



## Fiscal Year 2014-15 Accountability Report

### SUBMISSION FORM

<b>AGENCY MISSION</b>	<p>The Wil Lou Gray Opportunity School exists to serve those citizens of South Carolina between sixteen and nineteen years of age who are most at risk of:</p> <ol style="list-style-type: none"> <li>1. Being retained in their grade in school.</li> <li>2. Dropping out of school and not completing their education.</li> <li>3. Not making the transition from public schools to the work force.</li> <li>4. Being truant from school, or whose home, school or community environment hinders rather than enhances the chance that they will stay in school and become prepared for employment.</li> </ol>
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Please identify your agency's preferred contacts for this year's accountability report.

	<i><u>Name</u></i>	<i><u>Phone</u></i>	<i><u>Email</u></i>
<b>PRIMARY CONTACT:</b>	Pat G. Smith	803-896-6484	<a href="mailto:smithp@wlgos.sc.gov">smithp@wlgos.sc.gov</a>
<b>SECONDARY CONTACT:</b>	Shannan C. Woovis	803-896-6485	<a href="mailto:wooviss@wlgos.sc.gov">wooviss@wlgos.sc.gov</a>

I have reviewed and approved the enclosed FY 2014-15 Accountability Report, which is complete and accurate to the extent of my knowledge.

<b>AGENCY DIRECTOR</b> <i>(SIGN/DATE):</i>	
<i>(TYPE/PRINT NAME):</i>	Pat G. Smith
<b>BOARD/CMSN CHAIR</b> <i>(SIGN/DATE):</i>	
<i>(TYPE/PRINT NAME):</i>	Russell E. Hart

## AGENCY'S DISCUSSION AND ANALYSIS

FOR NINETY FOUR (94) YEARS THE WIL LOU GRAY OPPORTUNITY SCHOOL HAS EDUCATED AND PROVIDED VOCATIONAL AND LIFE SKILLS TRAINING TO MORE THAN 31,000 CITIZENS OF SOUTH CAROLINA. OVER TIME THE AGENCY HAS ADAPTED ITS MISSION TO MEET THE CRITICAL NEEDS OF THE DAY THROUGH A DISCIPLINED AND QUASI- MILITARY STYLE ENVIRONMENT WITH AN EMPHASIS ON BECOMING SELF-RELIANT. BOTH THE EDUCATIONAL AND RESIDENTIAL COMPONENTS ARE PREMISED UPON LEADERSHIP, TEAMWORK AND SELF-DISCIPLINE AS TAUGHT AND MODELED WITHIN A -MILITARY FRAMEWORK. WHILE THE DELIVERY METHOD OF THE WIL LOU GRAY OPPORTUNITY SCHOOL HAS BEEN RESHAPED, OUR THEME OF MOTIVATING THE "AT-RISK" STUDENT INTO A PRODUCTIVE, EMPLOYABLE YOUNG ADULT HAS REMAINED UNCHANGED SINCE 1921.

### PERFORMANCE

ACCOMMODATING THE NEW GED STANDARDS TO OUR ACADEMIC DEPARTMENT PROVED TO BE THE MOST REWARDING, AND YET MOST CHALLENGING OBSTACLE DURING 2014-2015. REDEFINING OUR EFFORTS TO ACCOMPLISH OUR GOAL REQUIRED INTENSE LEADERSHIP AND DETERMINATION AMONG ALL THE EMPLOYEES AT WIL LOU GRAY. IN DOING SO, CLASS TIME WAS EXTENDED, SUBJECT MATTER WAS INTENSIFIED AND TECHNOLOGY BASED TOOLS WERE INTEGRATED INTO OUR ACADEMIC COMPONENT. UNWAVERING IN OUR COMMITMENT, THE 2014-2015 BECAME A RECORD BREAKING YEAR FOR WIL LOU GRAY. WE HAD 143 STUDENTS RECEIVE THEIR GED'S, WHICH WAS AN INCREASE OF 14% FROM 2013-2014 AND **THE HIGHEST GED RATE EVER!**

