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December 19, 2014

To: Members, Guam Education Board

From: Jon Fernandez, Superintendent of Education 

Re: 2014 Performance Evaluation – Self-appraisal

Hafa Adai, Members of the Guam Education Board:

I want to thank the Guam Education Board for its continued leadership, support and guidance during the past twelve months of calendar year 2014. At the end of December, I will have completed 30 months as Superintendent, and I am grateful for the opportunity you have given me to serve our public school students and their families during this time. I have spent every day working to leverage the strengths of the Guam Department of Education and grappling with longstanding challenges in order to channel our resources and our energies, as much as possible, toward the benefit of our children. While there is still a long way to go and much work to be done, I believe that we, as a department, are making significant strides forward, and I hope that, under my leadership, we can continue to do so into the near future.

BRIEF OVERVIEW

In my self-assessment last year, I mentioned the three key issues that were priorities for me in 2013. These included the stability of the department, the visibility and accessibility of leadership, and the need for better collaboration with external partners to make progress. Since 1981, the average tenure of a GDOE Superintendent/Director has been 15 months, and the lack of leadership stability has contributed greatly to the inability to sustain progress over time. I believe I have been able – with the assistance of the board – to provide a steady hand at the helm over the last 30 months, which can only benefit our ability to maintain a direction and assess our progress. I continue to make leadership visibility and accessibility a priority by making frequent visits to schools, including shadowing students through a school day, so that I, my deputies, and my division heads are regularly present at the school sites to hear directly from students, parents and employees. It is important that we ensure that we understand the needs of our schools and have the opportunity to hear from the very front lines of our agency. Finally, I

hope that I have proven that we can work in partnership with our Governor and Legislature to achieve great things for the department as we have this past year, especially with facilities.

For 2014, I want to first make a general observation before getting into more of the details aligned with the GEB-adopted goals. In an August 26, 2014, letter to the Speaker of the Guam Legislature, our Board Chairman, Dr. Jose Cruz, with the support of co-signer Mr. Kenneth Chargualaf, board member, may have said it best when he wrote, ***“I can state with certainty that never before has public education on Guam been on such a positive trajectory as it is today.”*** Although I have only worked within the GDOE system for a short period, I agree with this assessment, because I know it is due, in large part, to our employees who are now working harder and working together to make things happen for our department and for our students. We have much to be proud of this year in terms of individual student and employee accomplishments at the national and local level.

Our students rose to the challenge in several ways:

- **Matthew Taitano**, of Simon Sanchez High School, brought home the prestigious Gates Millennium Scholarship that will put him through Princeton University.
- The **Simon Sanchez High School ProStart** culinary arts class brought home a second straight national culinary championship in a competition featuring high schools from across the United States. They will receive scholarship assistance to attend culinary arts colleges on the mainland.
- Our **Junior Reserve Officers Training Corps** students from George Washington High School, Simon Sanchez High School, and Southern High School, won the Overall Army Golden Bear national championship.

Our employees followed suit with Principal **Dexter Fullo** of Benavente Middle School being recognized in the publication *Learning Forward* for his work building a professional learning community at his school, while Simon Sanchez High School science teacher **Melanie Blas** received a U.S. Environmental Protection Agency’s Presidential Innovation Award for Environmental Education. The Government of Guam also recognized excellence in service by government employees and agencies for 2014, and the department was represented well:

- **Yovez Blas**, School Aide, Simon Sanchez High School, won for Behind the Scenes
- **Jine Han**, Teacher, Simon Sanchez High School, won Male Athlete of the Year
- **Vicky Schrage**, a GCC teacher at Simon Sanchez High School, who took her ProStart class to the national championships, won the National Recognition award
- **Julietta Quinene**, Community Health & Nursing Services Administrator, won Supervisor of the Year
- **Rose Castro**, Teacher, Southern High School, won the award for Inspiration and Courage
- **Vince Reyes**, Teacher, Southern High School, won Employee of the Year in the Education category and Merit Cup of Excellence as the Employee of the Year overall.

Because of their efforts and the efforts of so many other unrecognized and unlauded individuals, the Guam Department of Education was selected by a panel of private sector leaders as the winner of the **MagPro 2014 Agency of the Year** in the large agency category. This is an accomplishment in which we should all take pride and build upon as we move forward!

