/hr, HEFF net	UG	\$290.46	\$290.46	\$290.46	\$290.46
On-campus tuition revenue	hrs x amt	\$87,137	\$217,843	\$392,117	\$566,391
Program fee, per cr hr (if any)	\$0.00	\$0	\$0	\$0	\$0
Delivery fee, per cr hr (if any)	\$0.00	\$0	\$0	\$0	\$0
University redirections		\$0	\$0	\$0	\$0
Community/Employers		\$0	\$0	\$0	\$0
Grants/Donations/Other		\$0	\$1,760	\$4,400	\$9,680
Total Resources		\$87,137	\$219,603	\$396,517	\$576,071

Appendix B
Budget & Resources
University of South Dakota, Bachelor's of Education in Elementary Education

Resources Over (Under) Budget	\$87,137	\$208,533	\$374,419	\$565,001
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Provide a summary of the program costs and resources in the new program proposal.

Appendix B
Budget & Resources
University of South Dakota, Bachelor's of Education in Elementary Education

Estimated Salary & Benefits per FTE	Faculty	Other
Estimated salary (average) - explain below	\$0	\$0
University's variable benefits rate (see below)	0.1464	0.1464
Variable benefits	\$0	\$0
Health insurance/FTE, FY18	\$8,470	\$8,470
<i>Average S&B</i>	\$8,470	\$8,470

Explain faculty used to develop the average salary & fiscal year salaries used. Enter amount above.

Existing online courses will be used to support this program. Therefore, there will be no additional course sections taught by existing faculty that will impact the budget.

Explain adjunct faculty costs used in table:

There will be 5-7 courses per year taught by adjuncts at \$1,382/credit hour. The costs in the table is for a 3-credit course, although multiple courses in the program that will be taught by adjuncts are either 1- or 2- credit courses, therefore reducing the cost. If a course is a 1-credit course, we indicated that as 1/3 course. A 2-credit course is 2/3 course.

Explain other [for example, CSA or exempt] salary & benefits. Enter amount above.

N/A

Summarize the operating expenses shown in the table:

There are no anticipated operating expenses that will be above what the Division of Teacher Residency & Education currently supports. Existing funding will support this new site.

Summarize resources available to support the new program (redirection, donations, grants, etc).

The Other Resources reflect Professional Education Fees. These are semester fees, not per credit hour, that are associated with sophomore and junior field experiences and senior student teaching.

Appendix B
Budget & Resources
University of South Dakota, Bachelor's of Education in Elementary Education

State-support: Change cell on page 1 to use the UG or GR net amount.

Off-Campus Tuition, HEFF & Net	FY19 Rate	HEFF	Net	
Undergraduate	\$340.05	\$39.11	\$300.94	<i>Change cell on page 1</i>
Graduate	\$450.90	\$51.85	\$399.05	<i>to point to your net</i>
Externally Supported	\$40.00			

State-support: Change cell on page 1 to use the UG or GR net amount for your university.

On-Campus Tuition, HEFF & Net	FY19 Rate	HEFF	Net	
UG Resident - DSU, NSU	\$243.30	\$27.98	\$215.32	<i>Change cell on page 1</i>
UG Resident - SDSU, USD	\$248.35	\$28.56	\$219.79	
UG Resident - BHSU	\$254.20	\$29.23	\$224.97	<i>to point to your net</i>
UG Resident - SDSMT	\$249.70	\$28.72	\$220.98	
GR Resident - DSU,NSU	\$319.40	\$36.73	\$282.67	<i>Change cell on page 1</i>
GR Resident - SDSU, USD	\$326.05	\$37.50	\$288.55	
GR Resident - BHSU	\$328.20	\$37.74	\$290.46	<i>to point to your net</i>
GR Resident - SDSMT	\$324.85	\$37.36	\$287.49	
UG Nonresident - DSU,NSU	\$342.40	\$39.38	\$303.02	<i>Change cell on page 1</i>
UG Nonresident - BHSU	\$355.70	\$40.91	\$314.79	<i>to point to your net</i>
UG Nonresident - SDSU, USD	\$360.50	\$41.46	\$319.04	
UG Nonresident - SDSMT	\$391.10	\$44.98	\$346.12	
x GR Nonresident - DSU,NSU	\$596.30	\$68.57	\$527.73	<i>Change cell on page 1</i>
x GR Nonresident - BHSU	\$612.40	\$70.43	\$541.97	<i>to point to your net</i>
x GR Nonresident - SDSU, USD	\$626.85	\$72.09	\$554.76	
x GR Nonresident - SDSMT	\$652.00	\$74.98	\$577.02	
UG Sioux Falls Associate Degree	\$275.40	\$31.67	\$243.73	<i>Change cell on page 1 to point to your net</i>