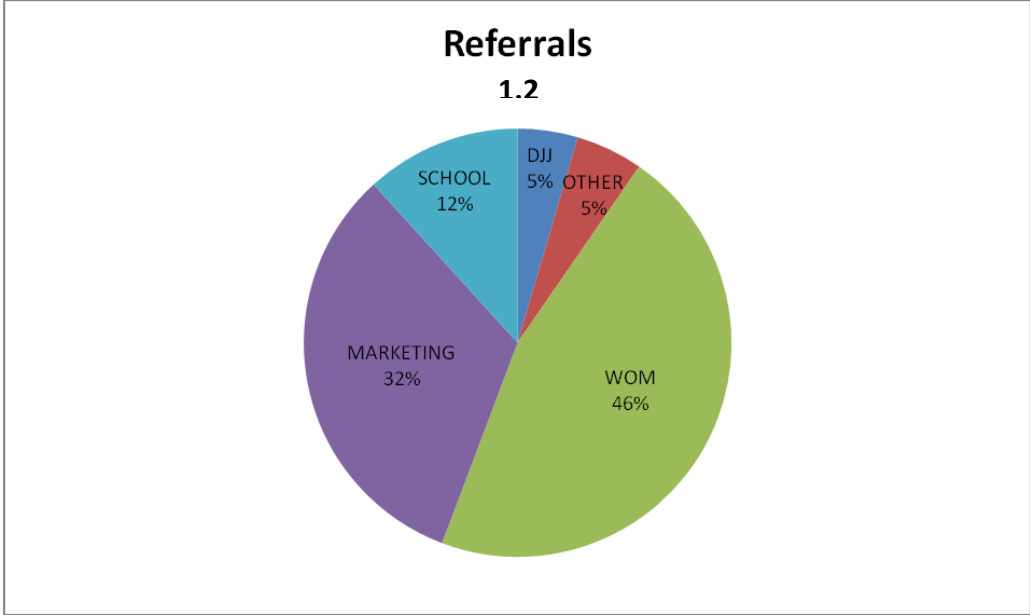
ALTHOUGH THE ACADEMIC COMPONENT IS VERY INSTRUMENTAL IN OUR PROGRAM, EACH DEPARTMENT CONTRIBUTED TO THE REMARKABLE YEAR WE HAD IN 2014-2015. AS A TEAM, WE CONCENTRATED ON THE NECESSARY STRATEGIES TO ACHIEVE OUR OVERALL GOAL AND DIVIDED THOSE ACCORDINGLY. THE ADMISSIONS DEPARTMENT FOCUSED ON SOCIAL MEDIA TO PROMOTE OUR PROGRAM AND ASSISTED IN OUR MARKETING STRATEGY BY DOCUMENTING ALL REFERRAL SOURCES (SEE 1.1 AND 1.2). BY INCORPORATING TELEVISION ADVERTISING, WE INCREASED OUR ACCEPTANCE BY 2% FROM 2013-2014, EVEN WITH THE SMALL DECREASE IN APPLICATIONS. IN ADDITION, 83% OF THOSE STUDENTS REGISTERED AT WIL LOU GRAY, WHICH WAS ALSO AN 8% INCREASE FROM THE 2013-2014 ACADEMIC YEAR AS WELL. WE ARE CONFIDENT THAT EFFECTIVE MARKETING RESEARCH AND STRATEGIES CONTRIBUTED TO THE DIVERSITY IN OUR STUDENT POOL AND SUCCESS IN OUR OVERALL GOAL.