In addition to this good news, I want to highlight what I believe is another major step forward – the GEB adoption of the new State Strategic Plan in September 2014 that will help guide our activities through the year 2020. The adopted plan includes a comprehensive assessment framework that is new to the department but much needed in order to better support learning in the classroom through the development of common formative and interim assessments as well as through a new summative assessment, ACT Aspire, which is aligned with the GEB-adopted Common Core States Standards (CCSS) and strongly predictive of success in the ACT college entrance exam. The development of this plan included outreach to parents, teachers, administrators, business community leaders and students to help set forth the goals, objectives and strategies that the Board approved as part of the vision for the Department going forward.

HIGHLIGHTS FROM 2014

For the remainder of this self-assessment, I will utilize the five Guam Education Board goals to frame my perspective of how things have progressed under my leadership of GDOE during the past year.

Goal 1. All Guam Department of Education students will graduate from high school prepared to pursue post-secondary education on- or off-island or to assume gainful employment with the private and public sector.

- **Continued implementation of Common Core State Standards.** In 2012, the GEB rightly adopted a new set of college- and career-ready standards when it approved the implementation of the CCSS for GDOE. School Year 2013-2014 marked the completion of the second year of implementation, which focused heavily on effective instructional strategies to support the shift towards the CCSS. School Year 2014-2015 will be year three of the planned three-year roll-out, which includes a focus on assessment, including common formative assessments as well as adoption of a CCSS-aligned summative assessment to measure yearly student progress. This year, I have turned to teacher leaders to share the task of facilitating the continued roll-out of our standards and supports.
- **Adoption of ACT Aspire.** This year, the GEB adopted the new summative assessment, ACT Aspire, the K-12 assessment system aligned with Common Core as well as the ACT college entrance exam, which recently overtook the SAT college entrance exam in terms of market share. Based on a continuous review of assessment data and history, ACT Aspire has been developed to have a strong predictive component for how a student will perform on the ACT college entrance exam, which will be an additional guide to helping understand whether a student is on track for college. I have worked with Deputy Superintendent Joe Sanchez to review the options proposed by the PARCC consortium and Smarter Balanced consortium; however, ACT Aspire provides us an alternative that is not only practical because of its ability to be completed with pencil and paper, but also aligned with a well-established college-entrance assessment.
- **Continued partnership with Guam Community College on CTE courses and Work Keys assessment.** The Guam Community College continues to partner with GDOE to support career

and technical education classes for our students in the areas of allied health, automotive service technology and collision, AutoCADD, construction, early childhood education, electronics, marketing, tourism, ProStart, and visual communications. In addition, I have supported the expanded use of the Work Keys assessment tool at the high school level in order to collect student employability skills and performance data. The data will help gauge the effectiveness of our current CTE programs, but will also help students earn a certificate of mastery, if they reach the necessary criteria, that will enable them to get college credit at GCC.

- **Development of STEM strategic plan with University of Guam and Guam Community College.** GDOE teachers have been working with McREL in the development of a STEM (science, technology, engineering, and math) strategic plan to include our partners at the UOG and GCC. This is the first time we have gathered GDOE STEM teachers together to develop the vision, mission and objectives of our STEM activities, which we believe will further our efforts to connect students to college and career opportunities. In the past, it has been difficult to connect all institutions in this shared effort. In 2014, I directed GDOE staff to take the lead on this project, beginning with our own STEM teachers and then eventually inviting GCC and UOG to partner. This has enabled us to move forward and to prioritize our own needs in shaping the strategic plan.

Goal 2. All students in the Guam Department of Education will successfully progress from grade to grade and from one level of schooling to another in order to maximize opportunities to successfully graduate from high school.

- **Training on common formative assessments and standards-based grading.** This year, the Board adopted the new summative assessment, ACT Aspire, along with the comprehensive assessment system framework that was proposed. This is a system of national and local criterion-referenced tests aligned to the Common Core and GDOE Content Standards. Instead of just having an assessment at the end of the year, assessments will occur in real time to monitor student progress and allow us to provide the necessary interventions before the end of the year to help them succeed. The work that we began with Dr. Robert Marzano in October will help train teachers on the development and use of formative assessments and standards-based grading. 2014 will mark the period where we are moving toward a more accurate measure of student progress based on our adopted standards.
- **Implementation of Professional Learning Communities (PLCs).** In 2014, schools continued to ramp up implementation of PLCs, where teachers and administrators come together on a regular basis to clarify the content of their curriculum and classroom expectations, share effective instructional strategies and lessons, develop common formative and summative assessments, and monitor student progress to determine needed interventions. PLCs form one of the five cornerstone expectations set by the district and are the anchor to much of what is underway in our schools to improve teaching and learning. PLCs are instrumental and necessary for teachers to be able to set shared SMART goals, develop their curriculum maps, refine common formative assessments.

