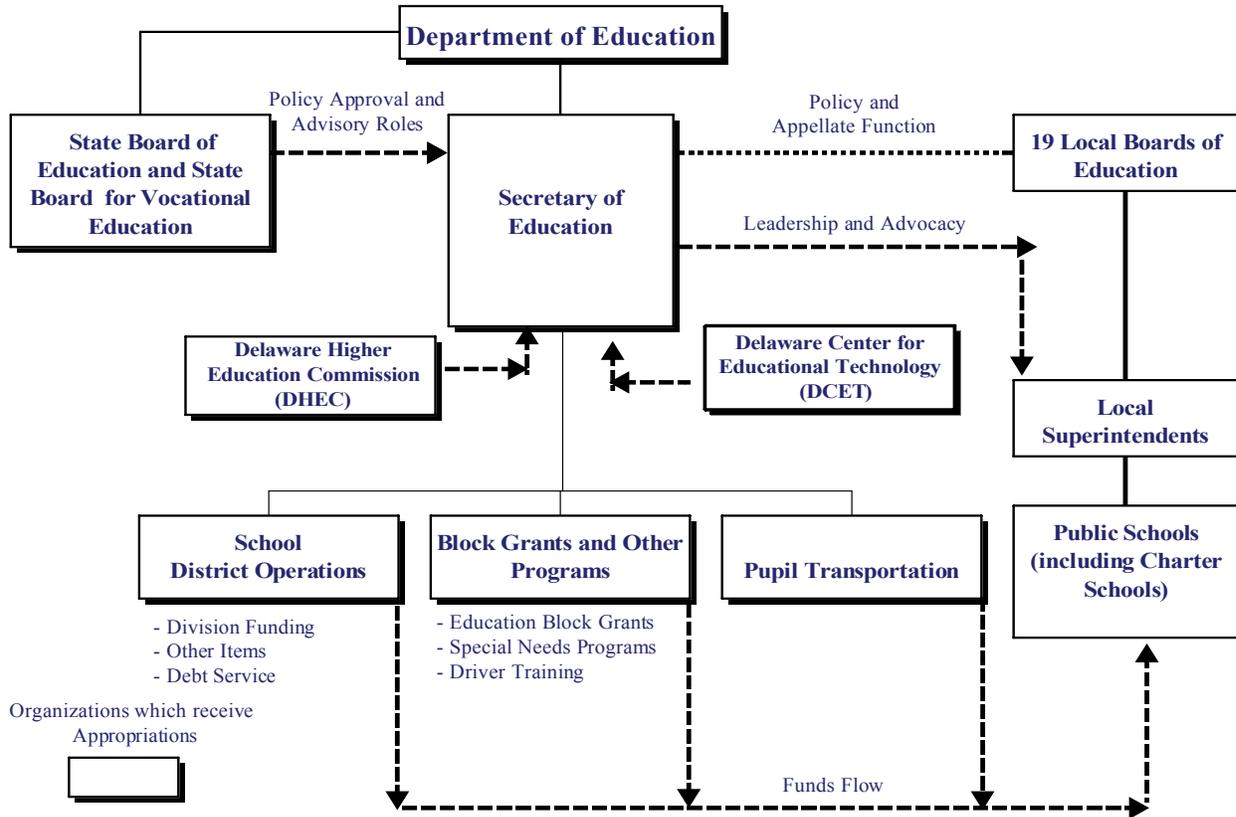


# EDUCATION

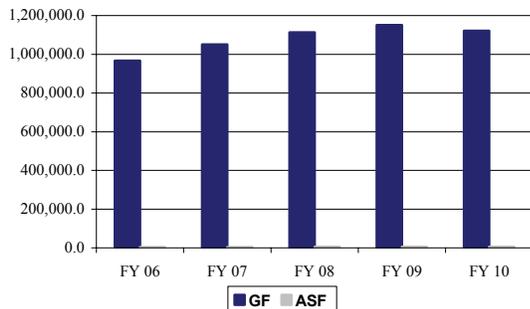
## 95-00-00



### MISSION

To promote the highest quality education for every Delaware student by providing visionary leadership and superior service.