### Admissions Profile

#### 1.1

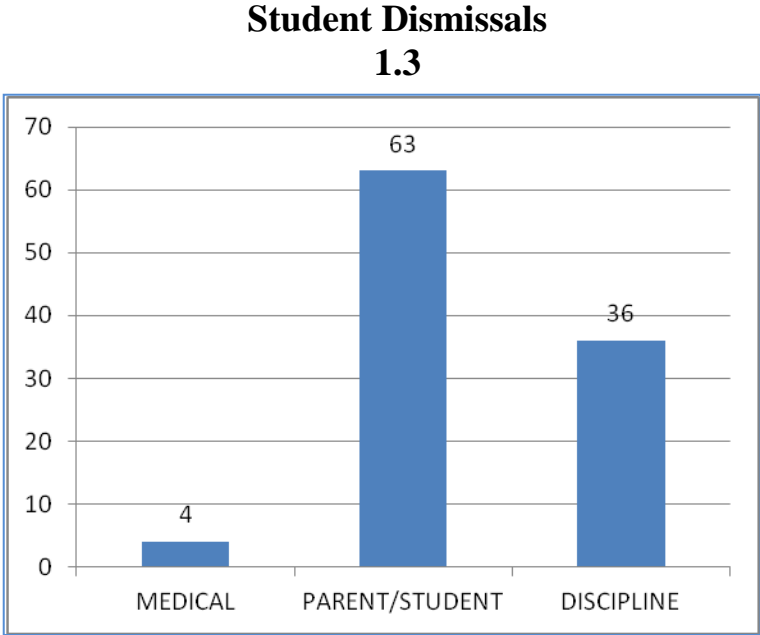
	Applied	Accepted	Enrolled	Completed	GED's
<b>2011-2012</b>	878	436	343	267	102
<b>2012-2013</b>	1204	512	400	274	130
<b>2013-2014</b>	1159	453	342	229	123
<b>2014-2015</b>	<b>966</b>	<b>463</b>	<b>385</b>	<b>282</b>	<b>143</b>
<b>2015-2016</b>	435*	187*	149*		

\* CURRENT COUNT



WITHIN OUR ACADEMIC DEPARTMENT, WE HAVE EXPANDED VOCATIONS TO INCLUDE MEDIA AND DIGITAL IMAGING. ALONG WITH OUR EXTRA-CURRICULAR ACTIVITIES AND JROTC DRILL TEAMS, WE ATTRIBUTE THE INCREASE IN STUDENT RETENTION TO KEEPING THEM INVOLVED AND ENCOURAGING TEAMBUILDING SKILLS. IN ADDITION TO PHYSICAL ACTIVITIES, WE REQUIRE ALL STUDENTS TO PARTICIPATE IN COUNSELING SESSIONS, INDIVIDUALLY AND IN A GROUP SETTING. DURING THIS TIME, IT IS WHERE ALL MENTAL AND EMOTIONAL ISSUES ARE ADDRESSED THAT WE FEEL MAY IMPEDE A STUDENT’S SUCCESS AT WIL LOU GRAY. THE COMBINATION OF ALL THESE RESOURCES HAS ENABLED US TO UNDERSTAND AND CONTROL STUDENT RETENTION, AS WELL AS ASSIST IN DATA COLLECTION FOR FUTURE USE. SHOWN ON CHART 1.1 (ABOVE), WE HAD A COMPLETION RATE OF 73% IN 2014-2015, WHICH WAS A 6% INCREASE FROM 2013-2014. OF THOSE NOT COMPLETING THE PROGRAM, THE CHART BELOW (1.3) INDICATES SPECIFIC REASONS FOR ALL STUDENT DISMISSALS.

FROM THE DAY OF REGISTRATION TO THE LAST DAY OF SCHOOL, OUR MISSION IS TO PROVIDE THESE STUDENTS WITH THE NECESSARY TOOLS TO SURVIVE IN TODAY’S SOCIETY. IN ADDITION TO THE OUTSTANDING ACADEMIC COMPONENT WE PROVIDE, THE STUDENTS ARE AFFORDED SERVICES FOR LIFE AFTER WIL LOU GRAY. A GUIDANCE COUNSELOR CREATES AN INDIVIDUALIZED PLAN FOR ALL STUDENTS, INCLUDING PREFERENCES OF A CAREER, SECONDARY SCHOOLING OR MILITARY GOALS. WHILE ON CAMPUS, EACH STUDENT IS REQUIRED TO TAKE THE ASVAB AND WORKKEYS ASSESSMENT, AND FOR THOSE INTERESTED IN PURSUING A SECONDARY EDUCATION OUR GUIDANCE COUNSELOR WILL ASSIST IN SCHEDULING A TEST DATE FOR THAT AS WELL.

