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A C C O U N T A B I L I T Y



R E P O R T

dodea

DEPARTMENT OF DEFENSE EDUCATION ACTIVITY



Secretary of Defense
Honorable Donald H. Rumsfeld

Acting Under Secretary of Defense for Personnel and Readiness
Mr. Charles L. Cragin

Acting Assistant Secretary of Defense for Force Management Policy
Mrs. Gail H. McGinn

Acting Deputy Assistant Secretary of Defense for Military Community
and Family Policy
Ms. Jane B. Burke

Director, Department of Defense Education Activity
Dr. Joseph D. Tafoya



Department of Defense Education Activity
4040 North Fairfax Drive
Arlington, VA
22203-1635

www.odedodea.edu





A COMMUNITY OF LEARNERS



■ 1999-2000 was more than just another school year—it was the dawning of a new millennium. At times of such historical milestones, our thoughts often turn to the role of change in our lives. We review past accomplishments while refining our aspirations for the future. The 1999-2000 Department of Defense Education Activity (DoDEA) Annual Report provides the information about our schools that creates a context for understanding our achievements as well as a baseline for the development of higher goals for the coming years. It is a profile of the change and continual improvement that are critical to the preparation of our students for the opportunities and challenges they will encounter as they and the millennium advance.

■ Part of my commitment as Director, and DoDEA's charge as an activity of the Department of Defense, is to make all aspects of our operations accessible to the public. We want the military commands and the families we serve to know how we use our resources and how successful we are in achieving the ever more rigorous goals we set for our educators and students.

■ DoDEA has a cadre of exceptional educators who, guided by our community Strategic Plan, work diligently to optimize learning and the potential for the future success of all our students. I invite you to read this report to learn more about our students' performance and about the distribution of the human and material resources that make that work possible.

Joseph B. Pefano

MESSAGE FROM THE DIRECTOR





■ More than half a century ago, the United States military established schools for the children of occupying forces in Europe and the Pacific. Schools for military dependents on military bases in the United States were already well established. First administered by the Military Services, administration for the growing number of schools was soon transferred to civilian managers, then organized into two separate but parallel systems: the Department of Defense Dependents Schools (DoDDS) overseas, and the Department of Defense Domestic Dependent Elementary and Secondary Schools (DDESS) in the United States. In 1994, the two systems united under the Department of Defense Education Activity (DoDEA).

■ In 1999-2000, DoDEA operated 224 public schools to serve the 106,430 children of military and civilian Department of Defense personnel in seven states, Puerto Rico, Guam, and 13 foreign countries. The students in DoDDS and DDESS represent every state and territory in the United States, and are as ethnically diverse as the country itself.

■ Throughout its history, Department of Defense schools have made excellence in education their priority. Graduation requirements have been raised, academic programs have become more rigorous, and school success is now measured via an array of quality indicators identified by thousands of school systems as critical to student progress. These include teacher preparation, use of technology, school readiness, and parental participation. This report provides an overview of DoDEA schools for the school year 1999-2000.

DEPARTMENT OF DEFENSE EDUCATION ACTIVITY





■ In 1995, DoDEA developed its first Community Strategic Plan (CSP) in concert with representatives of all its stakeholder groups. This plan, which guided DoDEA activities for the years 1995 through 2000, ensured that all schools worked toward reaching the same priority benchmarks on the road to achieving their goals. The first DoDEA CSP identified 10 goals and 14 benchmarks designed to support optimal student learning in areas as diverse as academic performance in specific subject areas and organizational development. The next CSP, now in development, will refine the original plan, target goals for improvement, and expand community participation.

■ The CSP called for DoDEA to become more collaborative with and accountable to its most important publics: military families and communities. The agency made a commitment to produce an annual report that would specify indices of student performance, as well as resource allocations and demographics, as part of its effort to respond to the public's desire for detailed information about DoDEA and its schools. The DoDEA 1999-2000 School Profiles and the DoDEA 1999-2000 Annual Accountability Report are the two chief publications used to communicate information to the public. Both can be found on the DoDEA Web site at www.odedodea.edu.

