



DELAWARE STATE  
BOARD OF  
EDUCATION  
Annual Report  
2007-2008

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# Introduction

## ANNUAL REPORT DELAWARE STATE BOARD OF EDUCATION

The Delaware State Board of Education is pleased to present its 2007-2008 Annual Report. This report highlights the Board's leadership role in supporting and improving education in Delaware. While much of the Board's monthly meeting time is spent performing its statutory responsibilities such as reviewing and approving rules and regulations, and reviewing applications and modifications for charter schools, the Board also deals with a wide range of policy issues. The Board's priorities can be found in its vision and mission statements along with six major long-range goals that comprise its strategic plan. These documents are contained within this report.



**State Board of Education** (L-R) *First row:* Richard Farmer, Vice-President, Jean Allen, President *Second Row:* Terry Whittaker, Judi Coffield, Policy Analyst, Dennis Savage, Barbara Rutt, Jorge Melendez

## ANNUAL REPORT DELAWARE STATE BOARD OF EDUCATION

### State Board Contact Information-

You may contact the Delaware State Board of Education through Dr. Judi Coffield, State Board Policy Analyst or Dani Moore, Administrative Secretary by phone at (302) 735-4010 or by e-mail to [jcoffield@DOE.k12.de.us](mailto:jcoffield@DOE.k12.de.us) or [dmoore@DOE.k12.de.us](mailto:dmoore@DOE.k12.de.us).

### State Board Documents-

State Board Agendas, summaries of actions in Board Highlights, and copies of approved State Board Minutes may be accessed through the Department of Education website at [www.doe.k12.de.us](http://www.doe.k12.de.us) by clicking on the State Board icon. You may also access the State Board's Procedures Manual, State Board reports, other documents and biographical sketches of the members on this website. Hard copies of these documents may be obtained by contacting the State Board of Education office.

### State Board Meetings-

The Board's regular monthly meetings are open to the public and are usually convened on the third Thursday of each month, beginning at 1:00 p.m. The meetings are held in the Cabinet Room on the second floor of the Townsend Building, Dover, Delaware.

# Introduction

# President's Letter



**STATE BOARD OF EDUCATION**  
THE TOWNSEND BUILDING  
401 FEDERAL STREET, SUITE 2  
DOVER, DE 19901

The 2007-2008 year saw significant change for the State Board of Education. The year started with the seating of two new board members, Mr. Jorge Melendez from Sussex County, and Dr. Terry Whittaker from New Castle County. In the ensuing months they have become seasoned board members and have made valuable contributions to the work of our board. In the fall Ann Case, the Board's Policy Analyst, announced her retirement. Ms. Case was the Board's first policy analyst and had worked to support the Board for nine years. She was an important and integral part of the State Board team and I would like to thank her for her dedicated service to the State Board.

After an extensive search, the Board hired Dr. Judi Coffield to fill the position of State Board Policy Analyst. Dr. Coffield moved from the Department of Education to the Office of the State Board of Education on February 1, 2008. She possesses a strong background in public education having served as both a teacher and administrator in Delaware's public schools and as an Education Associate at the Department of Education. She has particular expertise in the area of middle and high school reform, an area of critical interest to our board. We are delighted that she has joined us.

In addition Mrs. Mary Graham announced her resignation from the Board in May. Ms. Graham had served on the Board for many years and was effective in representing the viewpoint of parents. In June Governor Minner appointed and the Senate confirmed Mr. G. Patrick Heffernan to the Board and Mr. Heffernan joined us at our July 2008 meeting. It is a pleasure to welcome him to the State Board.

At the July reorganization meeting, Mr. Richard Farmer was reelected as the Vice President of the state Board. He has served as vice president since I was appointed President of the Board, and I, and the other board members, appreciate his support and many contributions to our work. This past year he served on the Statewide Equalization Committee and the State Task Force on Assessment, both of which are significant responsibilities.

The Board's commitment to providing a public education system which ensures success for all students remains steadfast. We have seen significant improvement in

# President's Letter

student achievement in our state, particularly in closing the achievement gaps between majority and minority students, but there remains much work to be done. As we have done for several years, the Board provides leadership through the research projects it commissions which help to inform decision makers throughout the state. I invite you to read about the studies in this annual report.

A major focus of our work continues to be on middle school and high school reform. The State Board approved more rigorous graduation requirements that went into effect with this year's freshman class. These requirements will ensure that all of our students graduate with the skills and knowledge they need to be successful and productive citizens in today's global society. We were particularly pleased to receive the report of the World Languages Task Force which is preparing a plan to provide all of our students with an appropriate level of skill in a world language. This will allow our students to meet the requirement of two credits in a world language.

As President of the State Board of Education, I serve as the co chair of the P-20 Council along with Secretary of Education Woodruff. The P-20 Council with members representing early childhood education through higher education and the business community has provided significant leadership to ensure that Delaware has a seamless education system from Pre K through post secondary education. The work of the P-20 Council is done through subcommittees which are described in this report.

