

Community Strategic Plan

August 1995/Volume 1

Department of Defense Education Activity





DEPARTMENT OF DEFENSE
EDUCATION ACTIVITY
4040 NORTH FAIRFAX DRIVE
ARLINGTON, VIRGINIA 22203-1635



March 3, 1997

Mr. Michael Cohen
Special Assistant to the President
for Education
Domestic Policy Council
Old Executive Office Building 218
Washington DC 20502

Dear Mr. Cohen:

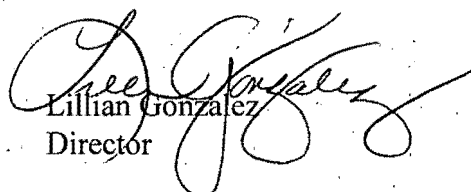
Thank you for taking a personal interest in the Department of Defense Education Activity (DoDEA). We are delighted to be among the first "states" participating in the President's new annual tests for 4th and 8th graders.

I am enclosing information about DoDEA, which is one of the largest U.S. public education enterprises offering a public education for the children of military and DoD civilian personnel worldwide. Included in your packet are copies of the following:

- DoDEA *Community Strategic Plan* which details 10 goals and benchmarks for student achievement.
- Pre-distribution copy of the *DoDEA Accountability Report* summarizing the DoDEA progress toward the achievement of the 10 goals and benchmarks.
- DoDEA newsletter, "*The Spirit of Excellence*," one of several vehicles for communicating the DoDEA initiatives with its stakeholders.
- Brochure describing DoDEA response to President Clinton's "Call to Action."

Please contact me if I can be of further assistance.

Sincerely,


Lillian Gonzalez
Director

Enclosures:
As stated



THE SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1000

5 MAR 1997

The President
The White House
Washington DC 20500

Dear Mr. President:

I am pleased to announce that the Department of Defense Education Activity (DoDEA) will participate in the proposed new national assessments of mathematics and reading. The DoDEA is committed to a high quality education for the 115,000 children of Defense families worldwide who are served by its two school systems, the Department of Defense Dependents Schools (overseas) and the Department of Defense Domestic Dependent Elementary and Secondary Schools (stateside). Both school systems embrace the challenges laid out in your "Call to Action."

Your Initiative on National Standards of Excellence in Education is particularly crucial to these families whose commitment to service may require dozens of moves and school transfers during a career. We applaud the unprecedented proposal to benchmark their achievement against national and international indicators of success. We in the Department know well that our Nation's future prosperity and security depend on preparing children to meet the challenges of tomorrow.

You have the Department's full commitment to a rigorous testing program that will evaluate our progress toward national standards.

Respectfully yours,

A handwritten signature in black ink, appearing to be "J. M. ...", is written over the typed name "J. M. ...". Below the signature, the word "acting" is written in a cursive script.

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This marker identifies the place of a publication.

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Valuable tips inside!
Refrigerate after opening!

S P R I N G 1 9 9 6

THE DEPARTMENT OF DEFENSE
EDUCATION ACTIVITY

The Spirit of Excellence



C R E A T I N G L E A R N E R - C E N T E R E D S C H O O L S

Message from the Director, "Charting Our Progress"

The year 1996 is notable because it marks the 50th anniversary of the Department of Defense overseas schools. It is also historic because it witnessed the dynamic partnership of stateside and overseas DoD schools in an effort to transform all DoDEA into an educational model for the 21st century. A shared vision, consensus, and commitment brought all stakeholders together, not as representatives of 237 schools in 7 states and 14 countries, but as advocates of a singular vision, members of one team.

Change can be a daunting process. When we developed the DoDEA Community Strategic Plan, we knew that it would take consistent, dedicated efforts to move from aspirations to reality. In recent sessions of the Leadership Conference and the Worldwide Superintendents Meeting, participants assessed the progress we have made toward achieving our goal of transforming DoDEA into the organization that can meet our students' changing needs.

In separate meetings that included parents, teachers, and administrators, the participants expressed remarkable consensus on our goal-by-goal progress. They agreed that we had been quite successful in completing Steps 1, 2, and 3.

1. Establishing a sense of urgency.
2. Forming a powerful guiding coalition.
3. Creating a vision.
They acknowledged that while we had made substantial progress on the next three steps, they still required some work.
4. Communicating the vision.
5. Empowering others to act on the vision.