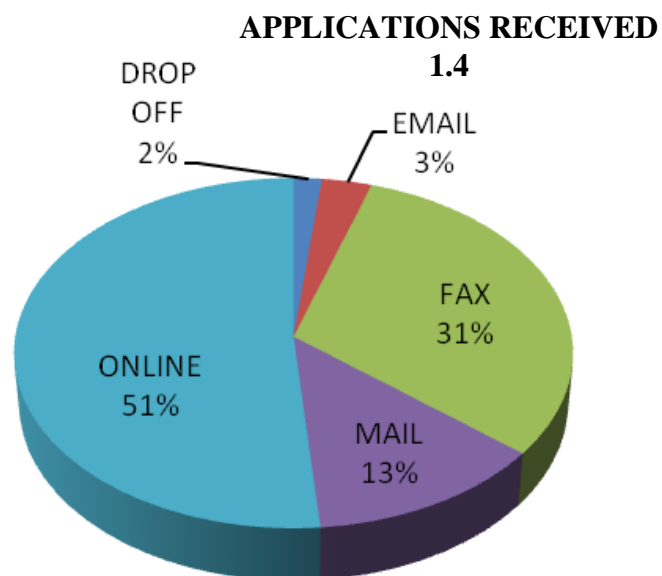


THE 2014-2015 ACADEMIC YEAR WAS AN EXCEPTIONAL ONE AT WIL LOU GRAY AND WE ATTRIBUTE OUR SUCCESS TO BI-WEEKLY MEETINGS, ESTABLISHED PARTNERSHIPS, EXPANDED MARKETING AVENUES, QUALITY LEADERSHIP AND WELL-TRAINED STAFF. BY PROVIDING A FULL RANGE OF SERVICES, WE ARE ABLE TO SERVE THOSE STUDENTS WHO REQUIRE RESOURCES BEYOND SIMPLE ACADEMICS. THUS SO, WE HAVE ESTABLISHED AN OUTSTANDING REPUTATION FOR PROVIDING SERVICES TO THOSE STUDENTS WHO HAVEN'T BEEN SUCCESSFUL IN THE PUBLIC SCHOOL SYSTEM. UNFORTUNATELY, THE "NO CHILD LEFT BEHIND" ACT HAS PREVENTED RECIPROCAL RELATIONSHIPS BETWEEN SOME SCHOOL DISTRICTS BECAUSE OF THE REQUIRED SUBMISSION OF DROP-OUT RATES. BARRIERS SUCH AS HOME LIFE, COMMUNITY ENVIRONMENT AND LEGAL INVOLVEMENTS EXTEND BEYOND THE RESOURCES THAT MOST PUBLIC SCHOOLS CAN HANDLE. THE WIL LOU GRAY OPPORTUNITY SCHOOL OFFERS A NEW BEGINNING IN AN ATMOSPHERE GEARED TOWARD INDIVIDUALIZED SUCCESS, REMEMBERING THE OVERALL MISSION OF DR. WIL LOU GRAY, "WHY STOP LEARNING?"