- **Planned expansion of pre-kindergarten.** Although the Governor of Guam and the Guam Legislature began the discussion about universal pre-kindergarten, I decided that GDOE would move forward in 2014 to develop a pilot expansion and begin to create the foundation for expanded early learning in public schools. I have earmarked \$1.2 million in the FY 2015 budget to be used for the expansion of pre-kindergarten in four schools during School Year 2015-16. During October and November 2014, GDOE held regional meetings to discuss the intent and parameters of the pre-k expansion, and the public showed support for continuing our work. In December 2014, the GEB is being requested to finalize the four schools for the expansion, and the first part of 2015 will enable GDOE to take the necessary steps to prepare classrooms for the coming school year. In addition, I will be asking the GEB to adopt early learning standards, discuss the curriculum that will be used, and work to ensure that we have qualified teachers for these classrooms.
- **Expansion of WASC school accreditations and piloting a District accreditation.** Working with the Western Association of Schools and Colleges, I made a commitment that we would begin the process of accrediting all schools within GDOE. In 2014, Tiyan High School, Ordot Chalan Pago Elementary School, Carbullido Elementary School, and Maria Ulloa Elementary School are candidates for accreditation, which will assist the school in improving teaching and learning for students. In addition, I have worked with WASC to develop a pilot District-wide accreditation to help align the work being done at the GDOE central office with the work at the schools, in order to ensure the most effective use of resources in support of teaching and learning at all grade levels. The intent of this project is to help develop systemic improvements and strategies to help students progress through our system and maximize their chances of graduating college or career opportunities.
- **Plans to redesign the alternative school.** This year, we applied for and expect to receive federal funding to redesign the alternative school system within GDOE. This has included a stronger focus on referrals to J.P. Torres alternative school and closer work with the Judiciary to seek expansion of their drug court program to better serve students with drug use and addiction issues. In addition, I am seeking more on-campus interventions prior to referral to an alternative setting. This strategy includes the reintroduction of “opportunity rooms” that will allow for students to be placed in opportunity room settings within their home schools as an intervention, supported by opportunities for continued learning and focus on academics. Finally, new sites are being considered at northern and central schools, to prevent the full removal and segregation of students from their home communities, if possible. Funding in the FFY 2014 Consolidated Grant supports the implementation of this strategy, much of which will take place in 2015. I believe that the current alternative program has to be revamped, and we began that process this past school year and will continue to develop a new model for how we want to operate in the future.

Goal 3. All Guam Department of Education personnel will meet high standards for qualifications and on-going professional development and will be held accountable for all assigned responsibilities.

- **Full implementation of the new teacher evaluation.** In 2014, we completed the pilot of a new and improved teacher evaluation that includes a focus on student achievement and progress.

The new evaluation, the development of which was funded by a National Governors Association grant, was developed by a team of administrators and teachers. In School Year 2013-2014, seven schools piloted the evaluation, including Maria Ulloa Elementary School, M.U. Lujan Elementary School, Price Elementary School, Benavente Middle School, Jose Rios Middle School, Untalan Middle School and John F. Kennedy High School. The results of the pilot were positive from the teachers that participated. Teachers appreciated that more observations were being used and feedback was being provided immediately in order to improve instruction. Student perception surveys are also included as part of the evaluation. This year, pursuant to the authority granted by the GEB and its guidance, I approved the new teacher evaluation being implemented in all schools.

- **Implementation of new school counselor evaluation.** Guam school counselors have been working since 2003 to develop a comprehensive school counseling program for GDOE, based on the American School Counseling Association (ASCA) model. This model defines what students should know and be able to do as a result of participating in a school counseling program. The components include career counseling, academic counseling, and personal/social development counseling. In January 2014, I approved the adoption of the new standardized model including a new evaluation aligned with the new standards.
- **Continued intense professional development for administrators and classroom teachers.** Training continues to be a central focus of our strategy to build capacity for instructional improvements in our schools. Professional development, even in just the last two years, has changed tremendously and become more sophisticated and focused on the classroom. Because we have a limited pool of teachers, I firmly believe that professional development must be the major lever for improving teaching and learning. In 2014, we offered the following trainings (although this list is not exhaustive):
 - Curriculum map development
 - Common formative assessment development
 - Sheltered Instruction Observation Protocol (SIOP)
 - Science, Technology, Engineering, Math (STEM)
 - English as a Second Language
 - AIMSWeb
 - Advanced Placement and Pre-Advance Placement
 - PD 360
 - Classroom Instruction That Works
 - Balanced Leadership
 - Standards-Based Assessment
 - PowerSchool
 - Positive Behavioral Intervention and Supports (PBIS)
- **Continued intense professional development for other GDOE employees.** Training continues to be a central focus to build capacity across the organization. In 2014, we offered the following trainings (although this list is not exhaustive):