6. Planning for and creating short-term wins.
And everyone agreed that it was still too early in the process for DoDEA to assess its progress on the final two steps.
7. Consolidating improvements and producing still more change.
8. Institutionalizing new approaches.

Everyone concurred that we needed more time to implement and institutionalize the initiatives and processes specified in the Strategic Plan. Therefore, no new benchmarks will be introduced during school year 1996-97. There was also agreement on the importance of recognizing the accomplishments already achieved by our teamwork. As challenging and consuming as our work on the Strategic Plan may be, we should take time to identify the successes that merit acknowledgment and celebration. Learners thrive in an environment of recognition and reinforcement. We are all, as teammates and as members of a community of learners, students of change. And we all deserve to see "stars" on our best work. (See pages 2-3.)

The Community Strategic Plan lays the framework for our future efforts. Now, with the synergy that comes from working as one team, we can accelerate our progress toward making what was a network of very good schools a school system that sets world class standards for the country and, most importantly, for our children.

The transformation process provides the mechanism to ensure school improvement and enhance educational opportunities for our students, a way to achieve one vision, one mission, one team.

Out of the mouths of babes...

Often, children provide us with a clear, honest interpretation of our complex ideas: Dottie McCarthy's 6th grade class at Naples Elementary School rewrote DoDEA's vision statement for the benefit of faculty, staff, administrators, families, and, most importantly, students:

"For the year 2000, DoDEA sees a school system which is set free of old fashioned ideas and gives all students many chances for learning and community participation. All of DoDEA shares the job of building the educational success of each student. DoDEA gives students a place for learning, and the knowledge, lessons, and skills needed for high levels of success both in school and in the active global community in which they live."



ASSISTANT SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, DC 20301-4000



FORCE MANAGEMENT
POLICY

**MEMORANDUM FOR SECRETARY OF DEFENSE
DEPUTY SECRETARY OF DEFENSE**

THROUGH: EDWIN DORN, USD (P&R)

FROM: F. PANG, Assistant Secretary of Defense (Force Management Policy)
Prepared by: Lillian Gonzalez, DoDEA, 696-4462

SUBJECT: Presidential Announcement of DoDEA's Participation in the
President's New Annual Test for Mathematics and Reading -
ACTION MEMORANDUM

PURPOSE: To provide background information and proposed remarks (TAB A)
for President Clinton's announcement in North Carolina about
DoDEA's participation in the new national assessments of
mathematics and reading

DISCUSSION: President Clinton will be in North Carolina on Thursday, March 13 to
announce DoDEA's participation in the new testing program.

Mr. Michael Cohen, Special Assistant to the President for Education, Domestic Policy Council, called Director, DoDEA, on March 11 to advise that President Clinton will announce DoDEA's participation in the new testing program on Thursday, March 13, in North Carolina. The information paper at TAB A provides background on the two school systems within DoDEA and draft remarks for the President's speech. The SECDEF announced to the President on March 5 DoDEA's interest in participating in the new national assessments (TAB B). DoDEA has already embraced the challenges laid out in the President's "Call to Action" and is committed to this unprecedented proposal to benchmark its students' achievement against national and international indicators of success.

The information at TAB A must be provided to the White House Special Assistant to the President for Education and Domestic Policy by Tuesday, March 11.

COORDINATION(S): DoD General Counsel (TAB C).

RECOMMENDATION: SECDEF forward information/remarks at TAB A to the White House Special Assistant to the President for Education and Domestic Policy by March 11.

SECRETARY OF DEFENSE DECISION:

____ Approved
____ Disapproved
____ Other (when appropriate)



INFORMATION PAPER
DEPARTMENT OF DEFENSE EDUCATION ACTIVITY
(DoDEA)

Background

The DoDEA is a Department of Defense (DoD) field activity operating under the direction, authority, and control of the Deputy Assistant Secretary of Defense for Personnel Support, Families and Education. The DoDEA, under the leadership of Dr. Lillian Gonzalez, is committed to a high quality education for the 115,000 children of Defense families worldwide who are served by its two school systems: the overseas schools, Department of Defense Dependents Schools (DoDDS) and the stateside schools, Department of Defense Domestic Dependent Elementary and Secondary Schools (DDESS). Both school systems provide an education to eligible DoD military and civilian dependents from preschool through grade 12. In addition, DoDDS operates one junior college in Panama.