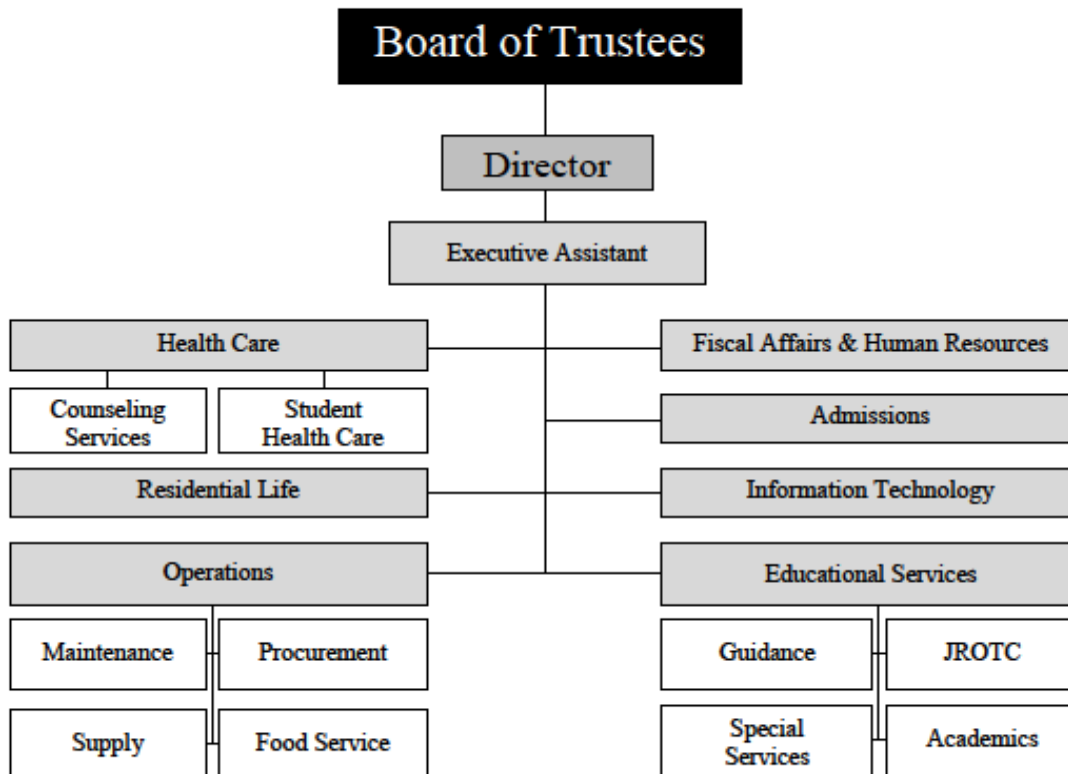
## FUTURE STRATEGIES

**MARKETING:** REMEMBERING THAT WE MUST CONTINUE WORKING AS A TEAM TO ACCOMPLISH OUR GOALS, EVERY DEPARTMENT DEPENDS ON EACH OTHER. OUR GED SUCCESS RATE DEPENDS ON THE QUALITY AND QUANTITY OF STUDENTS WHO ENROLL AND OUR ADMISSIONS DEPARTMENT RELIES ON CREATIVE MARKETING STRATEGIES TO ATTRACT NEW STUDENTS TO WIL LOU GRAY. KEEPING THIS IN MIND, WE ARE CURRENTLY DEVELOPING A MORE INTENSE MARKETING PLAN TO ASSIST IN ACCOMPLISHING THIS PARTICULAR GOAL. WITH THE HELP OF OUTSIDE SOURCES, WE HAVE ACQUIRED SPECIFIC DATA TO VERIFY AREAS IN SOUTH CAROLINA THAT NEED MORE ADVERTISING AND WHAT TYPES OF MEDIA ARE PRODUCING THE RESULTS THAT WE DESIRE. WE HAVE CONCLUDED THAT THE ADMISSIONS DEPARTMENT RECEIVES MANY PHONE CALLS IMMEDIATELY FOLLOWING TELEVISION COMMERCIALS ABOUT OUR PROGRAM. NUMBERS ALSO SHOW THAT MAINTAINING A PERSONAL CONNECTION WITH THE STUDENT AND DIRECT COMMUNICATION WITH THE PARENT ENABLES US TO PREDICT IF A STUDENT WILL ENROLL OR NOT.

**ADMISSIONS:** THE ADMISSIONS DEPARTMENT HAS INITIATED THE PROCESS OF UTILIZING A TECHNOLOGY BASED TOOL TO ELIMINATE PAPER DOCUMENTS AND STREAM-LINE THE ENROLLMENT PROCEDURE. INCORPORATING THE IPAD IN OUR ADMISSIONS DEPARTMENT WILL NOT ONLY BE ENVIRONMENTALLY ADVANTAGEOUS BUT ALSO AN EFFECTIVE TIME MANAGEMENT DEVICE. AS SHOWN TO THE RIGHT (CHART 1.4), YOU CAN SEE THAT 51% OF INITIAL CONTACT WITH POTENTIAL STUDENTS IS THROUGH THE INTERNET WITH THE ONLINE APPLICATION FOR ADMISSION.