- Shooter on Campus
- Search and Seizure
- Joint School Health Counselors/School Guidance Counselors Conference
- National Food Service Management Institute
- Offer versus Serve (Food Services)
- Crime Stoppers
- CPR
- MUNIS
- Microsoft Excel

Goal 4. All Guam Department of Education school facilities will meet high standards for health and safety and provide optimal conditions for learning objectives.

- **Opening of new Tiyan High School.** With the GEB's support, I worked hard in 2014 to address overcrowding concerns at George Washington High School and John F. Kennedy High School. Governor Eddie Calvo and his staff assisted the department in identifying the opportunity to open a new high school at the Tiyan campus, formerly occupied by Untalan Middle School until mid-summer. The Governor executed a purchase agreement for the Tiyan site in January, and we immediately commenced the planning for a new high school to open August 2014. Working with village mayors in affected areas, I joined the GEB in presenting new attendance areas to the community for consideration, prior to GEB approval. I mobilized our facilities and maintenance division, along with our community and private partners, to move and store Untalan Middle School equipment in order to allow CoreTech to improve the campus and prepare it for a high school population. We also worked closely with the Governor's office to identify and expedite collateral equipment for the school. Finally, I developed guidance for high school administrators to provide incoming seniors an opportunity to stay at their home schools during School Year 2014-15, allowing each high school no more than 100 slots and prioritizing those students participating in programs not offered at Tiyan. We were able to open Tiyan High School on time and without incident on the first day of classes. The school opened with just over 1,100 students, helping to bring George Washington's enrollment from 2,700 down to 1,800.
- **Renovation of Untalan Middle School.** Shut down in 2012 due to health and regulatory violations, Untalan Middle School was successfully renovated in time to be opened on the first day of classes for School Year 2014-15. I approved funding for the \$12 million renovation to come from the Adequate Education Trust (formerly ARRA funds) when no local sources of funding could be identified. The renovated school is equipped to house approximately 1,200 students and to address former problems related to flooding, deteriorating structures, and lack of working air-conditioners. The campus saw a new school façade, more parking, new concrete classrooms and canopies, new air conditioners, and a renovated cafeteria. Despite a last-minute incident with vandals, who broke several of the new glass windows, threatening to delay the opening of the school. However, it was my commitment to work with GDOE staff and the vendor to replace the windows in time for the first day of classes.

- **Expansion of Okkodo High School.** Okkodo High School was built to serve approximately 1,200 students but opened to about 1,400, where the enrollment level has stayed for the past few years. This July, a \$22 million expansion was completed, bringing enrollment capacity to 2,000 students and adding over 70,000 square feet to the campus, including 23 new classrooms, a culinary arts facility, new cafeteria, new science and drama labs, a resurfaced track and collateral equipment for students. The school opened on time this school year and has approximately 1,700 students enrolled.
- **Renovation of sports facilities.** In 2014, I directed roughly \$250,000 in remaining Adequate Education Trust Fund monies to be used to renovate the Jose Rios Middle School gym. The gym structure was leaky, leading to constantly wet floors and deteriorating bleachers. Today, the structure has been renovated to prevent leaking, and bleachers have been replaced. The school is working with GDOE staff and the vendor to determine whether funds are available to upgrade the court. In October, using \$350,000 in appropriate local dollars, GDOE was able to renovate the George Washington High School track in time to allow the George Washington Geckos football team the opportunity to play and win the championship game at their home field. In 2015, with the additional funds made available from limited gaming tax revenue, more sports facility renovations are expected.
- **Upgraded central offices to address employee health and safety.** While not a school facility, the GDOE central office has long been a concern with regard to the health and safety of employees. The old headquarters presented a host of issues, including mold, roof leaks, electrical hazards, rodents, and facility deterioration. With the Legislature and Governor's approval to seek administrative space at Tiyan, I pursued this option as part of the effort to also open a new high school on the campus. The purchase of the Tiyan property, thus, included space for central administrative offices. In June 2014, in a span of under three weeks, GDOE was able to fully move its operations from Hagatna to Tiyan, using internal staff and community partners to make the move. The department operates in four buildings in Tiyan plus one warehouse. In 2015, there are plans for additional construction that will help to fully consolidate central operations into one location.
- **Substantial completion of 2,300 new air conditioners across the district.** 2014 represented a major year for air conditioner installation. Funded by the Adequate Education Trust, GDOE was able to install air conditioners, ranging from classroom to cafeteria-sized units, in all schools. Some of the more notable installations include cafeteria air conditioners for the first time in history to support the children of Maria Ulloa Elementary School and Juan M. Guerrero Elementary School. Major units were also installed at Upi Elementary, Agueda Johnston, Simon Sanchez High School/F.B. Leon Guerrero High School cafeteria and Southern High School cafeteria, as well as the Southern High School Library. All schools were able to benefit from this investment.
- **Solar panels.** I have been able to use much of 2014 to nail down a majority of business terms to install solar panels at four leased schools – Okkodo High School, Astumbo Middle School, Ligan Elementary School, and Adacao Elementary School. These panels will provide 80 percent of the schools' power needs at a discount to current utility rates. In addition, there is a proposal to