The work of Vision 2015 continues. In 2007, Governor Minner appointed the LEAD Committee to conduct a cost efficiency study of education spending and to analyze and make recommendations about the way education dollars are generated and distributed in our state. The Committee was also charged to look at the adequacy and equity of Delaware's system for funding public education and to consider a weighted student formula. That work is almost complete and a report will be issued in the next few months. This has been exciting and thought provoking work, and I am pleased to have represented the State Board on this important committee.

I encourage you to read this annual report and learn about the goals and the activities of the State Board of Education. Our activities and responsibilities are far too numerous for me to mention in this letter. We remain committed to working with all of our partners including the Department of Education, the Professional Standards Board, educators and community members throughout the state to provide educational excellence for all of Delaware's students.

Mrs. Jean W. Allen  
President, State Board of Education

# Vísi6n & Misi6n

## Vision Statement

*All* children are able to reach their maximum potential and are prepared to lead full and productive lives in the 21<sup>st</sup> Century through an education system that ensures:

- Education excellence, equity, and high expectations for each and every child;
- A highly effective teacher in every classroom;
- A safe and supportive learning environment in every school; and
- Partnerships among educators, parents, family, business, and the community that support high academic achievement and opportunity for all children.

## Misi6n Statement

The Delaware State Board of Education will provide the breadth of viewpoint and continuity of purpose of an independent citizen's board and will work in partnership with the Department of Education, school districts, families, and the community to:

- Ensure that high expectations are maintained for all students and all adults working in the educational system;
- Ensure an adequate supply of effective, qualified educators for Delaware schools.
- Develop a long-term vision and maintain an ongoing five-year plan to ensure the steady progress of all children to reach their full potential;
- Ensure that all education policy is consistent with the State Board's vision and supports the implementation of best practices in the field;
- Formulate and recommend education policy initiatives for the improvement of public education to the Administration and Legislature; and
- Build support for public education in Delaware through regular communication with the public.

Affirmed: September 18, 2007



Mr. Richard Farmer, State Board Vice-president

## GOALS

*GOAL ONE: Ensure that the accountability system is fully implemented in a manner that provides a quality education and high standards.*

- Work with the Department of Education to ensure that standards-based reform is proceeding and operating in an orderly and effective manner and critical issues that are raised are treated in a timely fashion.
- Provide research-based perspectives on the Delaware reforms using longitudinal, cross-sectional, and other data from the state testing program. The research study of students scoring in levels 1 and 2 in grade 3 and measuring their progress over time should be replicated in 2007-2008.
- Receive reports relative to the use of extra-time monies and assist in ensuring that those monies are allocated in the most effective manner.
- Support the initiatives included in the National Governor's Association grant for high school reform. This includes active support for resources to implement the high school graduation requirements, continued development of the higher education data cube work and the policy development for dual enrollment.
- Review and support, as appropriate, the tenets of the Vision 2015 Steering Committee.

*GOAL TWO: Promote efforts to ensure an adequate supply and ongoing development of highly effective teachers*

- Undertake actions necessary to maintain focus and develop solutions on this critical issue.
- Work with the Department of Education to ensure that:
  - New Delaware teachers complete a high-quality induction program.
  - Incentives are in place to improve instructional effectiveness for both teaching and administrative staff.
  - There is effective staff for public schools as a result of quality pre-service and in-service programs, quality licensure and re-certification processes, and an effective recruitment/retention plan.
- Participate with the Teacher Recruitment and Retention Committees in efforts to hire and retain highly qualified educators.
- Support the efforts of Vision 2015 to enhance the profession of teaching.

GOALS

# GOALS

- Receive reports on the progress of the DPAS II pilots and statewide implementation plans and make policy changes to strengthen and implement DPAS II.

GOAL THREE: Ensure that school and district leaders have the skills and knowledge they need to successfully support education reform.

- Actively participate in the “Delaware Cohesive Leadership System (DCLS)” formerly known as the “State Action for Educational Leadership Project (SAELP)” consortium to continue the work of enhancing educational leadership in Delaware.
- Assist and support the Delaware DCLS consortium activities to promote leadership through changes in legislation, policy and/or regulation.
- Receive reports on the progress of the DPAS II pilots for administrators as well as for administrator training for the statewide implementation of DPAS II for teachers, specialists and administrators and make policy changes to strengthen and implement DPAS II for administrators.
- Support the efforts of Vision 2015 to enhance leadership skills for administrators.

GOAL FOUR: Ensure that each Delaware student’s opportunity to learn is fully realized. Specifically, this includes closing the achievement gaps that exist between majority students and minority, Hispanic, exceptional needs and low-income students as well as providing ongoing challenges for high achieving students.

- Generate disaggregated data relative to the achievement gap from the Delaware Student Testing Program.
- Explore the option of conducting research on students scoring at PL 3, PL 4, and PL 5 in grade 3 and follow their progress over time.
- Work with the Department of Education to identify policy actions that will increase opportunities for high achieving students.
- Receive reports on the piloting of the Student Success Plans.
- Monitor the disaggregated high school graduation rate over time and actively work to develop policies and programs to increase high school completion.
- Participate with the Department of Education in any conferences relating to high school completion topics.