### Five-Year Appropriation History



### FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	62,907.2	1,121,078.7	1,104,071.8
ASF	3,202.9	5,500.1	5,233.1
<b>TOTAL</b>	<b>66,110.1</b>	<b>1,126,578.8</b>	<b>1,109,304.9</b>

### POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	13,287.2	13,430.5	13,505.8
ASF	9.0	11.0	9.0
NSF	54.7	45.5	43.3
<b>TOTAL</b>	<b>13,350.9</b>	<b>13,487.0</b>	<b>13,558.1</b>

### FY 2011 BUDGET HIGHLIGHTS

#### OPERATING BUDGET:

- ◆ Recommend \$5,983.8 in General Contingency and 90.4 FTEs to reflect the projected unit count for the 2010-2011 school year.
- ◆ Recommend \$2,895.3 in Public School Transportation for homeless transportation, bus depreciation, and Choice/Charter school contingency.
- ◆ Recommend (\$20,388.5) in Public School Transportation to implement a (75/25) cost share with the school districts.

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- ◆ Recommend (\$4,673.3) in K-12 Pass Through Programs to reflect the elimination of pass throughs in the Operating Bill.
- ◆ Recommend (\$3,334.9) in Public School Transportation to reflect a reduction in operating expenditures.
- ◆ Recommend (\$1,992.5) in Non-Public School Transportation to eliminate stipends for non-public school transportation.
- ◆ Recommend (\$310.0) in Personnel Costs, (4.0) FTEs, and (1.0) NSF FTE to reflect the consolidation of four branches to three within the Department of Education.
- ◆ Recommend (\$318.5) in Delaware Advisory Council on Career and Technical Education (DACCTE) and (3.0) FTEs to reflect a consolidation with the College and Workforce Readiness branch.
- ◆ Recommend (\$1,479.5) in Division II-All Other Costs to reflect a reduction in operating expenditures.

## **CAPITAL BUDGET:**

- ◆ Recommend \$98,756.5 for Public Education projects. Included is funding for Minor Capital Improvement and to finish referenda projects in the Colonial, Appoquinimink, Caesar Rodney, Smyrna, Lake Forest, Milford and Brandywine school districts. Funding is also included for the most recent Appoquinimink referendum as well as a contingency for pending referenda.

## **DEPARTMENT OF EDUCATION 95-01-00**

### **KEY OBJECTIVES**

Improves student readiness for post-secondary education and workforce opportunities by implementing rigorous college and career-ready standards and valid and reliable high-quality assessments.

- Adopt prioritized mathematics and English language arts standards with a focus on rigor and college/career readiness.
- Develop and mandate use of the Delaware-designed Diamond State Curriculum based on the prioritized standards.
- Plan and begin implementing enhanced instructional programs and supports that successfully engage and teach all students including those with disabilities and English language learners.
- Implement the Delaware Comprehensive Assessment System (DCAS), including benchmark assessments given up to three times a year to help guide classroom instruction and, for accountability purposes, end-of-course tests in high school and summative tests for grades three through eight.
- Provide career and technical education programs and services and provide technical assistance to partners to enhance the career and technical education delivery system.

Design and implement pre-kindergarten to college and career data systems to track progress and foster continuous improvement.

- Build data governance structures to facilitate stakeholder access to data while guaranteeing student privacy and compliance with Family Educational Rights and Privacy Act.
- Link state K-12 data systems with early learning, postsecondary education, workforce, social services and other critical state agency data systems.
- Build capacity for all stakeholders to use longitudinal data for effective decision-making.

Improve teacher effectiveness and equitable distribution of qualified teachers for all students.