provide solar energy to another leased school, John F. Kennedy High School. While the broader procurement for the remaining schools continues to be reviewed at the General Services Administration, significant progress has been made with our leased schools, and we hope to sign off on agreements in early 2015 to enable projects to be implemented by School Year 2015-16.

- **\$100 million in school modernization.** With the near shutdown of Simon Sanchez High School in 2013, I pushed hard for more resources for GDOE schools, believing that it was the opportune time to make a commitment to better schools for our children. Speaker Won Pat and Governor Calvo supported this effort by approving \$100 million in school renovation funds to address our most critical needs. Working with the Department of Public Works, GEDA and the Governor's office, GDOE pushed to get an RFP developed to finance and implement up to \$100 million in school renovations, including the development of a master facilities plan to guide the work. At the end of 2014, based on review by the Attorney General, adjustments need to be made to the RFP to address legal concerns, and GDOE is reviewing the procurement documents to ensure it meets the needs of our school communities. We anticipate that the RFP will be released in early 2015 for bid.

Goal 5. All Guam Department of Education operations will maximize the critical uses of limited resources and meet high standards of accountability.

- **Long-awaited clean audit opinion for both financial statements and compliance.** 2014 marked the first time in over a decade that the Department received a "clean opinion" for both financial statements and compliance in our annual audit. This progress is the result of the first full year during which the new financial management system was implemented, and it is clear that the new system has provided us with the tools needed to better manage and report our financial situation. Staff – both central office and school-based – receives regular trainings on the new system, and we continue to upgrade and improve the system as we go along. Over the past decade and a half, GDOE has improved from being an unaudit agency with over \$2 million in questioned costs to an agency with a clean opinion and only \$2,000 in questioned costs. The challenge for next year will be to sustain the progress made to date.
- **Updating and development of standard operating procedures (SOPs).** As part of the implementation of the new financial management system, I have directed staff to update and develop standard operating procedures to ensure that we understand and can implement the necessary processes associated with our financial activities. In 2014, I approved 15 new SOPs covering finance, payroll, human resources, supply management and budget functions; an additional 15 are in the latter stages of review and should be completed in January, and three SOPs are in the development stage. All SOPs were developed and reviewed by line staff, not just the division heads, prior to submission for approval, to ensure that the SOPs accurately reflected the processes in place. Once completed, the SOPs will form the basis of ongoing training and will also be revisited annually for any improvements or changes.
- **Implementation of Management Internal Control (MIC) project.** Originally conceived in 2009 but never implemented fully, the Internal Audit Office implemented the MIC in 2014 which

requires employees to complete an assessment relative to their duties and responsibilities that can then be utilized by internal auditors to identify areas of high risk within the agency and develop corrective action plans to address. The MIC instrument will be reviewed in 2015 for any improvements, and the results will be used to develop the internal audit plan that will help proactively address any areas of concern.