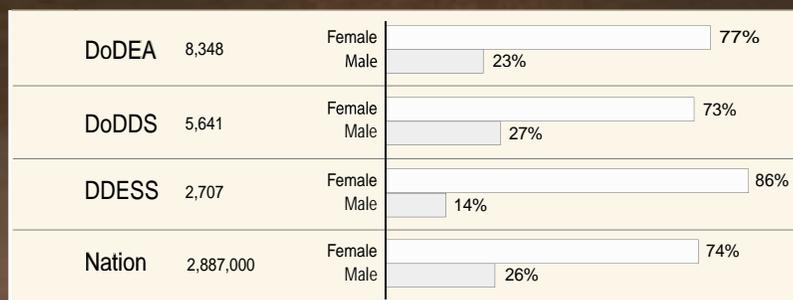
■ In School Year 1999-2000, DoDEA continued to make significant progress toward achieving the rigorous goals set forth in the CSP. In addition, representatives of all DoDEA stakeholder groups met to begin the initial development phase of the next CSP which will be implemented to guide DoDEA activities beginning in School Year 2001-2002.

STRATEGIC PLAN

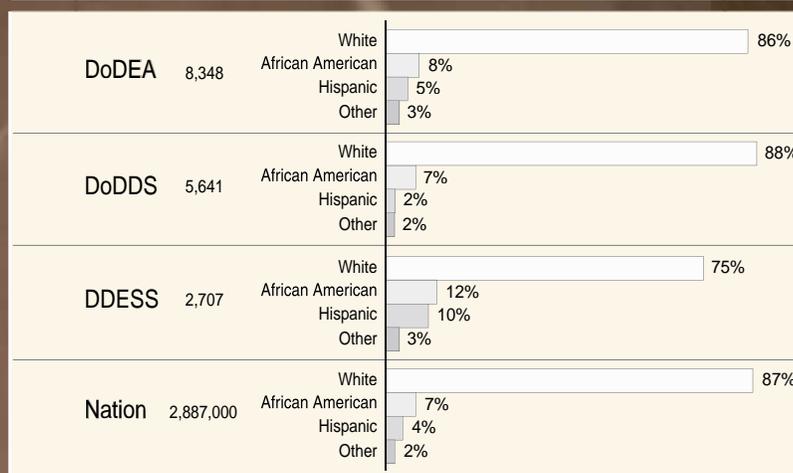


TEACHERS

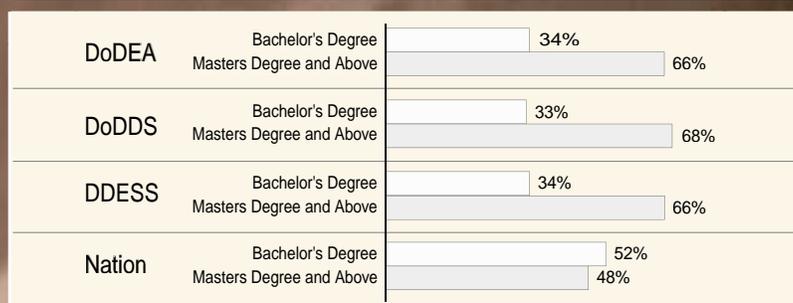
GENDER



ETHNICITY



EDUCATION