# GOALS

*GOAL FIVE: Continue to provide public leadership in support of education reform that leads to improved teaching and learning as well as high academic standards for all students.*

- Provide leadership for the P-20 Council.
- Maintain contacts with members of local school boards through semiannual meetings and memberships on the DSBA Board of Directors and the DSBA Legislative Committee.
- Serve as members on education committees throughout the state.
- Build and maintain a constructive working relationship with the Professional Standards Board.
- Work with education partners toward holding regular, statewide Education Summits on important topics of common interest.
- In cooperation with the Department of Education, work with the General Assembly on education matters, including those related to Vision 2015.

*GOAL SIX: Ensure Charter Schools in Delaware serve the needs of students and promote increased student achievement.*

- Work with the Department of Education to exercise effective oversight of the authorization, renewal and accountability of charter schools.
- Provide a research based perspective on the impact and success of Charter Schools in Delaware.
- Continue meetings with charter school board members.

Affirmed: September 18, 2007



President Jean Allen (far left) at the Extended Learning Opportunities Summit

# Partnerships

## Department of Education

The governance structure in Delaware provides for a State Board of Education and a Secretary of Education. The Governor appoints the President of the State Board to serve at his/her pleasure, with the consent of the State Senate. The remaining six members of the State Board are Governor-appointed and Senate-confirmed with specific terms of office up to six years. The Secretary of Education is also appointed by the Governor with the consent of the State Senate. The Secretary serves as a member of the Governor's Cabinet. The State Board works in consultation with the Secretary of Education on education policy and leadership activities.

One of the primary functions prescribed for the State Board of Education in State law includes providing advice and guidance to the Secretary of Education on policies, rules and regulations. Some of the 2007-08 work is highlighted below.

*High School Graduation Requirements-* Beginning with the graduating class of 2013, a public school student shall be granted a State of Delaware Diploma when such student has successfully completed a minimum of twenty four (24) credits in order to graduate. The work continued through this year with a World Language taskforce that convened to explore how the two (2) credits in a World Language could be fulfilled. In addition, Delaware submitted a new state plan to address the changes required in the new federal Perkins legislation. The new plan includes aligned, non-duplicative, and sequential coursework for the three (3) credit Career and Technical Education Career Pathways which prepare students for high-skill, high-wage, high-demand careers. The new plan also emphasizes increased rigor and academic integration within individual Career and Technical Education Career Pathway courses.

*Virtual Schools Pilot-*  
284 Delaware Students were enrolled in a virtual school pilot.

*Connections to Learning-*  
Connections to Learning encourages learning supports that promote safe, caring and healthy learning.

### *Student Success Plans (SSP)-*

Student Success Plans have been implemented for every eighth and ninth grade student. The SSP is an individualized learning plan that is begun in middle school and is revisited regularly throughout high school. Rather than ending with high school completion, the plan continues at least through one year beyond high school graduation.

### *DPAS II for Teachers, Specialists & Administrators-*

*Enhancing Professional Practice: A Framework for Teaching (2nd Edition)* developed by Charlotte Danielson, is the conceptual basis of DPAS II. The process focuses on the educator's commitment to continuously improving practice so that student performance is continuously enhanced.

#### **The Five Components of DPAS II**

1. Planning and Preparation
2. Classroom Environment
3. Instruction
4. Professional Responsibilities
5. Student Improvement

## Professional Standards Board

The Professional Standards Board (PSB) is authorized by state code and its members are appointed by the Governor and confirmed by the State Senate. State law also requires the approval of the State Board of Education on the actions taken by the PSB relative to regulations dealing with educator licenses and certifications, extra pay stipends, and the approval of knowledge and skill clusters that can be taken by educators for salary supplement. Major actions taken in collaboration with the Professional Standards Board include:

The Professional Standards Board, in collaboration with the State Board of Education, has amended or adopted over 23 Delaware Educator regulations in FY 07-08.

The Professional Standards Board, in collaboration with the State Board of Education, has approved 31 original, replicated or reauthorized Professional Development Clusters in FY 07-08. These clusters are utilized by K-12 educators across the state. Teachers have attributed student success to their own increase in knowledge and skills that has lead to more effective instruction.

The Professional Standards Board, in collaboration with the State Board of Education, has made a significant change in certification regulation language by amending Regulation 1505 Standard Certificate. As certification regulations came up for review or were created, regulation language was simplified and referenced back to 1505. This has made the regulation language more consistent and user friendly.

The Professional Standards Board, in collaboration with the State Board of Education approved Praxis II examination scores for K-12 Exceptional Children and for Education of Young Children.

# Developing Knowledge

## Board Sponsored Research

Research to assist the Board in reaching its goals and objectives is a critical piece of the work that is done. In order to support its work, the Board contracts with the Research and Development Center at the University of Delaware for a number of projects.

There were four major research projects sponsored by the board in 2007-2008:

**Beating the Odds** was the first research project. This study set out to identify schools who were “beating the odds.” Schools were identified who were performing above expected levels based on school demographics. This project led to Beating the Odds Phase II, a project that looked more closely at a subset of schools who were beating the odds to determine what characteristics were enabling their success.

The **Beating the Odds Phase II** study examined four elementary schools in the Indian River School District. The study identified eight strategies across the schools: setting specific goals by grade level for student performance, conducting quarterly promotion and review meetings, conducting weekly principal walk-throughs, supporting professional learning communities at each grade, providing instructional interventions to support struggling students and holding a “data day” at the end of each school year. The full report can be found on the University of Delaware Research and Development website at <http://www.rdc.udel.edu/>.