- **Strengthening Internal Audit office (IAO).** A new chief internal auditor was hired in 2014, joining GDOE from the Office of Public Accountability (OPA). In its prior iteration, IAO was primarily staffed to audit Non-Appropriated Funds (NAF) and other areas upon request and approval by the Superintendent. With the hiring of the new auditor, other available vacancies were filled so that there are now two auditors and an administrative officer assisting the chief auditor; two of the additional staff also hail from OPA which is a good sign for GDOE. IAO has completed a draft assessment of the GDOE audit history and a draft of the MIC report for review by the Superintendent. Based on the MIC report, IAO will develop its 2015 audit plan, and I anticipate seeing a highly professional and productive year for the office as we move forward. IAO is going to play a critical role in moving GDOE off of the US DOE special conditions and high-risk designation.
- **Implementation of the Comprehensive Corrective Action Plan (“CCAP”).** GDOE remains under special conditions set by US DOE, which requires a third-party fiduciary agent and the implementation of the CCAP. Over the past year, GDOE has made continued progress in implementing the CCAP, including improvements to the time distribution reporting processes (TDRs), payroll reimbursement, implementation of the new financial management system, strengthening internal audit function, improving accounting, managing federal grants and procurement, and accounting for fixed assets.

The areas of most improvement in 2014 include fixed assets, payroll reimbursement, and the TDR process. Fixed assets, in particular, showed full reconciliation of the federally-funded assets, and GDOE is working to use the same framework to address locally-funded assets, although this is not required. It is anticipated, with the improvements made to date, that GDOE may be well-positioned in 2015 to request amendments to the special conditions in these key areas. If granted, the amendments to the special conditions will be a major step forward in moving off of high-risk. Mark Robinson and Christine Jackson both visited in July 2014 and met with the GEB as well as other stakeholders. The assessment from both was that GDOE has “stabilized” and the challenge was now to “sustain and improve” from this point forward. I have informed Mr. Robinson and Ms. Jackson of my commitment to request reconsideration of the special conditions by summer 2015.

- **Launching of a new non-profit education foundation.** Earlier this year, given the scarce resources in our schools, I helped launch a new non-profit Foundation for Public Education, Incorporated, that will work in partnership with GDOE to raise funds and accept donations for our schools and our students. As initial chair of the Foundation, I helped to identify and appoint the first charter board for the foundation, including the following private sector leaders:
 - **Noel Enriquez, Caldwell Brown (Chairman)**
 - **Joyce Crisostomo, Cars Plus (Vice-Chair)**

- **Lou Sanchez**, First Hawaiian Bank (Treasurer)
- **Maria Eugenia Leon Guerrero**, Bank of Guam (Secretary)
- **Carlos Camacho**, Micronesia Community Development Corporation
- **James Martinez**, Guam Contractors Association
- **Sam Shinohara**, United Airlines
- **Ronald Su**, Royal Orchid Hotel Leslie Travis, Civile & Tang

The Foundation helped sponsor this year's GDOE 5k/2k at the Tiyan campus, attracting over 1,100 participants and helping to raise over \$10,000 for participating public schools. In addition, they are helping to facilitate the donation of \$50,000 from the Guam Education Facilities Foundation to Okkodo High School for art supplies as well as a \$10,000 donation from NRG Solar to Inarajan Middle School for STEM equipment and projects. In 2015, the Foundation plans to initiate its annual signature event to coincide with GDOE's selection of a Teacher of the Year.

- **Leveraging technology to supplement classroom resources.** This year, a combined \$2.6 million in federal funds were used to continue to push more technology into the classroom, including 55 additional interactive whiteboards, 53 multimedia projectors, and 50 additional mobile laptop carts, carrying a total of 1,500 student laptops. We initiated two competitions for technology in 2014 to give employees an opportunity to share how they planned to use the added technology to enhance student learning. Teachers competed for 17 mobile laptop carts earlier this year to be used for student instruction and competed again for 31 interactive whiteboards this current semester. The competition required submission of an application for the technology, including information regarding use and impact on teaching and learning.

Wireless connectivity has also expanded to all of schools, linking libraries and surrounding classrooms. Wireless connectivity has also been provided at the central offices to support professional development sessions and operations. Additional resources will be sought from other sources to expand connectivity to more classrooms at secondary schools.

Conclusion

I humbly submit this overview of my performance in 2014, which I hope will help share my perspective on the highlights of the past year and all that has been accomplished within GDOE. The evidence compiled for you as part of your review will serve to underscore and supplement all that I have discussed. None of this could have been accomplished without the support and contributions of my management team, consisting of Deputy Superintendents Taling Taitano, Erika Cruz, Joe Sanchez and Robert Malay, along with the numerous division heads, administrators, teachers, and support staff, especially out at our schools. It also could not have been accomplished without your shared commitment to our children and families. I want to thank the GEB for its continued guidance and support over the past twelve months, and I look forward to hearing your suggestions and concerns, so we can improve our ability to serve our students.