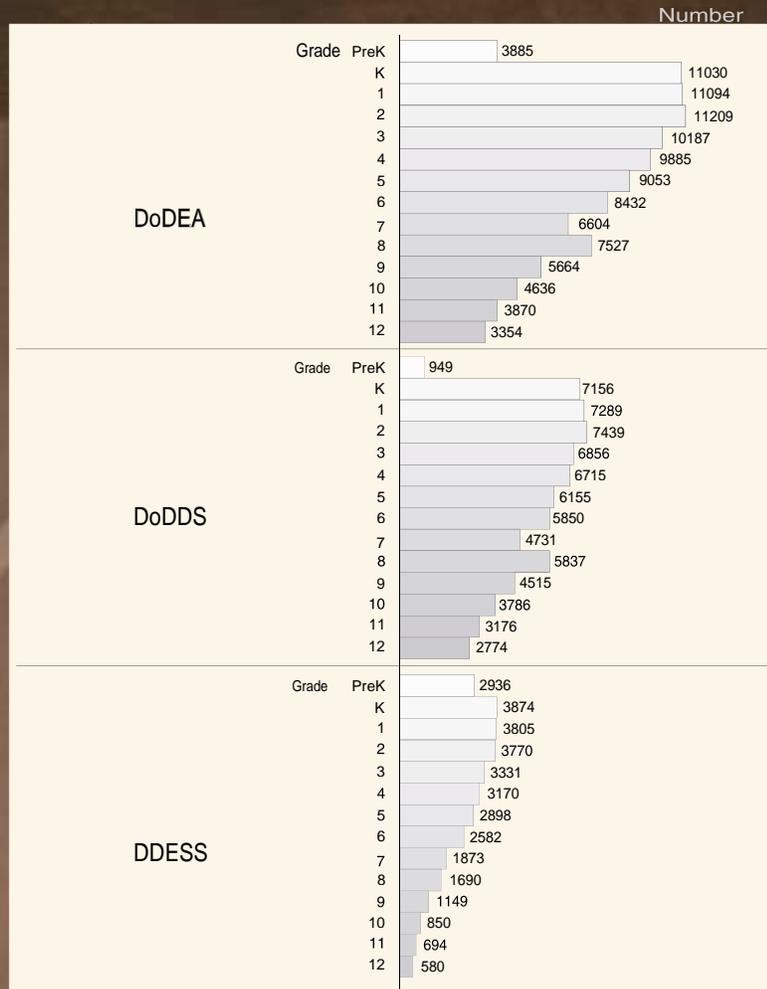


EXPERIENCE

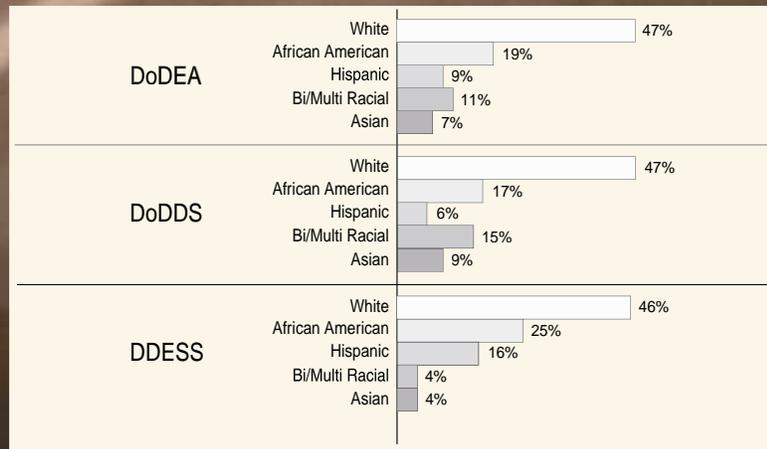


STUDENTS

GRADE

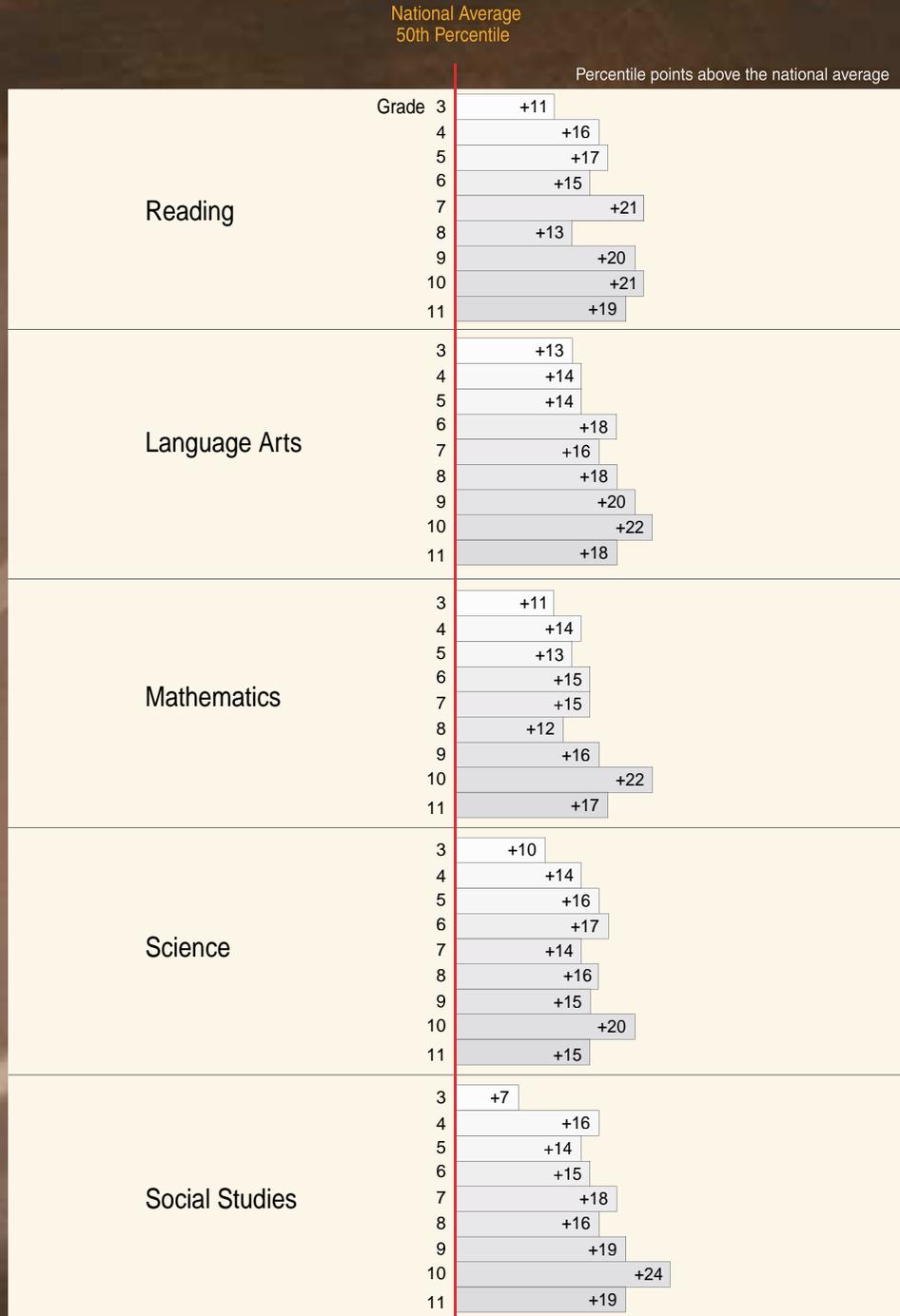


ETHNICITY



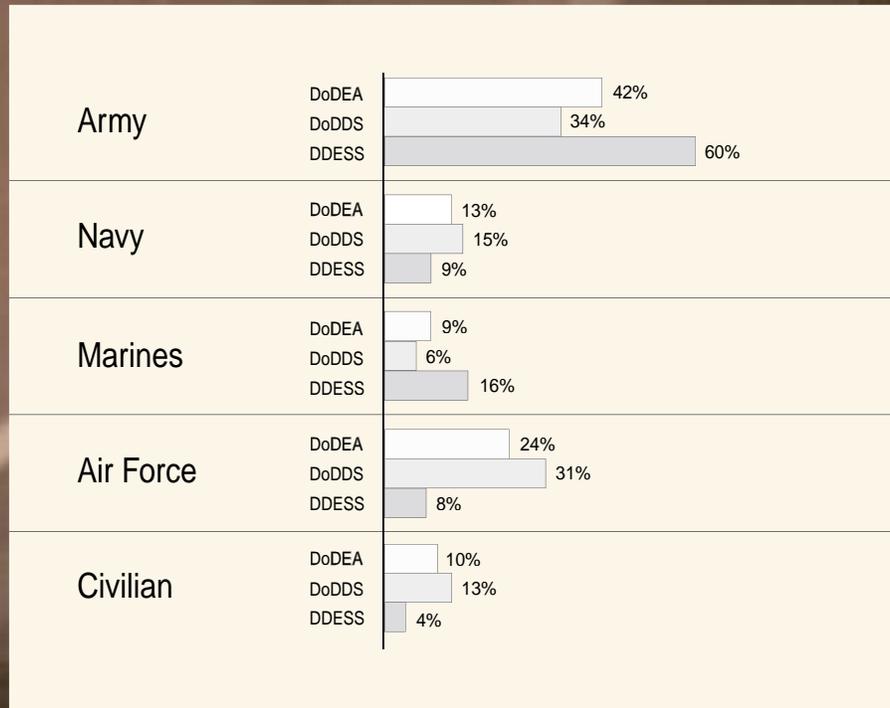
STANDARDIZED TEST SCORES

DoDEA's percentile points were above the national average in every subject and at every grade level on the Spring 2000 administration of the CTB TerraNova Test.





COMMUNITY SPONSORS



CLASS OF 2000

SCHOLASTIC ASSESSMENT TEST (SAT)

| | Students Tested | Percent Participation* | Verbal Score | Math Score | SAT Total |
|--------|-----------------|------------------------|--------------|------------|-----------|
| Nation | 1,260,000 | 44% | 505 | 514 | 1019 |
| DoDEA | 1,967 | 59% | 504 | 500 | 1004 |
| DoDDS | 1,766 | 64% | 505 | 501 | 1006 |
| DDESS | 201 | 37%** | 496 | 493 | 989 |

* According to the College Board, as participation rates increase, the average score for a group decreases.

** Many DDESS students participate in an alternate college entrance test, the ACT, resulting in a lower participation rate.