The third study was the **Performance Level 3 (PL3) Study**. This project examined the longitudinal findings for students who score from PL1 to PL5 at grade 3 in reading and math as they progress through to grade 8. The study documented to what extent students moved between the performance levels or remained at the same performance levels in grades 5 and 8 based on the Delaware Student Testing Program. In general, the better a student performs in grade 3, the better they will perform at grades 5 and 8. This is particularly true for reading. Furthermore, student progress is not uni-directional. Students can move down performance levels as well as move up performance levels as they navigate the grades. The data speaks to the importance of early intervention strategies for students if they are to reach and maintain student performance levels that meet or exceed the standards.

The fourth study was a **DSTP Performance Level Study**. This study expanded upon a previous study by including DSTP results in reading and mathematics for students from grades three through ten. The study found that a strong indicator of a student’s ability to achieve proficiency on the reading and mathematic portions of the DSTP by grade 10 is the student’s performance level on the grade 3 assessments. Over time, students performed better on the reading assessments than the math assessments. If students perform poorly in third grade, it is much more difficult for them to gain ground in mathematics than in reading.

All reports can be found at the University of Delaware Research & Development Site:  
<http://www.rdc.udel.edu/>

## Presentations and Reports

At its meetings the State Board of Education provides an opportunity for its members to receive reports and have presentations on programs that are taking place in the schools, work being done by the Department of Education, and research being undertaken either by the Board or by various entities interested in public education. The following highlights key presentations and discussions that were held during the 2007-2008 year:

*Presentation of Delaware Student Testing Program (DSTP), State Results* - Wendy B. Roberts, Director, Assessment and Analysis, presented briefings over the course of the year regarding the DSTP testing results grades 2 to 10. In general, the percent of students meeting or exceeding standards held relatively steady. For reading, the overall percent meeting or exceeding the standards is fairly high, especially in the elementary grades. Some gains are being seen in middle school math with regard to the percent of students meeting or exceeding the standard. The statewide results show continuing progress in students meeting the science standards. The social studies results are showing somewhat smaller gains. It was noted that in addition to having more students meet the standards, there is additional movement getting students closer to meeting the standards and fewer students are well below standard. Individual school and district results show where the greatest gains are being made.

*Delaware Recommended Curriculum Project*- The website contains all of the adopted standards, crosswalks and pathways between and among standards including those in career and technical education. The presenters also reviewed the process educators will use to submit potential exemplar units for inclusion on the website.

*National Assessment of Education Progress (NAEP)*- Delaware students showed statistically significant increases in grade 4 and 8 math and a small but not significant decrease in reading in the same grades. The scale scores for African-American and Hispanic students showed statistically significant increases in grade 4 for math. Over the past four years, Delaware is one of only two states to show a significant narrowing of the achievement gap between subgroups.

*Education Success Planning and Evaluation System*- This presentation provided an overview of the process schools and districts, as well as the Department of Education, follow in constructing their balanced scorecards and strategic project management processes. Also included was an overview of the web-based tools that allow schools and districts to build data-driven action plans for improvement.

*World Language Task Force Report*- Dr. Gregory Fulkerson, Education Associate for World Languages and International Education for the Department of Education led the task force and presented the final report to the Board. The World Language Task Force was guided by two essential questions: what does it mean to have functional communication competence in a language and how will such competence be demonstrated by students.

*Early Childhood Professional Development*- Janet Carter, Kathy Wilson and Maureen Waylen, all of the Department of Education, presented an update on the status of the state plan for early childhood professional development initiatives across the state. The purpose of the of the early childhood professional development plan is to develop the framework for a cross-sector professional development system that will fulfill Early Success' expectations and to ensure alignment with the K12 professional development system. The Early Success Plan established expectations for the professional development system. Based upon these expectations, goals were identified and assigned to one of three committees: Development, Data or Delivery. Each committee then developed a series of recommendations to address the goal.

Developing Knowledge

# Other Responsibilities

## Charter Schools

As authorized by Chapter 5, Title 14, Delaware Code, recommendations of the Secretary of Education relative to charter schools chartered under the auspices of the Department of Education must receive the approval of the State Board of Education before taking effect. Three State Board members also sit on the Charter School Accountability Committee in an ex-officio capacity.

Throughout the year, considerable Department and State Board time was spent on charter modifications, charter applications, ongoing monitoring and charter renewals. In each case, the State Board members are asked to determine if they concur with the recommendation of the Secretary of Education.