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- Strengthen teacher preparation programs at in-state institutions by requiring tougher standards for admission and preparing candidates more rigorously. Examine the potential of new and innovative teacher preparation programs to increase the pool of teacher candidates in all areas.
- Remove barriers for applicants considering a teaching profession in the state by simplifying the hiring process. Improve the speed of filling positions by establishing penalties for staff who break contracts after a certain period and in-state schools/districts who hire these staff.
- Streamline principals' duties to provide more time for instructional leadership and supervision of staff. Use existing staff to provide additional supports for principals/assistant principals, thus freeing up time for them to devote to supervision and instructional leadership.
- Implement performance pay models based on successful student/school outcomes and institute hiring incentives.
- Examine current statewide professional development initiatives to determine the effectiveness on impacting student growth. Ensure professional development is effective and adopt certification requirements.

Provide intensive support and effective interventions to turn the lowest performing schools around and ensure optimal student learning and growth.

- Identify schools in the tiers of turnaround, at-risk and meeting student achievement.
- Develop the Partnership Zone framework with DOE operating as lead partner.
- Analyze current Delaware landscape for turnaround leader candidates, examine/improve training programs and have turnaround principals and teachers complete training.
- Develop plans for each school assigned to the Partnership Zone for the 2010-2011 school year.
- Begin implementation of Phase I turnaround schools.
- Implement district-level Lead Partner teams and begin building capacity in districts and charters for continued creation of turnaround into all schools in their districts.

- Provide periodic updates to stakeholders on any successes or challenges of the Turnaround Schools program.

Create and implement an innovative and dynamic redesign of DOE's service delivery mechanisms to enhance efficiency and effectiveness.

- Explore the pros/cons of district consolidation.
- Design and implement a metric driven DOE program management review process for all existing and proposed programs.

### FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	25,663.4	27,018.9	26,868.5
ASF	2,039.6	2,875.5	2,608.5
<b>TOTAL</b>	<b>27,703.0</b>	<b>29,894.4</b>	<b>29,477.0</b>

### POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	149.5	146.8	135.7
ASF	6.0	6.0	5.0
NSF	53.7	44.5	42.3
<b>TOTAL</b>	<b>209.2</b>	<b>197.3</b>	<b>183.0</b>

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## *DEPARTMENT OF EDUCATION 95-01-01*

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### ACTIVITIES

#### Office of the Secretary of Education

- Determine the educational policies of the State;
- Consult and cooperate with the local boards of education and their employees;
- Provide general supervision in designing educational facilities;
- Survey the State's educational needs and identify means for improving educational conditions;
- Adopt rules and regulations for the maintenance, administration and supervision of a general and efficient statewide system of public schools; and
- Manage operations, including legal services, policy development and implementation, strategic planning, school choice, Delaware Higher Education Commission and Delaware Education Support System.
- Manage charter schools and public and private partnerships.

# EDUCATION

## 95-00-00

### Financial Reform and Resource Management

- Allocate and oversee the administration of state, federal and special funds;
- Oversee school plant planning, including major and minor capital improvement programs;
- Oversee transportation for public schools;
- Provide support for operations, including financial management, emergency preparedness, human resources, district and charter school board training and the Children's Services Cost Recovery Program;
- Manage data collection and reporting to meet federal and state requirements;
- Manage the statewide pupil accounting system; and
- Manage DOE's website and technology infrastructure.

### Teaching and Learning

- Provide a system of high quality, professional development and technical assistance targeted at areas of greatest student need;
- Implement a web-based support system to facilitate planning, applications, reporting, evaluation and monitoring of all federal and state resources;
- Implement early childhood initiatives to support quality early care and education programs for all pre-school children, including professional development, certification and data systems for early childhood education providers;
- Support literacy programs from pre-school through high school;
- Operate the Delaware Science Coalition, including the warehouse;
- Provide support services for special need students, including children with disabilities, English language learners and migrant children;
- Develop and deliver the Delaware Student Testing Program (DSTP) and analyze and report student, school, district and state test results;
- Oversee student, school and district accountability requirements;
- Establish requirements for test inclusion for students with disabilities or limited English proficiency;
- Manage the statewide pupil accounting system;
- Oversee the administration of the National Assessment of Education Progress (NAEP);
- Develop DCAS;
- Support the expansion of full-day kindergarten;
- Monitor the implementation of the Delaware Recommended Curriculum; and

- Provide support for operations, including health services, homeless, food and nutrition services and school support services.