In school year 1996-97, the system of overseas schools is serving an estimated 80,766 students in 166 schools and 1 community college. The overseas staff numbers 12,000 employees located in 14 countries. The U.S. system of schools is serving an estimated number of 32,500 students in 66 schools. The staff numbers 5,124 located in seven states and the Commonwealth of Puerto Rico.

Courses of study in the schools operated by DoDEA parallel those found in public schools in the United States. On standardized measures of success, DoDDS and DDESS scored at or above the national level. As an example, 4th grade students in DDESS and DoDDS had the 8th and 9th ranked scale score respectively in mathematics among the 48 states and jurisdictions. To advance the two school systems to new levels of excellence, all sectors of the DoDEA community engaged in a strategic planning process. Their efforts resulted in the DoDEA Community Strategic Plan which details 10 goals and many benchmarks for educational excellence and standards-driven reform. Measurable performance criteria for every goal was established. Annually, DoDEA reports its progress to the public and the Congress.

DoDEA's Schools as a National Model

The Department of Defense Education Activity has already taken on the challenge of educational reform. It has:

- Adopted academic standards that are among the most rigorous in the Nation.
- Is in the process of raising graduation requirements at all its high schools overseas.
- Translated the Four C's of the President's Technology Initiative into an action plan for every school and every district.

- Implemented a school improvement process that establishes real school/home partnerships and brings parents into the educational decision-making process.
- Mobilized an "Army of volunteers" to bring the talents and resources of the servicemembers and parents into the schools.
- Entered into a Performance Agreement with its stakeholders through the Community Strategic Plan establishing measurable objectives for each standard.

Department of Defense Schools in North Carolina

1. District Characteristics

There are two school districts in North Carolina within the Department of Defense Domestic Dependent Elementary and Secondary Schools. Camp Lejeune which serves 3,459 pre-K and grade 12 students in 8; and Fort Bragg which serves 4,492 pre-K through grade 9 students in 8 schools.

2. Data Points

- Embraced the vision of higher standards of both the DoDEA Community Strategic Plan and Governor Hunt's educational reform initiatives.
- On January 1997 Governor Hunt presented the Fort Bragg Schools with the 1996 Governor's Program of Excellence in Education Award for Early Childhood Education.
- Four teachers from the Fort Bragg Schools were selected to serve on the State's "Teacher Learning Corps" to promote minority leadership in mathematics and science.
- At Camp Lejeune, Bruster Middle School and Stone Street Elementary School have both been awarded the national "School of Excellence" by the U.S. Department of Education.
- Russell Elementary School at Camp Lejeune has launched a new local initiative aimed at promoting the power of volunteer service to link children and the community.

Draft Language For President's Speech (As requested by the White House)

As Commander in Chief, I have the benefit of a unique relationship with two public school systems: the domestic and the overseas schools of the Department of Defense. The Department of Defense Education Activity, the agency responsible for these two school systems, educates many of the children of our military service members in schools throughout the world, including 16 schools at Fort Bragg and Camp Lejeune, right here in North Carolina.

The Department of Defense Schools are doing what I would like to see all America's schools do. They have said, "yes" to far reaching academic reforms. They have said "yes" to higher expectations of students, teachers and parents. They have said "yes" to investing the resources and energy needed to redefine what they teach and how it is taught.

Now I am going to ask them to say "yes" to the one program that will let them, and all their students, and all their parents know precisely how successful these reforms have been. I am asking the Department of Defense School systems to be among the first public school systems to commit to participation in the national testing program of reading and mathematics.



THE SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1000

5 MAR 1997

The President
The White House
Washington DC 20500

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Your Initiative on National Standards of Excellence in Education is particularly crucial to these families whose commitment to service may require dozens of moves and school transfers during a career. We applaud the unprecedented proposal to benchmark their achievement against national and international indicators of success. We in the Department know well that our Nation's future prosperity and security depend on preparing children to meet the challenges of tomorrow.

You have the Department's full commitment to a rigorous testing program that will evaluate our progress toward national standards.

Respectfully yours,

**THE WHITE HOUSE
WASHINGTON**

March 12, 1997

PHOTO-OP WITH REPRESENTATIVES OF DEFENSE DEPARTMENT SCHOOLS

DATE: March 13, 1997
LOCATION: Raleigh-Durham International Airport
TIME: 9:45 am - 10:00 am
FROM: Bruce Reed

I. PURPOSE

To highlight your announcement about Department Defense Schools meeting your challenge for standards and testing in 4th grade reading and 8th grade math.