### Charter Schools Placed on Formal Review

- Pencader Business & Finance Charter High School.– placed on formal review (9/20/07)

### Charter Schools Placed on Probation

- Family Foundations Charter School– placed on probation with conditions (5/15/08)

### Consideration of Applications for New Charters

- Delaware Community Charter School -approved to move forward (1/17/08)
- Middletown College Preparatory Academy-approved to move forward (1/17/08)
- Youth Entrepreneurial Scholars Academy-approved to move forward (1/17/08)

### Decision on Applications for New Charters

- Delaware Community Charter School -approved Secretary's recommendation not to approve (4/17/08)
- Middletown College Preparatory Academy- approved Secretary's recommendation not to approve (4/17/08)

### Renewal of Existing Charters

- Sussex Academy of Arts and Sciences– renewed (1/17/08)
- Thomas A. Edison Charter– renewed with conditions (3/20/08)

### Non-Renewal of Existing Charters

- Marion T. Academy Charter School—approved the Secretary's recommendation not to renew (4/17/18)

### Modifications of Existing Charters

- Providence Creek Academy– allowed construction of a new school on land purchased from St. Joseph's (2/21/08)
- MOT Charter– addition of an enrollment preference for students who reside in Appoquinimink School District (3/20/08)
- Pencader Business and Finance– expanded from grades 9-11 to grades 9-12 and to modify the building through the lease of a second building to be constructed by the current landlord (3/20/08)
- Family Foundations Academy Charter– allowed the school to expand its grade configuration to include grade five and to reduce approved enrollment (4/17/08)
- Pencader Business and Finance– reduced the number of credits required for the career pathway from six credits to four credits (6/19/08)
- East Side Charter School– a waiver on the restriction on requesting an enrollment increase between November 1 and December 1 was approved and the modification increased the school's enrollment by 15% (6/19/08)

## Kent County School District Boundaries

Delaware Code Title 14 Chapter 1 §104(6) states that the State Board of Education has the responsibility to fix and establish the boundaries of school districts which may be doubtful or in dispute, or change district boundaries. During the 2007-08 school year, the State Board worked with the school districts in Kent County to reestablish and clarify the school district boundaries in the county. These districts included Smyrna, Capital, Caesar Rodney, Milford, Lake Forest and Woodbridge.



Mr. Savage, right, speaks with Ed Cashman, Deputy Regional Representative, Region III to Secretary Margaret Spellings U.S. Department of Education .

## Neighborhood Schools

The State Board held a special meeting in December in order for the Christina School District to present and discuss their Neighborhood Schools Plan

The State Board held public hearings to hear and receive public comment on the proposed plan of the Christina School District: Monday, January 7, 2008 at 7 p.m. at Keene Elementary School and on Thursday, January 10, 2008 at Baynard Intermediate School.

The State Board then met in Special Session preceding the January 17, 2008 meeting to act on the Neighborhood Schools Plan submitted by the Christina School Board. Based on the requirements of Delaware Code as they relate to Neighborhood Schools plans, the State Board approved the “preferred” plan submitted by the Christina School Board. A written decision and order was issued.

Other Responsibilities

## Board Activities

The members of the State Board held a number of committee assignments and memberships during the year as noted below:

**Jean W. Allen, President, serves at the pleasure of the Governor**

Co-chair, P-20 Council  
Co-chair, P-20 Council Subcommittee on Post Secondary Education  
Co-chair, P-20 Council Subcommittee on Dual Enrollment  
State Board Budget Subcommittee  
State Board Research Subcommittee  
State Board Policies and Procedures Review Subcommittee  
Steering Committee Member, Vision 2015  
Charter School Accountability Committee member, ex-officio  
NGA Grant Steering Committee  
LEAD Committee  
Alternate, Delaware School Boards Association Board of Directors  
Alternate, Delaware Schools Boards Association Legislative Committee  
NASBE Friend of Education Award Committee

**Richard M. Farmer, Jr., Vice President, term expires 2009**

Equalization Committee member  
Charter School Accountability Committee member, ex-officio  
Teacher Recruitment & Retention Advisory Committee member  
Delaware Cohesive Leadership System member  
State Assessment Taskforce Committee member  
Alternate, Delaware School Boards Association Board of Directors  
Alternate, Delaware Schools Boards Association Legislative Committee

**Mary B. Graham, term expired 2005** (resigned April 2008)

Charter School Accountability Committee member, ex-officio

**Barbara B. Rutt, term expires 2011**

State Board Budget Subcommittee  
State Board Policies and Procedures Review Subcommittee  
Delaware Schools Boards Association Board of Directors  
Delaware Schools Boards Association Legislative Committee  
Regional Advisory Board for Mid-Atlantic Comprehensive Center (MACC)

**Dennis J. Savage, term expires 2009**

State Board Budget Subcommittee  
NASBE Policy Leader of the Year Award Committee

**Terry M. Whittaker, Ed. D., term expires 2013**

State Board Research Subcommittee  
NASBE Study Group on Middle Schools  
Delaware NASH P-16 Summer Institute Team Member

## P-20 Council

The P-20 Council, co-chaired by the President of the State Board of Education and the Secretary of Education, met twice during the 2006-2007 year to hear reports and get updates on subcommittee activities. The summary of those activities are noted below:

### Higher Education Data Cube Committee

The Higher Education Data Cube Committee of the P-20 Council was established to develop a seamless state-wide PK-20 data system to inform policy decisions. The committee discussed next steps for fully implementing the unique student identifier and facilitating data transfer between institutions. Committee members from higher education worked with Department of Education and State Board staff to arrive at an agreed upon common formatting for various fields in the data system.

Delaware was commended on three of five criteria in Achieve's 2008 *Closing the Expectations Gap Report*. Specifically noted were Delaware's alignment of high school standards with college and workplace expectations and the development of a longitudinal P-20 data system.