THE 2014-2015 ACADEMIC YEAR WAS HISTORICAL FOR WIL LOU GRAY. WE SURPASSED OUR GOALS IN ENROLLMENT, RETENTION AND GED SUCCESS RATES, ALONG WITH OUR 9<sup>TH</sup> CONSECUTIVE YEAR OF RECEIVING THE PALMETTO GOLD AWARD. WE ANXIOUSLY AWAIT THE 2015-2016 YEAR WITH CONTINUED HOPE, DETERMINATION AND FLEXIBILITY THAT ALLOWED US TO ACCOMPLISH WHAT WE DID IN 2014-2015. THUS FAR, RECORDS INDICATE WE WILL RECEIVE MORE APPLICATIONS DURING THIS YEAR THAN ANY OTHER TIME IN THE HISTORY OF THE OPPORTUNITY SCHOOL. ON JULY 29<sup>TH</sup>, 149 STUDENTS ENROLLED IN OUR PROGRAM, WHICH IS THE MOST WE HAVE REGISTERED IN THE PAST 9 YEARS.



Agency Name: Wil Lou Gray Opportunity School



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Agency Code: H710 Section: 005

Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	TABE results for Math	15	14	16		TABE testing, annual	Annual	TABE scores/ # of testers	1.1.1
2	TABE results for Reading	20	20	20		TABE testing, annual	Annual	TABE scores/ # of testers	1.1.1
3	GED results	123	143	130		GED testing center, annually updated	Annual	# students passing test	1.1.2
4	Community Service Hours	3120	1025	1500		Activities Director Report, trimester	Annual	Compilation of all hours	1.2.1
5	School Report Card	Gold Award	Gold Award	Gold Award		SCDOE, annual	Annual	See SC Department of Education website	1.1
6	CPI Training	100%	100%	100%		Residential Director Report, annual	Annual	Total employees	2.3.1
7	Student WorkKeys Assessment	82%	84%	85%		Lexington School District 2, trimester	Annual	# cards received/# students tested	1.2.1
8	Student Enrollment	342	385	450		Admissions Department, trimester	Annual	Compilation of students enrolled	3.1.1, 3.2.2
9	Applications for admission	966	435**	1250		Admissions Department, trimester	Annual	Compilation of applications received	3.1.2, 3.2.2

\*\* only 1 session of applications

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Strategic Planning

Type	Item #			Description
	Goal	Strat	Object	
G	1			<b>Increase enrollment by 5% each trimester until maximize capacity is attained.</b>
S		1.1		<b>Utilize admissions profiling to monitor enrollment.</b>
O			1.1.1	<i>Maintain continuous communication through literature and personal phone calls.</i>
O			1.1.2	<i>Examine dates of acceptance versus actual registration date.</i>
O			1.1.3	<i>Register at least 80% of accepted students.</i>
S		1.2		<b>Expand marketing techniques to influence positive enrollment results.</b>
O			1.2.1	<i>Increase TV advertising and incorporate internet flagging.</i>
O			1.2.2	<i>Track applications for origination.</i>
O			1.2.3	<i>Broaden exhibit opportunities and personal presentations.</i>
O			1.2.4	<i>Effectively utilize fiscal budget within specified parameters.</i>
O			1.2.5	<i>Update agency literature annually and preserve communication with all public schools.</i>
G	2			<b>Increase student retention.</b>
S		2.1		<b>Provide additional services to students to retain enrollment levels.</b>
O			2.1.1	<i>Assign each student a counselor, obtained through outside services.</i>
O			2.1.2	<i>Increase student involvement in community service and extra curricular activities.</i>
O			2.1.3	<i>Establish camaraderie with parents.</i>
S		2.2		<b>Provide safe and secure facility for students.</b>
O			2.2.1	<i>Recertify 100% of all cadre and medical staff on methods of managing an at-risk population.</i>
O			2.2.2	<i>Provide quality food products within SCDHEC guidelines.</i>
O			2.2.3	<i>Assure staff presence and distribution at student events.</i>
O			2.2.4	<i>Ensure student safety through keyless entry, video monitoring and window alarms.</i>
G	3			<b>Establish academic standards to facilitate GED pass rate of 80% tested.</b>
S		3.1		<b>Increase TABE results by 1 month above average in math and reading.</b>
O			3.1.2	<i>Maintain student: teacher ratio for positive reinforcement.</i>
O			3.1.3	<i>Integrate technology based instruction in core curriculum.</i>
O			3.1.4	<i>Continue buddy-system learning.</i>
S		3.2		<b>Provide effective teaching staff.</b>
O			3.2.1	<i>Require all teachers to maintain certifications.</i>
O			3.2.2	<i>Coordinate additional trainings, seminars and conferences for all academic staff.</i>
O			3.2.3	<i>Maintain Palmetto Gold Award for the 9th consecutive year.</i>