II. BACKGROUND

Upon your arrival, you will be greeted on the tarmac by representatives of Department of Defense Schools. Secretary Cohen and you will take a group photo with the military Generals, teachers, and students from the North Carolina military bases.

There are 233 military schools operated by the Department of Defense in the U.S. and abroad that will be undertaking your standards and testing initiative. In North Carolina, there are 16 DoD schools serving close to 8,000 students in 16 schools at Camp LeJeune and Fort Bragg.

III. PARTICIPANTS

Secretary Cohen (arriving on AFI)

Lillian Gonzalez, Director, DoD Education Activity

Hector Nevarez, Director, DoD Elementary and Secondary Schools

Elton Click, Lejeune honor student, named Morehead Scholar this Week.

Joan Stotler, Fort Bragg Teacher, President of the Fort Bragg Association of Educators

Carolyn Becraft, Dep. Assist. Sec. of Defense, Personnel Support, Families and Education

Leslie Munoz, Fort Bragg Attendant

General Kellog

General Ward

General McNeel

10 military enlisted persons and 10 students from DoD schools who will not be accompanying you to the speech will also greet you and participate in group photo.

March 12, 1997

TO: David Cohen/DPC
FROM: Robert Bell/NSC *RCB*
SUBJ: POTUS DODDS Initiative

Per our telecon, the following explains the origins of this initiative:

- During the 1992 campaign, the President was endorsed by 25 retired admirals and generals (the "flags").
- Throughout the first term the White House kept in touch with these officers, through correspondence and calls, fulfilling the President's commitment to look, from time to time, to them for advice on military-related matters. The President designated me as the "flags" POC at the White House.
- On January 12, 1995, the President hosted a working lunch at the White House for 22 of the "flags." The program also included morning and afternoon briefings on various national security issues. (see attached press guidance)
- During the Q&A at the lunch, Lt Gen John Woodmansee (US Army-ret) caught the President's attention by suggesting that the Department of Defense Dependents Schools (DoDDS) should have higher standards and indeed could be "model schools for the country." Woodmansee stressed that the DODDS schools were "the President's own schools" since he was Commander-in-Chief and they were administered by the Department of Defense.
- The President was clearly intrigued by the proposal and promised to look into it. In a margin note to an NSC memo summarizing the results of the "flags" program, the President wrote: "Make sure we look into the DoD schools issue -- share findings with Kamark or Galston for REGO purposes."
- NSC followed up with meetings with DOD, REGO and DoDDS representatives throughout the year and reported in November to the President on the results of DoDDS efforts to "reinvent" its school system. In that report, NSC informed POTUS of a proposal by SecDef Perry for him to visit the DoDDS model "School of the Future" at Ft. Campbell, KY.
- On December 7, 1995, the President wrote General Woodmansee to update the General on his efforts to make DoDDS schools models for the nation (attached).

THE WHITE HOUSE

WASHINGTON

December 7, 1995

Dear General Woodmansee:

I want to thank you again for the sound advice you have periodically offered me and follow-up on a comment you made at our lunch meeting last January. You mentioned that Department of Defense Education Activity Schools (DODEA) should be model schools for the nation. I agree and want to update you on DODEA's status.

Even though DODEA is smaller by 67,000 students and 98 schools than five years ago, because of recent initiatives to "reinvent" the system, test scores and parent surveys reflect a school system that is improving. Students at all grade levels are scoring above the national average on standardized tests and last year DODEA ranked fifth when compared with the 20 states where 50 percent or more of the senior class took the SAT. The college Advanced Placement (AP) program is growing (much of it through long-distance telecommunications links) and all DODEA high schools now offer AP courses. DODEA is clearly above average, although there is room for improvement in some areas.

This year DOD expanded upon the goals outlined in the 1994 Education Act to more accurately monitor student progress and DODEA's overall improvement. Central to this effort is increased parental involvement and a shift from the centralized approach that you were probably familiar with in Department of Defense Dependents Schools. DODEA currently delegates unprecedented decision-making to the local level.

As you pointed out in our meeting, quality schools for military dependents are crucial to retention efforts and force readiness. Furthermore, I believe we owe these children a model educational program, particularly as they seldom have alternative overseas school facilities. I think DODEA is on the right course and can indeed become the model school system we desire.

