

# The Nation Is Watching. Delaware Is Ready.

**VISION  
2015** | **IMAGINE...**  
*the best schools in the  
world for every student  
in Delaware.*



..... We have five years to create world-class  
schools for every Delaware student.  
No exceptions, no excuses.

**Progress Report 2010**

[www.vision2015delaware.org](http://www.vision2015delaware.org)

# The Time Is Now

In 2010, Delaware emerged as a national leader in its efforts to create world-class schools. Its reputation grew dramatically with Delaware's selection as one of the first two states chosen for federal Race to the Top funding.

But its prominence is rooted in Vision 2015, the bold, innovative commitment to reform made four years ago.

Shaped by educators, parents, and leaders from across the state, Vision 2015 set the comprehensive and compelling goal of building the best education system in the world for every Delaware student.

The vision was emphatic and clear: **We must demand excellent schools... no exceptions, no excuses.**

In just four years, Vision 2015 has spurred significant improvements to our public education system, many of which are covered in this report. Governor Jack Markell's and Education Secretary Lillian Lowery's leadership have deepened and accelerated this work, leading directly to Delaware's Race to the Top selection.

Yet much hard work remains to create schools where every Delaware child has the opportunity to excel. We have no time to waste.

The challenges are as undeniable as they are significant — yet the rewards are immeasurable. Our state has a history of boldness, determination, collaboration, and a commitment to excellence. This set us apart when we became the first state to approve the U.S. Constitution, and it sets us apart as we strive to become *The First State... in Education*.

**We invite you to join us.**

## Why This Is So Important

- Twenty-two and a half percent of students in Delaware's highest-need schools are not completing high school each year.
- Just one-third of Delaware's high school graduates are really prepared for college, and 20 percent, or fewer, of ninth-graders earn a two- or four-year college degree by their mid-20s.
- Labor analysts project that two-thirds of all new jobs will require some level of post-secondary training.

The impact on Delaware's families, communities and economy could not be more profound. Not only are too many of our students dropping out of school, they are dropping out of the American Dream. We can and must do better for them.

*"Our commitment to educating our children is unshakable."*

— Delaware Governor Jack Markell,  
in the 2010 State of the State address, January 21

## Delaware Ranks First in Race to the Top Competition

Delaware's Race to the Top plan stood out because it demonstrates **leadership, boldness, and buy-in**.

The Markell administration developed a clear and coherent plan for Race to the Top funding that commits to making the tough choices required for all of our students to succeed. It worked with the State Board of Education to develop leading-edge policies about teacher evaluation and strategies for turning around our lowest-performing schools. And throughout the process, the administration engaged in a collaborative effort with our state government, teachers union, and business and community leadership to secure the support of every school district and charter school in the state.

The \$4 billion Race to the Top competition is the largest and most aggressive federal grant program ever established in public education. The President's aspiration for state winners is no less than to **lead the nation in rethinking public education**.

Delaware has committed to educate our children to compete with the highest performers in the world, and to create a new culture built on a foundation of excellence and innovation. **This will be a massive challenge, but it presents an amazing opportunity. By focusing on innovation, excellence, and accountability in our schools, our graduates will be prepared to compete with the best performers in the world.** The nation is watching. We're certain that Delaware is ready.