SCHOLARSHIPS AND GRANTS

| | Local | State | Military | ROTC | Special | Vocational | Grants/Financial Aid | Apprenticeships | Total |
|-------|-------------|-------------|-------------|-------------|-----------|------------|----------------------|-----------------|--------------|
| DoDEA | \$1,081,693 | \$5,712,503 | \$7,250,000 | \$8,816,800 | \$889,635 | \$16,000 | \$2,476,447 | \$2,640 | \$26,245,718 |
| DoDDS | \$962,943 | \$4,426,176 | \$5,750,000 | \$7,819,800 | \$690,835 | \$7,000 | \$2,216,978 | \$2,640 | \$21,876,372 |
| DDESS | \$118,750 | \$1,286,327 | \$1,500,000 | \$997,000 | \$198,800 | \$9,000 | \$259,469 | \$0 | \$4,369,346 |

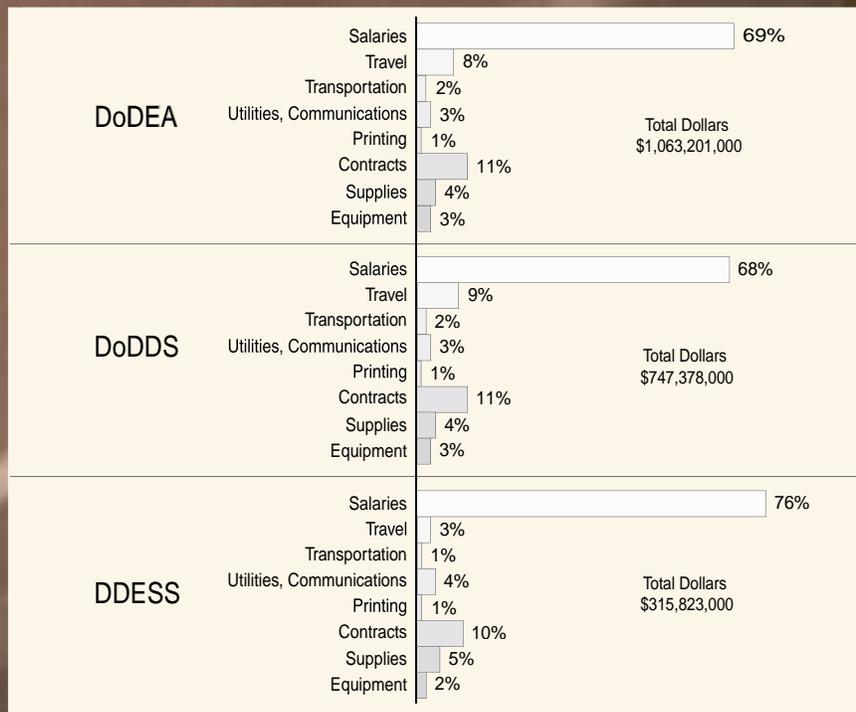
In 2000, 2,981 DoDEA graduating seniors earned a total of \$26,245,718 in scholarships and grants.

BUDGET

PER PUPIL EXPENDITURES

| DoDEA | DoDDS | DDESS | Nation |
|---------|---------|---------|---------|
| \$9,503 | \$9,838 | \$8,796 | \$7,682 |

Figures comparing the per pupil expenditures of Department of Defense and non-Department of Defense schools can be misleading. It should be noted that non-DoD school systems receive significant additional support through state and federal grant programs and private sector donations. These funds, which can represent a sizable percentage of a school system's budget, are not reflected in the published per pupil costs. In contrast, DoD schools are not eligible for grants, or foundation or private sector support, and the published per pupil expenditures include all funds appropriated for instruction and instructional support.



EDUCATIONAL LEADERS

DoDEA

Dr. Joseph Tafoya
Director

Dr. Elizabeth Middlemiss
Acting Associate Director for Education

Ms. Marilee Fitzgerald
Associate Director for Management

DDESS

Dr. Elizabeth Middlemiss
Acting Deputy Director, DoDEA for Domestic
Schools/Cuba

Ms. Taffy Corrigan
Education Chief (Acting)

Mr. Randolph Jones
Superintendent, Alabama DDESS Schools

Dr. Cynthia Gessling
Superintendent, Antilles Consolidated School System

Dr. Elaine B. Hinman
Superintendent, Camp Lejeune Dependent Schools

Dr. Dell W. McMullen
Superintendent, Fort Benning Dependent Schools

Dr. Charles T. Hager
Superintendent, Fort Bragg Dependent Schools

Dr. Ray C. McMullen
Superintendent, Fort Campbell Dependent Schools

Dr. Frank A. Calvano
Superintendent, Fort Knox Community Schools

Dr. Paul E. Ward
Superintendent, Fort Stewart School System

Dr. Richard Tom
Superintendent, Guam District Office

Dr. Joseph R. Guiendon
Superintendent, Robins AFB School System

Dr. Thomas J. Silvester
Superintendent, South Carolina DDESS Schools

Mrs. Lawanna Mangleburg
Superintendent, Virginia/New York DDESS Schools

DoDDS-Europe

Ms. Diana J. Ohman
Deputy Director, DoDEA for DoDDS Europe

Dr. Candace Ransing
Education Chief

Dr. Ronald McIntire
District Superintendent, Brussels

Dr. Gene Knudsen
District Superintendent, Heidelberg (Acting)