### College and Workforce Readiness

- Provide oversight and management of adult education, including prison education, Adult Basic Education, Groves High School, Even Start family literacy programs and career and technical education;
- Maintain the continuous school improvements system with special focus on schools under improvement;
- Support services for children in poverty (Title I);
- Administer educational programs for veterans;
- Oversee programs for private business and trade schools;
- Administer the Delaware Center for Educational Technology, the Delaware Interscholastic Athletic Association and driver education programs;
- Administer educator licensure and certification and review alternative routes to teacher certification;
- Oversee new educator mentoring programs;
- Provide technical assistance for National Board Certification for teachers;
- Implement and monitor the Delaware Performance Appraisal System (DPAS) II;
- Provide training to educators for DPAS II;
- Coordinate staff for the Delaware Principals Academy; and
- Provide technical assistance to high schools to provide career and technical pathways that will better prepare students for the workforce.

**EDUCATION**  
**95-00-00**

**PERFORMANCE MEASURES**

	<b>FY 2009 Actual</b>	<b>FY 2010 Budget</b>	<b>FY 2011 Gov. Rec.</b>
% of students at or above proficiency in:			
English Language Arts	81	82	85
Mathematics	71	73	75
% of students at or above proficiency in Science:			
Grade 4	92	93	95
Grade 6	78	80	82
Grade 8	60	61	65
Grade 11	60	65	65
% of students at or above proficiency in Social Studies:			
Grade 4	70	71	72
Grade 6	65	66	68
Grade 8	55	56	56
Grade 11	47	53	55
% of classes taught by highly qualified teachers statewide	93.3	93.7	94.1
# of DPAS II implementations:			
districts	19	19	19
charter schools	18	18	21
# participating in administrative mentoring:			
coaches/mentors	30	21	35
protégés	63	54	61
% of students graduating	81.9	84.0	85.5
# of onsite career and technical education program reviews/monitoring visits	39	45	45

**SCHOOL DISTRICT OPERATIONS**  
**95-02-00**

**FUNDING**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 BUDGET</b>	<b>FY 2011 GOV. REC.</b>
GF	2,559.5	910,554.5	927,727.1
ASF	--	--	--
<b>TOTAL</b>	<b>2,559.5</b>	<b>910,554.5</b>	<b>927,727.1</b>

**POSITIONS**

	<b>FY 2009 ACTUAL</b>	<b>FY 2010 BUDGET</b>	<b>FY 2011 GOV. REC.</b>
GF	13,071.0	13,217.0	13,307.4
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>13,071.0</b>	<b>13,217.0</b>	<b>13,307.4</b>

***DIVISION FUNDING***  
***95-02-01***

**ACTIVITIES**

This budget unit contains the funding lines for school district operations, including Division I (salary and employment costs), Division II (energy and all other costs) and Division III (equalization).

***OTHER ITEMS***  
***95-02-02***

**ACTIVITIES**

This budget unit contains funding for Delmar Tuition, which provides funding for the imbalance in the cost of students from Delaware sent to Maryland schools and Maryland students sent to Delmar, Delaware, the General Contingency, which provides for annual unit growth and other miscellaneous items.

***DEBT SERVICE***  
***95-02-03***

**ACTIVITY**

This budget unit contains funding for the payment of state debt service on the Capital Improvement program.

## EDUCATION 95-00-00

### BLOCK GRANTS AND OTHER PROGRAMS 95-03-00

#### FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	21,271.5	87,319.3	80,216.0
ASF	1,163.3	2,624.6	2,624.6
<b>TOTAL</b>	<b>22,434.8</b>	<b>89,943.9</b>	<b>82,840.6</b>

#### POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	50.7	50.7	49.7
ASF	3.0	5.0	4.0
NSF	--	--	--
<b>TOTAL</b>	<b>53.7</b>	<b>55.7</b>	<b>53.7</b>