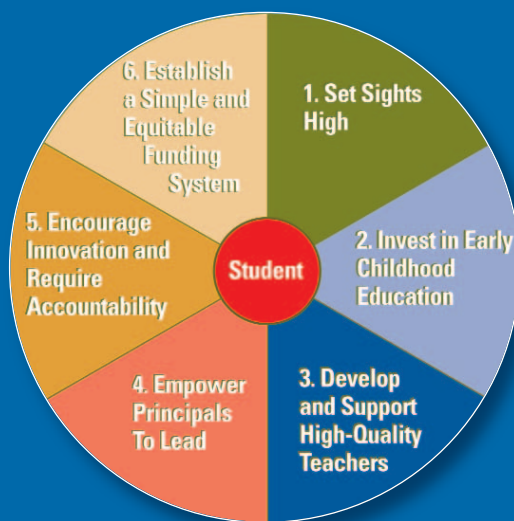
# What We've Accomplished This Year

- Teachers and leaders in **25 Vision Network schools** sharpened their focus on student achievement by improving leadership and instructional practices. Seventy-two percent made greater gains than schools in the rest of the state in their instructional areas of focus. (See Page 10 for more information about the Vision Network.)
- Delaware adopted the new internationally benchmarked Common Core Standards that will **provide our students with an education that competes with the world's best.**
- The State Board of Education approved crucial regulations to ensure **greater flexibility and accountability** in our public schools; the regulations amend the current educator evaluation system and enable transformational supports for Delaware's lowest-performing schools.
- Every public school in Delaware began implementing the Delaware Comprehensive Assessment System (DCAS), the state-of-the-art testing system that **tracks individual student progress over time and enables teachers to tailor instruction to meet individual students' needs.**
- The broad-based Policy Matters Committee presented specific and actionable early childhood education recommendations to the Governor and General Assembly to **make Delaware's system one of the best in the country for the 60,000+ children under the age of five in Delaware.**
- New funding will provide Delaware educators with incentives to **pursue increased career path opportunities and rewards for taking on more responsibility.** In addition, highly effective teachers who choose to work in Delaware's highest-need schools also will qualify for additional compensation.
- **Teachers and principals now have data coaches and professional training** on the state's new academic standards and curriculum geared toward increasing classroom effectiveness.



## Vision 2015 Goals to Fulfill

The Vision 2015 plan is clear and comprehensive, focusing on six major system reforms:



**Set Sights High.** Challenging expectations inspire the best in every educator, parent, and student.

**Invest in Early Childhood Education.** What children learn in their early years sets the stage for success in school and in life.

**Develop and Support High Quality Teachers.** Excellent teaching is the key to successful learning.

**Empower Principals to Lead.** Principals must have the knowledge, authority, and flexibility to get results for the students in their schools.

**Encourage Innovation and Require Accountability.** Students' diverse needs are best served through new and innovative approaches to teaching and learning. We are all accountable for their success.

**Establish a Simple and Equitable Funding System.** We must allocate taxpayers' dollars equitably and wisely so they do the most good for our students.



**Learn more  
about Vision 2015!**

Use your smartphone to take a picture of this "tag," which will take you to info and news on the Vision Network. Visit <http://gettag.mobi> to download the free mobile app.

## Goal 1: Set Sights High

**Higher expectations  
inspire greater achievement**

*Vision 2015 calls for setting sights high as Delaware redesigns student assessments, curriculum, and standards to align with the world's best.*

### What Delaware accomplished:

#### World-class academic standards

Delaware adopted common nationwide academic standards in English language arts and mathematics, joining 48 other states, two territories, and the District of Columbia committed to this key reform effort. In 2010, the Common Core Standards Initiative, co-chaired by Delaware Governor Markell, released new, internationally competitive standards that provide a clear and rigorous guide for classroom learning. The Common Core Standards will be supplemented by Delaware-specific curriculum standards. In raising our standards to align with the very best, Delaware is setting the bar high and **committing to help every student graduate from high school ready to succeed in work and college.**

#### Trail-blazing student assessments

Delaware is implementing a new, computer-adaptive, growth-model assessment system beginning this school year. The new online Delaware Comprehensive Assessment System (DCAS) features interactive questions that gauge student knowledge better than the DSTP, Delaware's old paper and pencil assessment. DCAS will **measure individual student gains over time, help educators better understand and address students' individual needs, and facilitate national comparisons.**



### The Bottom Line

We made great progress this year, yet the 2010 School Accountability Ratings report that **just 89 schools made "Adequate Yearly Progress" and 103 did not.** More than half of the schools rated failed to reach Delaware's "proficiency" targets. Unless we move with even greater urgency, even more students will fail to meet expectations as Delaware's proficiency targets increase in each of the next four years.

The bar is being raised — by spring of 2011 our students will be measured against the National Assessment of Academic Progress (NAEP) — and we need to be ready. Currently only 33 percent of our students are proficient or advanced on this assessment.

With additional funding from Race to the Top, educators will be supported with professional development and data coaches that will help them use the new wealth of student performance information to tailor their instruction to students' needs.

#### Cutting-edge academics and preparation

**Students in the First State have access to more world-class course offerings than ever before.** Students will have access to more science, technology, engineering, and math (STEM) courses — with opportunities for hands-on learning alongside experienced industry experts and university faculty. The state will offer free SAT tests for all 11th graders, so that every student, regardless of income, has access to these all-important college admissions tests.