Dr. Elizabeth Walker
District Superintendent, Hessen

Dr. Jennifer Beckwith
District Superintendent, Italy (Acting)

Dr. Archie Bates
District Superintendent, Kaiserslautern

Dr. Thomas Ellinger
District Superintendent, Turkey

Dr. Scarlett Rehrig
District Superintendent, United Kingdom

Dr. Virginia Michener
District Superintendent, Wuerzburg

DoDDS-Pacific

Dr. Nancy C. Bresell
Deputy Director, DoDEA for DoDDS Pacific

Dr. Steve Bloom
Education Chief

Mr. Michael Diekmann
District Superintendent, Japan

Mr. Bruce Jeter
District Superintendent, Korea

Mr. Douglas Kelsey
District Superintendent, Okinawa

ADVISORY GROUPS

ADVISORY COUNCIL ON DEPENDENTS' EDUCATION (ACDE)

The ACDE advises the Secretary of Defense and the DoDEA Director on maintaining a quality educational system. Members of the ACDE are jointly appointed by the Secretary of Defense and the Secretary of Education, and include school administrators; members of educational associations, institutions, or agencies; members of professional employee organizations or unions; representatives from the military commands; parents; and a DoDDS student.

DEPENDENTS EDUCATION COUNCIL (DEC)

Through the DEC, a consultative relationship is promoted between the Assistant Secretary of Defense for Force Management Policy; the Director of DoD Education Activity (DoDEA); and the commanders of the unified combatant commands, the major service commands, and the Military Services.

AREA ADVISORY COUNCIL (AAC)

The AAC advises the area deputy director on matters of concern to a majority of the advisory committee. These matters may include issues elevated from District Advisory Councils or School Advisory Committees (see below).

DISTRICT ADVISORY COUNCIL (DAC)

The DAC advises the district superintendent on matters of concern to a majority of the advisory committee. These matters may include issues elevated from School Advisory Committees (see below).

SCHOOL ADVISORY COMMITTEE (SAC)

The SAC is composed of an equal number of locally elected parents and full-time professional school employees; a senior high school student enrolled in the school may also be a voting member. Each committee advises its school principal on all local school-related matters, including curriculum and instruction, budget, policies, and support functions.

ADVISORY COUNCIL ON
DEPENDENTS EDUCATION
(ACDE)
2000-2001

Department of Defense Cochair
Honorable Donald H. Rumsfeld
Secretary of Defense

Department of Education Cochair
Dr. Roderick R. Paige
U.S. Secretary of Education

Representative of the Secretary of Defense
Mr. Charles L. Cragin
Acting Under Secretary of Defense for
Personnel and Readiness

Representative of the Department of Education
Mr. Thomas Corwin
Acting Deputy Assistant Secretary for Elementary and
Secondary Education Department of Education

Executive Secretary
Dr. Joseph D. Tafoya
Director
Department of Defense Education Activity

Military Representative
TBD
U.S. Pacific Command

Military Representative
LTG Daniel J. Petrosky, USA
Chief of Staff, EUCOM
U.S. European Command

Union Representative
Ms. Jan Mohr
President
Federal Education Association (FEA)

Union Representative
Dr. Marie Sainz-Funaro
President/European Director
Overseas Federation of Teachers (OFT)

Department of Defense Representative
Dr. Daniel A. Domenech
Superintendent
Fairfax County Public Schools

Department of Defense Representative
Dr. Augusta Souza Kappner
President
The Bank Street College of Education

Education Representative
Ms. Victoria Baldwin
Principal
Fulmore Middle School
Gonzalo Garza Independence High School
Austin Independent School District

Department of Defense Representative
Dr. Michael F. Sullivan
Executive Director
Agency for Instructional Technology

Education Representative
Dr. Bertha O. Pendleton
Superintendent (retired)
San Diego Public Schools

DoDDS Parent Representative
Ms. Laura O. McDaniel (Pacific)
Parent

DoDDS Parent Representative (Europe)
Vacant
Parent

DoDDS Student Representative
Ms. Lindsey Gustaitis (Europe)
Student

DEPENDENTS EDUCATION COUNCIL
(DEC)