Variable Benefits Rates

University	FY19	
BHSU	14.64%	<i>Change the benefits rate cell in the table on page 2 to point to the rate for your university.</i>
DSU	14.36%	
NSU	14.31%	
SDSM&T	14.20%	
SDSU	14.38%	
USD	14.34%	



Instructional Planning Center

201 East Thirty-eighth Street
Sioux Falls, South Dakota 57105-5898
(605) 367-7900

ATTACHMENT 11
Cynthia Mickelson, President

Kate Parker, Vice President

Nan Baker, Member

Marc Murren, Member

Carly R. Reiter, Member

Dr. Jane Stavem, Superintendent

April 4, 2022

South Dakota Board of Regents
306 E Capitol Ave, Suite 200
Pierre, SD 57501

Dear Regents:

The Sioux Falls School District is committed to providing a high-quality education to our students. To that end, we seek to hire highly qualified teachers who will remain in our District. A bachelor's degree at the University of South Dakota, Sioux Falls, would be a strong support to the Sioux Falls area. Aspiring teachers who could not otherwise attend the Vermillion campus due to employment, financial, or other reasons, could pursue an education toward a career in a much-needed area.

The Sioux Falls School District has numerous EA's, Specialists, and other support staff that need to maintain their jobs with the District, all while working to complete a degree to become a certified teacher. Having the availability of this program in Sioux Falls can assist these individuals, surrounding schools, and the state.

We, the Sioux Falls School District, offer our support to the BA degree at USD-SF in Sioux Falls. Thank you for considering this pathway.

Sincerely,

A handwritten signature in black ink, appearing to read "James Nold".

Dr. James Nold
Assistant Superintendent of Administrative Services
Sioux Falls School District



HARRISBURG SCHOOL DISTRICT Office of Curriculum & Instruction

200 W. Willow St., Harrisburg, SD 57032 (K-5th Grade)
1300 W. Willow St., Harrisburg, SD 57032 (6th -12th Grade)
Phone: 605-743-2567 FAX: 605-743-2569

Dr. Tanya Rasmussen, K-5 Curriculum Director Ext 3023 tanya.rasmussen@k12.sd.us
Dr. Michael Amolins, 6-12 Curriculum Director Ext 6180 michael.amolins@k12.sd.us

April 5, 2022

RE: USD Education Programming

To Whom It May Concern:

On behalf of the Harrisburg School District, I am happy to offer this letter of support for the development of education programming at the University of South Dakota – Sioux Falls Campus. The Harrisburg School District (HSD) has long been known for its “outside of the box” approach to innovative and effective instruction. Through various initiatives, development opportunities, and dedication to excellence, HSD has made it a priority to find ways to meet every learner where they are at, regardless of ability, interest, background, future pathway, or hurdles that might stand in the way of achieving their goals and aspirations. In recent years, this has included a concerted effort to increase the number of undergraduate students entering the field of education by becoming the first school in South Dakota to establish a chapter of Educators Rising, the national Career and Technical Student Organization (CTSO) that provides opportunities for high school students to explore the teaching profession and develop skills that will support them in that venture. As an institution, USD has been an incredible partner to Educators Rising and we hope that this partnership will continue well into the future. HSD has also offered a slate of exploratory education courses as part of our CTE programming and has benefitted from several years of partnership with the USD Department of Education, being able to serve as a distance education site that offers learners credit for EDFN 101 and ELED/SPED/SEED 296. This credit-bearing opportunity has been a meaningful endeavor, as many have taken advantage of this opportunity as a steppingstone into the profession and have gone on to attend USD or other SDBOR schools as education majors.

It is our belief that establishment of education programming at your Sioux Falls campus would be a tremendous asset, as it would only broaden our ability to offer innovative programming to our district’s future educators. We envision not only being able to offer additional coursework to our learners, but also working with the USD faculty to create unique opportunities for USD students within the Harrisburg School District. In addition, the incentive of offering courses in Sioux Falls would open doors for potential recruits that either cannot or do not want to move from the Sioux Falls-Harrisburg community.

To put it simply: USD’s education footprint in the Sioux Falls and Harrisburg communities would become a place for possibilities. It represents the kind of innovation and change that HSD has always found ways to foster and/or partner with. We fully support this proposal and would like to thank you for your consideration as you weigh your options regarding this tremendous opportunity.

Sincerely,

Michael Amolins, Ed.D.
Director of Instruction and Federal Programs
Harrisburg School District