### EDUCATION BLOCK GRANTS 95-03-10

#### ACTIVITIES

- The Adult Education and Work Force Training block grant funds the following programs:
  - Adult Trade Extension/Apprentice program;
  - James H. Groves High School;
  - Diploma-at-a-Distance;
  - Adult Basic Education;
  - New Castle County Learning Center;
  - Delaware Skills Center;
  - Alternative Secondary Education Program;
  - Interagency Council on Adult Literacy;
  - Communities in Schools program; and
  - Marine Mechanics Apprentice program.
- Professional Accountability and Instructional Advancement fund contains funding for professional development, including Alternative Routes to Certification, Curriculum Development, Professional Mentoring and Summer School for Teachers.
- Academic Excellence block grant provides districts one unit for each 250 pupils. Districts may use these funds for a variety of purposes. This block grant also provides a flat allocation per Division I unit for district computer grants, homebound instruction, substitute teachers, nurse staffing, student work study, conflict resolution training and extended day or year services.

### SPECIAL NEEDS PROGRAM 95-03-20

#### ACTIVITIES

- Early Childhood Assistance provides early childhood educational services to eligible four-year-old children living in poverty.
- Program for Children with Disabilities provides educational services to developmentally-delayed three to five-year-old children. The appropriation is allocated by the Interagency Resource Management Committee (IRMC), which consists of representatives from several state agencies. The IRMC assesses proposals for service delivery annually and monitors ongoing efforts in this area.
- Unique Alternatives provides for the placement of special needs children in private settings when there is no suitable program to serve them in Delaware public schools and provides alternative education formats within districts.
- Exceptional Student Unit Vocational continues the program of vocational education for handicapped students.
- Related Services for the Handicapped provides one unit for each 30 units of handicapped students, excluding those units for autistic, severely mentally handicapped, deaf/blind, orthopedically handicapped and hearing impaired. This unit provides services, such as speech therapy, occupational therapy, physical therapy or special counseling services.
- Adolescent Day Program is a hospital-based, day program for adolescents located at the Medical Center of Delaware in Christiana. It serves students with chronic and degenerative conditions in an educational and therapeutic environment. The educational component of this program is operated by the Red Clay School District.
- Sterck Summer Program is a summer program for students at Sterck School for the Deaf.
- Tech-Prep 2 + 2 is the state consortium on technical preparation programs.
- First State School serves children with health conditions so severe they are not able to attend school on a regular basis.
- Prison Education provides a variety of educational services, including adult basic education, GED, Groves High School and vocational and life skills programs.
- Student Discipline Programs provide alternative school sites for severely disruptive pupils, as well as

## EDUCATION 95-00-00

for community-based and school-based prevention programs for moderately disruptive students.

- Early Childhood Initiatives serve children from birth to age five to ensure all young children enter school prepared to succeed, also known as Early Success.
- Children Services Cost Recovery Project is a program aimed at the recovery of Medicaid funds for reimbursable services that are currently being provided.

### PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of federal gun-free violations (students)	10	0	0
# of reporting School Crimes Law violations (students)	1,291	1,100	1,000
# of expulsions	172	162	150
Prison education enrollment by institution:			
James T. Vaughn Correctional Center	890	890	907
Sussex Correctional Institution	614	626	639
Delores J. Baylor Correctional Institution	290	296	301
Howard R. Young Correctional Institution	351	358	364
# of inmates participating in the following prison education services:			
Adult Basic Education/GED	1,061	1,061	1,080
Groves High School	341	348	354
lifeskills	326	334	340
college	210	214	218
vocational	417	426	434

### **DRIVER TRAINING 95-03-30**

#### ACTIVITIES

This budget unit provides funding for driver education teachers for non-public school students, summer students and operation and maintenance of driver education cars in both public and non-public schools.

### PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of students completing the Driver Education program:			
public	8,570	8,998	9,447
non-public	1,486	1,515	1,530
summer	391	410	430

### PUPIL TRANSPORTATION 95-04-00

#### BACKGROUND AND ACCOMPLISHMENTS

This budget unit provides funding and statewide oversight of transportation to and from school for Delaware public school children.