Chief of Naval Operations
Chief of Staff, U.S. Army
Chief of Staff, U.S. Air Force
Commandant of the U.S. Marine Corps
Commander in Chief, U.S. Southern Command
Commander in Chief, U.S. Joint Forces Command
Commander in Chief, U.S. Central Command
Commander in Chief, U.S. Pacific Command
Commander in Chief, U.S. European Command
Commander in Chief, U.S. Naval Forces Europe
Commander, U.S. Pacific Air Forces
Commander, U.S. Air Forces in Europe
Commander, U.S. Marine Corps Forces Atlantic
Commander, U.S. Marine Corps Forces Pacific
Commander, U.S. Forces Korea
Commander, U.S. Pacific Fleet
Commanding General, U.S. Army Europe and Seventh Army
Commanding General, U.S. Army Pacific
U.S. Military Representative, NATO Headquarters

DDESS SCHOOL BOARD PRESIDENTS
2000-2001

Antilles School Board

Linda Dunn, School Board President

Camp Lejeune School Board

Paula Baxter, School Board President

Dahlgren School Board

CDR Larry Van Dessel, School Board President

Fort Benning School Board

COL Anthony Cucolo, School Board President

Fort Bragg School Board

Trish Daniels, School Board President

Fort Campbell School Board

Sherry Auld-Wells, School Board President

Fort Jackson School Board

LeAnne Taillon, School Board President

Fort Knox School Board

Joanna Whitaker, School Board President

Fort Rucker School Board

Beverly Malcolm, School Board President

Fort Stewart School Board

Kathy Jones, School Board President

Guam School Board

Robert Melton, School Board President

Laurel Bay School Board

Michelle Drew, School Board President

Maxwell School Board

Capt Jeff Henderson, School Board President

Quantico School Board

Col Michael Swords, School Board President

Robins School Board

Jacqueline Wright, School Board President

West Point School Board

MAJ William Wilhelm, School Board President

DODEA SCHOOLS

DDESS, Americas

Alabama Schools

Fort Rucker PS
Fort Rucker ES
Maxwell AFB ES

Antilles Schools

Antilles ES
Antilles IS
Antilles MS
Antilles HS
Ramey School
Roosevelt Roads ES
Roosevelt Roads M/HS

Camp Lejeune Schools

Berkeley Manor ES
Brewster MS
Delalio ES
Lejeune HS
Russell ES
Stone Street ES
Tarawa Terrace I ES
Tarawa Terrace II ES

***DoDDS, Cuba**

W.T. Sampson E/HS

Fort Benning Schools

Herbert Dexter ES
Don Faith MS
Frank Loyd ES
Morris McBride ES
Freddie Stowers ES
Edward White ES
Richard Wilson ES

Fort Bragg Schools

Albritton JHS
Bowley ES
Butner ES
Devers ES
Holbrook ES
Irwin MS
McNair ES
Murray ES
Pope ES

Fort Campbell Schools

Barkley ES
Fort Campbell HS
Jackson ES
Lincoln ES
Lucas ES
Mahaffey MS
Marshall ES
Wassom MS

Fort Knox Schools

Fort Knox HS
Kingsolver ES
MacDonald IS
Mudge ES
Pierce ES
Scott MS
Van Voorhis ES
Walker IS

Fort Stewart Schools

Brittin ES
Diamond ES

Robins AFB Schools

Linwood ES
Robins ES

South Carolina Schools

Charles Pinckney ES
Hood Street ES
Laurel Bay ES
Laurel Bay IS
Pierce Terrace ES

Virginia/New York Schools

Ashurst ES
Burrows ES
Dahlgren School
Russell ES
Quantico M/HS
West Point ES
West Point MS

DoDDS, Europe

Brussels District

AFCENT ES
AFCENT HS
Bitburg ES
Bitburg MS
Bitburg HS
Brussels E/HS
Geilenkirchen ES
Kleine Brogel ES
SHAPE ES
SHAPE HS
Spangdahlem ES
Spangdahlem MS
Volkel ES

Heidelberg District

Bad Aibling E/HS
Boeblingen ES
Garmisch ES
Heidelberg MS
Heidelberg HS
Mannheim ES
Mannheim MS
Mannheim HS
Mark Twain ES
Patch ES
Patch HS
Patrick Henry ES
Robinson Barracks ES
Worms ES

Hessen District

Argonner ES
Aukamm ES
Babenhausen ES
Bad Nauheim ES
Butzbach ES
Darmstadt ES
Darmstadt MS