### DECAN Committee

The Delaware College Access Network (DECAN) Committee met throughout the course of the year. The members discussed the college access issues in Delaware. The Mid Atlantic Regional Education Lab assisted with a data analysis and the higher education representatives examined pre-collegiate offerings at their respective institutions. Staff from the Department of Education and the Delaware Higher Education Commission surveyed resources available to address college access. The committee defined three areas that required attention: Alignment, Access and Actionable Networks. The group is reaching out to a national foundation to seek potential funding for the work.

### Higher Education Transfer of Credit Matrix Committee

The Higher Education Transfer of Credit Matrix Committee met to develop a web-based matrix that would identify those courses offered at Delaware institutions of higher education that could be transferred to other Delaware institutions of higher education for credit. The current matrix serves as a guide only for the public 2-year and 4-year institutions and is in need of updating. This led to a discussion regarding the need for a web-based course review and approval process to facilitate and expedite the process. It is hoped that by developing a web-based solution, the matrix could be updated more frequently.

### Achievement Gap Action Group (AGAG)

In 2001, the Delaware State Board of Education assembled a group of key educational leaders to address the challenge of the state's achievement gaps. A charge of the Achievement Gap Task Force was to look at and understand the achievement gap in Delaware. In order to do that, the State Board Commissioned the Awareness to Action studies that detailed the achievement gap in schools and districts throughout the state.

Leadership

# Meet the Board



Jean W. Allen  
President

Mrs. Allen was appointed to the State Board of Education in 1993 by Governor Carper. She was reappointed by Governor Minner in 2001 to a four year term. In June 2005 Jean was appointed and confirmed by the State Senate as President of the State Board.

Jean is a native Delawarean who graduated from Delaware's public schools and attended the University of Delaware where she received a Bachelor of Arts degree in English.

She has taught English at the high school level in both the Seaford and Laurel School Districts and in adult programs at Delaware Technical and Community College, Georgetown.

A member of the Seaford School Board for over ten years, she served as both President and Vice President of the Board. She also served as co-chairperson of several district referendum committees and Vice Chairperson of the Seaford School District Citizens Finance Committee.

Jean is Past President of the Delaware PTA and also served as the first Vice President and the Vice President for Legislation for many years. She has served on numerous statewide committees and task forces including the Governor's Task Force on Children At-Risk, the Advisory Committee on Teacher Evaluation and most recently the Vision 2015 Steering Committee.

Jean is a member and Past President of the Seaford Branch of AAUW and served as Education Chairperson for the Delaware AAUW Board of Directors. For many years she chaired the Delaware AAUW's project on elementary counselors. She is Past President and a member of the Board of the Delaware Foundation for Science and Mathematics Education.

Jean received the Thomas W. Mulrooney Award from the Delaware Personnel and Guidance Association for her work in promoting elementary counselors in schools. She has also been honored by the Delaware School Boards Association with its Distinguished Service Award for outstanding service to public education, and been awarded the Delaware PTA Life Membership Award for her work with the PTA.

She lives in Seaford with her husband Robert, a former member of the State Board. They have two grown children and four grandchildren.

Richard M. Farmer, Jr.  
Vice President



# Meet the Board

Mr. Farmer was appointed to the State Board of Education by Governor Ruth Ann Minner in 2003. A native Delawarean, Richard graduated from William Penn High School in 1966, received a Bachelor of Arts degree in Secondary Social Studies Education from the University of Delaware in 1970 and a Master's Degree in Secondary School Leadership from Wilmington College in 1989.

Richard taught Social Studies at the George Read Middle School and Civics at William Penn High School. He was named District Teacher of the Year in 1979. He completed his thirty year career in the Colonial School District as Deputy Principal of William Penn High School, having previously served as an Assistant Principal of William Penn High School and the Principal of the Gunning Bedford Middle School. He has also served as a substitute teacher in the Appoquinimink School District.

Since retiring in 2001, Richard has chaired the Music Education Advisory Committee for the Colonial School District which studied and made recommendations to the district concerning its music programs and the future of music in the schools. Mr. Farmer previously was the principal trombonist for the Dover Symphony and he continues to play with several other music groups. As a result of his keen interest and dedicated service to music, he was honored as the Administrator of the Year in 1999 by the Delaware Music Educators Association.

Richard served on several committees as a member of the State Board of Education. They include the Delaware Cohesive Leadership (DCLS) steering committee and consortium, the Statewide Equalization Committee, the Department of Education Teacher Recruitment and Retention Committee, and ex-officio member of the Charter School Accountability Committee. He also served as a member of the Delaware School Boards Association Legislative Committee. In addition, Richard has served on the National Association of State Boards of Education Study Groups on the role of state boards regarding high school athletics and eligibility requirements and as the chair of the study group for value-added assessment.

Richard lives in Middletown with his wife, Dottie, who also retired from the Colonial School District after thirty years as a home economics teacher where she also was honored as a District Teacher of the Year.