Sincerely,



Lieutenant General John W. Woodmansee, Jr., USA (Ret)
5832 Gallant Fox
Plano, Texas 75093

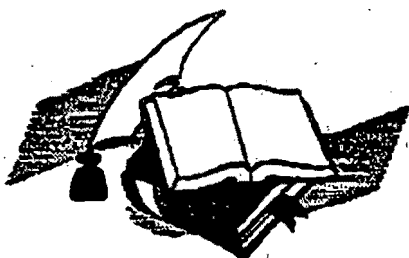
PROPOSED PRESS GUIDANCE ON PRESIDENT'S MEETING WITH RETIRED
MILITARY OFFICERS, January 12, 1995

On Thursday January 12, 1995, President Clinton will meet with a group of 21 retired military officers who either endorsed his candidacy or offered him private advice during the 1992 Presidential campaign. The group will receive briefings on military readiness, the status of the Roles and Missions Commission, the defense budget, and the National Security Strategy. Included among those who have accepted invitations to attend a day of informal briefings and a luncheon discussion with the President are Admiral Stansfield Turner, USN (Ret.), former Director of the Central Intelligence Agency, General John Wickham, USA (Ret.), former Chief of Staff of the Army, and Vice Admiral Richard Truly, USN (Ret.), former NASA Administrator.

- This meeting is another example of how the President typically seeks out direct contact with a broad spectrum of private citizens on important issues. Moreover, this particular group provided crucial advice to the President during the campaign and he still values their advice on military issues.
- The President approved of this meeting in July and this date was proposed in October.
- The government is not paying transportation, lodging or per diem for those attending. Attendees are paying their own expenses.
- Even though the majority of those attending the meeting supported the President during the campaign, this meeting in itself does not constitute a current endorsement of the President or his policies. It merely provides a forum for the President to meet with those who provided military advice during the 1992 campaign.
- The senior military and civilian leadership at the Pentagon were previously notified on the purpose of the meeting. In no way does this meeting suggest a lack of confidence in the current DoD leadership or serve as a substitute for the President's relationship with the JCS or other military officials.

NATIONAL SECURITY COUNCIL

FAX COVER SHEET



NATIONAL
SECURITY
COUNCIL

17th & Penn, N.W.
Washington, D.C.
20506

Did you get a complete,
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not, please call:

(202) 456-_____

From: ROBERT BELL

To: MIKE COHEN / DPC

Agency:

DPC

Fax Number:

456 - 7028

Date/Time:

9:15 pm / Weds

No. of pages to follow:

3

Message:

Background for N.C. event
tomorrow, as promised.

URGENT

Bob

IV. PRESS PLAN

Closed Press.

V. SEQUENCE OF EVENTS

Brief meet and greet.

VI. REMARKS

None Required.

THE WHITE HOUSE
WASHINGTON

March 12, 1997

MEET WITH MEMBERS OF THE NORTH CAROLINA EDUCATION COMMUNITY

DATE: March 13, 1997
LOCATION: North Carolina State Capitol
TIME: 10:35am - 10:50am
FROM: Bruce Reed

I. PURPOSE

To briefly meet with leaders in the education community of North Carolina.

II. BACKGROUND

This is an opportunity to reach out to members of the education community in North Carolina and to enlist their support for your education agenda.

III. PARTICIPANTS

Michael Hooker, Chancellor, UNC Chapel Hill, Member of America Reads Steering Committee

Mal Brown, President, North Carolina School Administrators

Sarah Stewart, President, North Carolina American Federation of Teachers

Christine Fitch, President, North Carolina School Boards Association

Sandy Carnay, President, North Carolina P.T.A.

Lloyd Thrower, North Carolina Principals Association

Cecil Banks, President, North Carolina Association of Educators

John Dornan, President, North Carolina Public School Forum

David Belton, Charlotte Chamber of Commerce

Lloyd Hackley, North Carolina, Department of Community Colleges

Amy Van Oostrum, Executive Director, North Carolina Professional Educators Assoc.

Gerry Hancock, Education: Everybody's Business Coalition & Public School Forum

Sam Houston, Exec. Director, North Carolina Standards and Accountability Commission

C. Cameron, Chair, UNC Board of Governors

Sarah Fuerst, North Carolina General Assembly

Hope Williams, Association of Independent Colleges and Universities

Jay Robinson, Chairman, State Board of Education

*12 other members of the State Board of Education (Following your speech they will be meeting and will likely approve 35- 40 new charter schools in North Carolina.)

IV. PRESS PLAN

Open Press.

V. SEQUENCE OF EVENTS

Briefly meet individuals and then take group photo.

VI. REMARKS

None Required.