During the 2008-2009 school year, approximately 108,000 students (including charter school students and excluding non-public schools) were transported over 23 million miles on 1,730 school buses. There were 210 school bus-related accidents (all school buses) in 2008-2009. In addition, over 12,500 school bus contract addendums were processed.

#### FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	2,868.5	87,777.2	61,165.3
ASF	--	--	--
<b>TOTAL</b>	<b>2,868.5</b>	<b>87,777.2</b>	<b>61,165.3</b>

### **TRANSPORTATION 95-04-01**

#### ACTIVITY

- Provide transportation to and from school.

### PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of public school pupils transported	108,000	108,500	108,900
# of school bus accidents related to school bus driver	210	199	190
# of contracted school bus routes	1,191	1,209	1,217
# of district school bus routes	539	546	548

# EDUCATION

## 95-00-00

### DELAWARE CENTER FOR EDUCATIONAL TECHNOLOGY 95-07-00

#### MISSION

The Delaware Center for Educational Technology (DCET) empowers children through the use of information and technology to achieve higher standards in education.

DCET's goal is to create a technologically literate 21<sup>st</sup> century workforce that will help attract and retain high technology companies in Delaware.

#### KEY OBJECTIVES

- Conduct professional development activities to assist educators with using technology in curriculum instruction.
- Provide professional development opportunities through online courses (eLearning Delaware).
- Assist with the integration of technology and curriculum in public education throughout the state.
- Coordinate the evaluation and implementation of educational technology applications.
- Oversee the federally-funded Enhancing Education Through Technology (EETT) program.
- Operate the Partners in Technology program to refurbish donated computers/peripherals and place them in schools.

#### BACKGROUND AND ACCOMPLISHMENTS

DCET's focus is to create and maintain a modern educational technology infrastructure in Delaware's public schools, enabling students to meet the academic standards set by the State Board of Education.

DCET is governed by a 13-member board of directors consisting of three gubernatorial appointees, two public school superintendents, two public school principals, one district technology coordinator, two public school teachers, the Secretary of Education and State Chief of Information Officer.

Upon completion of the public school wiring project, for which DCET received a Computerworld Smithsonian Award, DCET initiated the Server and Infrastructure Enhancement project. These projects created the core network for the statewide pupil accounting system and ensured there was a server in

every school capable of meeting the needs of the students.

eLearning Delaware has been a tremendous success in the first four years of operation offering online professional development to educators. eLearning Delaware has trained 61 facilitators, who have offered 129 online courses to over 2,100 Delaware educators with an 88 percent completion rate. Additionally, 32 online course developers, who have developed over 20 online courses, have been trained.

	<b>FUNDING</b>		
	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	772.6	792.3	794.5
ASF	--	--	--
<b>TOTAL</b>	<b>772.6</b>	<b>792.3</b>	<b>794.5</b>

	<b>POSITIONS</b>		
	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	7.0	7.0	7.0
ASF	--	--	--
NSF	--	--	--
<b>TOTAL</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>

### *DELAWARE CENTER FOR EDUCATIONAL TECHNOLOGY 95-07-01*

#### ACTIVITIES

- Implement the eLearning for Educators initiative, an online, professional development initiative funded through the Ready to Teach program;
- Initiate professional development activities in support of districts that use the Level of Technology Implementation and the DETAILS for the 21<sup>st</sup> Century Questionnaire that provides data to drive professional development needs of teachers;
- Refurbish donated computers and peripherals that are suitable for school use;
- Conduct an annual technology survey in public schools;
- Initiate statewide educational technology procurement contracts;
- Assist DOE with the implementation of a web-based professional development registration and management system;
- Support technology planning initiatives in Delaware's public schools;
- Support EETT program; and

## EDUCATION 95-00-00

- Increase the number and efficiency of information systems available to school districts and schools, such as Blackboard and Elluminate.

### PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of teachers taking online courses through eLearning Delaware	516	500	125
% of districts with at least one computer in all classrooms	75	90	95
% of districts voluntarily having teachers take the LoTi questionnaire	90	100	100

## DELAWARE HIGHER EDUCATION COMMISSION 95-08-00

### MISSION

The Delaware Higher Education Commission seeks to increase awareness of and access to higher education for Delaware students, respond to public demand for guidance, effectively administer a variety of student aid and contract programs and meet higher education information needs for state policy and economic development.

### KEY OBJECTIVES

- Ensure higher education is accessible and affordable to Delaware students by providing financial assistance and guidance services.
- Increase awareness of the benefits of higher education, support early academic and financial preparation for higher education and facilitate families saving for college.
- Ensure secondary education curricula and student achievement standards are aligned to facilitate student readiness to enter college.
- Identify and implement methods to ensure a seamless transition from secondary education to college.
- Enhance capacity for quality data collection and reporting and provide access to comparative regional and national data.
- Expand and promote educational opportunities through interstate agreements.
- Administer state, federal and private student financial aid programs and assist with the development of private scholarship programs.

### BACKGROUND AND ACCOMPLISHMENTS

The Postsecondary Education Commission was created in 1975 to coordinate state efforts in higher education. In 1979, the commission was assigned administration of a need-based grant program. Other student financial aid programs, including the Delaware Higher Education Loan program, were assigned in subsequent years. In 1991, the commission was renamed the Delaware Higher Education Commission. In 2001, legislation was passed to integrate the commission into DOE.

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The commission works with state agencies, school districts, Delaware colleges, community organizations and private industry to develop student guidance and financial aid programs. The commission also administers nine private scholarship programs, publishes the annual Scholarship Compendium (which lists approximately 200 public and private scholarships) and develops college planning checklists and other materials for high school students. In partnership with the State Treasurer's Office and Pension Office, the commission provides administrative and advisory support to the College Investment Plan.

In 1998, Delaware joined the Southern Regional Education Board (SREB), an interstate compact of 16 southern states. The Commission works closely with SREB to direct attention to key education issues; collects, compiles and analyzes comparable data; administers contract programs that provide student financial assistance; and participates in studies and surveys that assist states and institutions in forming long-range plans, actions and policy proposals.

The commission is the designated State Higher Education Executive Officers agency and works with the organization to establish best practices in higher education.

The commission is also a member of National Association of State Student Grant and Aid programs, which serves as a collaborative voice among state higher education agencies regarding directives from the U.S. Department of Education.

### FUNDING

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	9,470.1	7,298.6	7,300.4
ASF	--	--	--
<b>TOTAL</b>	<b>9,470.1</b>	<b>7,298.6</b>	<b>7,300.4</b>

### POSITIONS

	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2011 GOV. REC.
GF	6.0	6.0	6.0
ASF	--	--	--
NSF	1.0	1.0	1.0
<b>TOTAL</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>

## *DELAWARE HIGHER EDUCATION COMMISSION*

### *95-08-01*

### ACTIVITIES

- Increase the number of Delaware students and residents pursuing post-secondary school opportunities and adult education programs.
- Improve higher education data by supporting data collection for reporting state, regional and national statistics.
- Serve as a resource for all aspects of college preparation, financing and admissions.
- Administer 22 state financial aid programs to provide appropriate need and merit-based financial aid to students.
- Provide information to students about the Academic Common Market and coordinate the approval process for eligible students to receive in-state tuition at participating southern colleges with the SREB.
- Provide financial aid opportunities for current teachers who are pursuing certification in critical shortage areas as defined by DOE.
- Administer the Delaware State Loan Repayment program to assist with repayment of outstanding loans through service commitment.
- Provide an administrative link with Fidelity Investments in promotion of the College Investment Plan.
- Collaborate with other state departments and agencies to design and implement programs to meet the needs of the state's employment shortage areas.

### PERFORMANCE MEASURES

	FY 2009 Actual	FY 2010 Budget	FY 2011 Gov. Rec.
# of recipients:			
Brad Barnes Scholarship	4	4	4
Scholarship Incentive program	1,720	1,543	1,500
Student Excellence Equals Degree (SEED)	1,793	1,503	1,700