# Meet the Board



Jorge L. Melendez

Mr. Melendez moved to New York City in 1967. He graduated from Theodore Roosevelt High School with honors. He subsequently attended Fordham University for three years but left to provide financial help for his mother. He and his mother moved to Seaford in 1990. Jorge continues to reside in Seaford with his wife, Carol and his stepdaughter. His stepdaughter graduated from Indian River High School and the University of Maryland and is currently in graduate school for her master's degree in education.

Jorge joined Baltimore Trust Company in 1992 as a bi-lingual teller. He trained in the loan department and went to the Bethany Branch to gain branch operations experience. In 1997, he was appointed Assistant Vice President and Branch Manager of the Rehoboth Beach Branch. In 1999 he was promoted to the Main office in Selbyville as the Branch Manager and Security Officer for the bank. He currently holds the position of Assistant Vice President & Branch Manager in the Selbyville Branch.

Jorge served a community member of the Indian River School District Consolidated Application Committee as well as a community member for the district in the Executive Leadership Program through the Darden Business School at the University of Virginia. Jorge was previously a member of the Sussex County Rotary Club and served as its Treasurer.

# Meet the Board

## Mary B. Graham

Mrs. Graham was appointed to a six year term to the State Board of Education in 1999 by Governor Thomas R. Carper.

Mary holds a bachelor's degree with distinction in mathematics from Stanford University and a master's degree in mathematics from the Massachusetts Institute of Technology. She received her J.D. from Yale Law School in 1982 and served as a law clerk to U. S. District Court Judge Walter K. Stapleton.

Since 1983, Mary has been employed in the law firm of Morris, Nichols, Arsht & Tunnell. She became a partner in the firm in 1991.

Prior to her service on the State Board of Education, Mary served as the Chair of the Delaware Higher Education Commission. In this capacity, she led the Commission to be the first in the nation to add academic incentive to need-based student financial aid. She also promoted the Think College program, the establishment of the tuition savings program, and membership in the Southern Regional Education Board (SREB). She currently serves as a member of the SREB.

Mary has also served on numerous judicial review and advisory committees over the years.

Mary resides in Brandywine Hundred with her husband, Robert F. Simons, who is a professor of psychology at the University of Delaware. Their two children have attended public schools in the Brandywine School District.

# Meet the Board



Barbara B. Rutt

Mrs. Barbara Rutt was appointed to the State Board of Education in 2005 by Governor Ruth Ann Minner.

Barbara received a Bachelor of Arts in English from Washington & Jefferson College in 1978. She was later appointed to serve a term on the board of trustees of her alma mater. She also holds a J.D. from the Dickinson School of Law, awarded in 1981. Before moving to Delaware in 1988, she practiced law in western Pennsylvania, first as a consultant with Touche, Ross & Company and later in private practice. She has been an adjunct faculty member at Wesley College in Dover, Delaware.

Barbara Rutt served two terms on the Milford School District Board of Education, from 1991 to 2001, holding the offices of president and vice-president. She represented the Milford Board on the Legislative Committee of the Delaware School Boards Association. As a participant in the Delaware Leadership Academy, she worked with a committee to strengthen board/superintendent relations. Mrs. Rutt has also been a member of the Delaware Department of Education Licensure and Certification Committee, reporting to the Delaware Professional Standards Board.

Currently, Barbara serves as the Chairperson of the Board of Bayhealth Medical Center and represents Avenue United Methodist Church as a lay delegate to the Peninsula-Delaware Annual Conference. Barbara is the State Board delegate to the Delaware School Boards Association and has been appointed to the Regional Advisory Board of the Mid-Atlantic Comprehensive Center at the George Washington University Center for Equity and Excellence in Education.

Barbara and her husband, David N. Rutt, live in Milford and have one son, Andrew.

Dennis J. Savage



# Meet the Board

Mr. Dennis J. Savage serves as Director of the Office of Community Services (OCS), a unit within the Division of State Service Centers, Department of Health and Social Services (DSSC/DHSS). He is responsible for the administration of approximately \$20 million in state and federal funds for services that are carried out contractually through a statewide network of private, non-profit organizations. The OCS oversees the management and implementation of two of the state's block grants: the Community Services Block Grant (CSBG) program and the Low-Income Home Energy Assistance Program (LIHEAP), and over \$2 million in state funds to support the statewide operations of Emergency and Transitional Housing Services agencies and emergency energy assistance to low-income persons. He also is responsible for the administration of the U.S. Department of Energy (DOE) Weatherization Assistance Program (WAP), the federal Community Food and Nutrition Program (CFNP), and oversees the activities of the Governor's Advisory Council on Hispanic Affairs (GACHA).

Prior to his state government service, Dennis served in the field of education as a teacher in Chester, Pennsylvania, and in the former Wilmington School District. In Delaware, he was a teacher/coordinator of Project 70001, a pilot vocational education, training and employment program. This program was designed and structured to model the Distributive Education Clubs of America (DECA), but was geared for students who were high school dropouts employed in retail sales and distribution while earning their General Education Diploma (GED). From this, a new corporation was formed in Delaware and Dennis became the Vice President of 70001 Ltd. The goal was to develop and implement the 70001 Project model into a national employment and training program for disadvantaged youth.