Gelnhausen ES

General H.H. Arnold HS
Giessen ES
Giessen M/HS
Hainerberg ES
Halvorsen/Tunner E/MS
Hanau MS
Hanau HS
Sportfield ES
Wiesbaden MS

Italy District

Aviano ES
Aviano HS
Gaeta E/MS
La Maddalena ES
Livorno E/HS
Naples ES
Naples HS
Pordenone ES
Sigonella E/HS
Vajont ES
Verona ES
Vincenza ES
Vicenza HS

Kaiserslautern District

Bad Kreuznach ES
Bad Kreuznach HS
Baumholder HS
Dexheim ES
Kaiserslautern ES
Kaiserslautern MS
Kaiserslautern HS
Landstuhl E/MS
Neubruেকে ES
Ramstein ES
Ramstein IS
Ramstein MS
Ramstein HS
Sembach ES
Sembach MS
Smith ES
Vogelweh ES
Wetzlar ES

Turkey District

Ankara E/HS
Bahrain E/HS
Incirlik ES
Incirlik HS
Izmir E/HS
Lajes ES
Lajes HS
Rota ES
Rota HS
Sevilla ES

United Kingdom District

A.T. Mahan ES
A.T. Mahan HS
Alconbury ES
Alconbury HS
Croughton E/MS
Feltwell ES
Lakenheath ES
Lakenheath MS
Lakenheath HS
Liberty Intermediate
London Central HS
Menwith Hill E/HS
West Ruislip ES

Wuerzburg District

Amberg ES
Ansbach ES
Ansbach M/HS
Bad Kissingen ES
Bamberg ES
Bamberg HS
Grafenwoehr ES
Hohenfels ES
Hohenfels HS
Illesheim E/MS
Kitzingen ES
Rainbow ES
Schweinfurt ES
Schweinfurt MS
Vilseck ES
Vilseck HS
Wuerzburg ES
Wuerzburg MS
Wuerzburg HS

DoDDS, Pacific

**** Guam Schools**

Andersen ES
Andersen MS
Guam HS
South Guam E/MS

Japan District

Arnn ES
Byrd ES
Cummings ES
Darby ES
Edgren HS
Ikego ES
King E/HS
Kinnick HS
Lanham ES
M.C. Perry ES
M.C. Perry JH/HS
Sollars ES
Sullivans ES
Yokosuka MS
Yokota East ES
Yokota West ES
Yokota HS
Zama HS

Korea District

C. T. Joy ES
Osan American ES
Osan American HS
Pusan American E/HS
Seoul American ES
Seoul American HS
Taegu American E/HS

Okinawa District

Amelia Earhart IS
Bechtel ES
Bob Hope PS
Kadena ES
Kadena MS
Kadena HS
Killin ES
Kinser ES
Kubasaki HS
Lester MS
Stearley Heights ES
Zukeran ES

* DoDDS system reporting to the Deputy Director, DDESS, due to location.

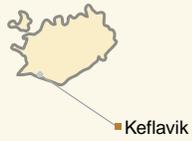
** DDESS system reporting to the Deputy Director, Pacific, due to location.

DODEA AMERICAS AREA SCHOOLS



DODEA EUROPE AREA SCHOOLS

ICELAND



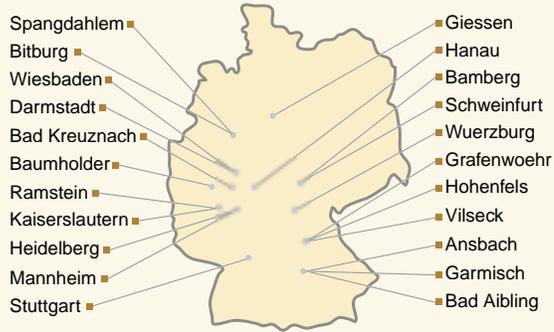
NETHERLANDS ■ BELGIUM



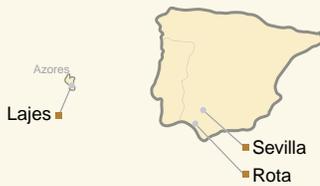
ENGLAND



GERMANY



PORTUGAL ■ SPAIN



ITALY



GREECE ■ TURKEY



BAHRAIN



DODEA PACIFIC AREA SCHOOLS



We would like to acknowledge all those who join DoDEA in believing that all students can excel, and that all good schools can become great schools.

The committed support and continuing partnership of the military commands and DoDEA parents have helped create a system in which today's successes are the baseline for tomorrow's achievements.

dodea
DEPARTMENT OF DEFENSE EDUCATION ACTIVITY

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DoDEA Office of Communications