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Program Template

Program/Title	Purpose	FY 2013-2014 Expenditures				FY 2014-2015 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I. Administration Program	Provides the executive leadership, support, policy development, personnel, financial, and other related administrative services. Includes reception and switchboard duties for the entire campus. School established under 59-51-10 et. seq.	\$ 386,073	\$ 100	\$ -	\$ 386,173	\$ 386,950	\$ 2,500	\$ -	\$ 389,450	2.2.1, 2.2.2, 3.1.1, 3.1.2, 3.2.1, 3.2.2
II. A Academic	Individualized course of study in Academics to prepare the student to take the GED. This program includes Admissions, the JROTC program and a Health Care Center. Provides Guidance Counselors that meet individually with each student to guide them through education and employment goals. School established under 59-51-10 et. seq.	\$ 1,663,751	\$ 567,086	\$ -	\$ 2,230,836	\$ 1,457,084	\$ 597,967	\$ -	\$ 2,055,051	1.1.1, 1.1.2, 1.1.3, 1.2.2, 3.1.1, 3.1.2, 3.2.1, 3.2.2
II. B Vocational	Provides Vocational training, Life Skills and Pre-employment training. Provides the student with opportunities to explore and evaluate various occupations through job shadowing and on-the-job training. School established under 59-51-10 et. seq.	\$ 167,651	\$ 68,454	\$ -	\$ 236,105	\$ 192,900	\$ 70,421	\$ -	\$ 263,321	1.2.1
II. C Library	Provides the student with reference materials and computer stations for additional research and learning. Provides students with a knowledge of library systems to enable them to use public libraries as a resource to further their education. School established under 59-51-10 et. seq.	\$ 41,155	\$ 43,990	\$ -	\$ 85,145	\$ 39,456	\$ 44,450	\$ -	\$ 83,906	1.1.1, 1.1.2, 1.1.3
III. Student Services	Community service work, transportation of students and supervision of the dormitories 24 hours a day, 7 days a week are the responsibilities of the residential staff. The residential program reinforces what is learned in the Education Program by providing the students with an opportunity to observe and participate in a disciplined, structured, and positive community where goals, achievement and independence are stressed. School established under 59-51-10 et. seq.	\$ 1,563,888	\$ -	\$ -	\$ 1,563,888	\$ 1,786,409	\$ -	\$ -	\$ 1,786,409	1.2.1, 1.2.2, 2.2.1, 2.2.2,



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Program Template

Program/Title	Purpose	FY 2013-2014 Expenditures				FY 2014-2015 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
IV. Support Services	Procurement Staff- Provide procurement support to maintenance, warehouse and cafeteria, in addition to the rest of the campus Maintenance Staff - Maintain the physical facilities and grounds of the 88 acre campus. (Includes the school building, four residential dormitories, cafeteria, gymnasium, auditorium, three staff office buildings and a board room. The Cafeteria Staff - Plans and prepares 3 nutritional meals per day/7days per week, plus 1 snack per day. The Technology Staff provides all computer network maintenance for the campus. This includes two education computer labs, computers in all classrooms, and in all offices. Responsible for maintaining the telephone system. School established under 59-51-10 et. seq.	\$ 1,809,325	\$ 131,953		\$ 1,941,278	\$ 2,047,719	\$ 84,189	\$ 158,552	\$ 2,290,460	2.1.1, 2.2.1, 2.2.2, 2.3.1, 2.3.2,