Dennis is currently a member of the Delaware Advisory Council on Career and Vocational Education and a past member of the Christina School District Board of Education. He was once a Presidential appointee to the Advisory Council to the Fund for the Improvement of Post Secondary Education (FIPSE). Dennis also served on the former Delaware Elementary and Secondary Education Act (ESEA) Title IV Advisory Council, the Governor's Advisory Council on the Future of Education, the Advisory Council to Project Challenge of Delaware Technical and Community College, Jobs for Delaware Graduates, and a host of other advisory committees and council memberships. His State Board Committee assignments include the Budget Subcommittee and the HJR-Early Childhood Task Force in 2003-2004.

Dennis was re-appointed to the State Board of Education in 2003 for a second six-year term. He is a single parent with a pre-teen son, Dennis Jr.

# Meet the Board



Terry Whittaker, Ed.D.

Dr. Terry M. Whittaker currently serves as the Assistant Provost for Student Diversity and Success at the University of Delaware. In this role, he leads, manages, and evaluates university-wide student diversity and academic success initiatives. Dr. Whittaker was appointed to the position of Assistant Provost for Student Diversity and Success in 2003.

A University of Delaware administrator for 24 years, Dr. Whittaker served in the Lerner College of Business and Economics for 11 years. During his tenure from 1992 to 2003, Dr. Whittaker served as the Assistant Dean for Student Special Services, Assistant Dean for Student Professional Development, and Assistant Dean for Undergraduate Affairs and Student Support Services. From 1983 to 1992, Dr. Whittaker served as the Director of the Resources to Insure Successful Engineering Program, and Director of Undergraduate Advisement and Student Services in the College of Engineering.

Dr. Whittaker serves on numerous civic boards and committees, including the Metropolitan Wilmington Urban League Founding Board of Directors (2000-present), United Way of Delaware Board of Directors (2003-present), Christiana Care Health System – Trustee Member (2002-present), MBNA Education Foundation (1997-2006), Forum to Advance Minorities in Engineering Board of Directors (1992-present), and the Aberdeen Civic Association Board of Directors (2001-present).

Dr. Whittaker is a member of numerous professional organizations, including the National Academic Advising Association, National Association of Academic Affairs Administrators, National Association of Student Personnel Administrators, and National Association of Diversity Officers in Higher Education. He has received many honors, including the University of Delaware Faculty Senate Excellence in Undergraduate Advising Award, Leon and Margaret Slocomb Professional Excellence Award, Brandywine Professional Association Outstanding Achiever in Education Award, INROADS/Philadelphia Educator of the Year Award, Aberdeen Civic Association Outstanding Community Service Award, and the Ivan Williams Award. Dr. Whittaker is a University of Delaware Diamond Donor and a member of the University's Pillard Society.

Dr. Whittaker holds a Bachelor of Arts in Sociology from the University of Wisconsin – Madison, a Masters of Arts in Educational Psychology from the University of Minnesota – Minneapolis, and a Doctor of Education in Administration and Policy from the University of Delaware.

Dr. Whittaker is married to Beverly and has a step-son. He and his wife reside in Middletown, Delaware.

G. Patrick Heffernan



Mr. Heffernan was appointed to the State Board of Education by Governor Ruth Ann Minner in June 2008. After graduating from Concord High School, Pat received a degree in Chemistry from the University of Delaware. He is employed as a manager in the Information Technology field and has worked at IBM, Siemens, EDS and a private consulting firm. He lives with his wife Debra and his three school-aged children in the Brandywine School District.

Pat is co-president of the Brandywine Special Needs PTA. He served on the Governor's Advisory Council for Exceptional Citizens (GACEC). A key function of the GACEC is to provide input and comment on bills and regulations affecting the education of students with disabilities. Pat was chairman of the GACEC Policy and Law Committee 2007-2008. He also worked with other community members and Brandywine district staff to develop the Brandywine School District's current five year strategic plan. He coached an Odyssey of the Mind team from Harlan Elementary and has been active in father/child programs at the YMCA.

# Meet the Board

# Meet the Board



Judi L. Coffield, Ed.D.

Dr. Judi L. Coffield joined the State Board of Education as the Policy Analyst in February 2008. As policy analyst, she supports the Board members in their duties and responsibilities.

Dr. Coffield graduated cum laude from West Liberty State College in 1986 earning a BA in Elementary Education with a minor in middle school mathematics. She completed a Masters of Instruction in 1996 and a doctoral degree in Educational Leadership, Curriculum and Instruction with a focus on Administration and Policy in 2006. Both of her advanced degrees were completed at the University of Delaware.

Prior to her position as the State Board Policy Analyst, Dr. Coffield was employed for three years by the Delaware Department of Education as an Education Associate for Middle and High School Support. She served in the district office of the Red Clay Consolidated School District as the Supervisor of Instructional Technology K-12 from 1999-2003. During this period she also served as the Assistant Principal at William C. Lewis Dual Language Elementary School for one school year. In addition, Dr. Coffield has twelve years of classroom experience in the areas of elementary education and middle school mathematics, reading and computer science.

Judi and her husband have three grown children and four grandchildren. They reside in Magnolia, Delaware.



Dani Moore

Dani Moore has been on staff at the Department of Education for over thirty years and has served as the Secretary to the State Board for the last twenty-four years.

Dani and her husband have one son and reside in Camden, Delaware.

Daní Moore