*According to "Measuring Up 2008: The State Report Card on Higher Education," Delaware earns only a C+ for how it currently prepares students for education and training beyond high school.*



## Goal 2: Invest in Early Childhood Education

### A strong start can close the "preparation gap"

*Vision 2015 is committed to helping every child enter kindergarten ready to learn and to making sure high-quality early childhood education is widely available, especially to those with the greatest need.*

### What Delaware accomplished:

#### Strong leadership, better policies

Vision 2015 supported "Policy Matters," an initiative to establish a **clear vision and actionable strategies for improvements to early childhood education**. The broad-based Policy Matters Committee assessed every state policy that governs early childhood care and education. Among the policy changes the Committee recommended to the Governor and General Assembly is the **consolidation of early childhood services and the development of a stronger accountability system that integrates data from multiple agencies**. A robust data system that can track students from birth through graduation is under development, supported by funding from Race to the Top.

#### More early success for children

In 2007, the Delaware General Assembly established Delaware Stars for Early Success, a system for rating and improving early childhood education. Through Stars, childcare and early education providers are receiving assistance and financial support to improve staff qualifications, facilities, and programs. Stars now **serves more than 158 programs (more than one-quarter of the centers in the state), enrolling more than 10,600 children**. The Policy Matters Committee recommended that the state provide full financing of Delaware Stars and encourage participation through tiered reimbursements based on quality. This proposal is currently on hold due to budget considerations.

*Sixty percent of Delaware kindergarteners are not "ready" when they enter the classroom on the first day of school.*

*Source: University of Delaware voluntary survey of parents, kindergarten teachers, and Child Find assessment, 2010*

### The Bottom Line

Delaware developed a clear plan for high-quality early childhood education and identified dedicated resources in several agencies. If funded fully, Delaware's plan could position us as a leader among states.

Yet, implementation is negligible. The University of Delaware's 2005 report rated 70 percent of licensed childcare programs in Delaware as "mediocre" or "poor."

Additionally, children who benefit from high-quality pre-K are 29 percent more likely to graduate and make 33 percent more income by age 40. We can't afford to wait.

### Working to spend dollars "smarter"

Through an effort related to Policy Matters, the Finance Project tracked and analyzed Delaware's funding for early childhood services, which in 2009 totaled \$328 million in federal and state funds (about four percent of Delaware's state budget) and at least \$14 million in private funds. While the study found that Delaware is doing a good job making sure these investments have the greatest impact, the state could consider more efficient, flexible, and creative uses of existing dollars to ensure that all programs are supported adequately and have an impact on the largest possible number of Delaware children.



## Goal 3: ..... Develop and Support High-Quality Teachers

### New resources support Delaware educators

*Vision 2015 calls for recruiting more of the very best teachers into every Delaware school and providing the professional supports they need to succeed.*

### What Delaware accomplished:

#### Improved training, stronger outcomes

The 25-school Vision Network intensified its use of student achievement data to improve school leadership and teaching practices, and continued to collaborate across districts and charter schools to share proven strategies. Seventy-two percent of schools demonstrated faster improvements in their instructional focus areas than other schools in the state. With Race to the Top funding, the Network will expand to include over 25 percent of Delaware schools by 2014. (For more on the Vision Network, see page 10.)

All Delaware teachers also are receiving in-depth training in the new academic standards and expanded Advanced Placement (AP) offerings, and are learning about practical, grade-level curriculum tools that will help students master the new standards.

#### Increased incentives, career opportunities

Many teachers wish to stay in the classroom, rather than going into administration, despite the higher salaries usually available. New policies and funding will recognize these educators for the additional roles they play, such as mentoring other teachers. Through Race to the Top, the state also will offer financial incentives to attract more great teachers to high-need schools and high priority subjects — such as math, science, and special education — and to retain them.

*“We are committed to this work because we believe the Delaware plan offers us an opportunity to change the culture in our schools and classrooms. Linking student growth to evaluation is the linchpin to this reform.”*

— Diane Donohue, President of the Delaware State Education Association, at the state’s Race to the Top presentation in Washington, DC, March 16, 2010

### The Bottom Line

We modernized how Delaware recruits, retains, and compensates its educators.

But we must maintain an intensive focus on the design of the new teacher appraisal system to ensure that it is rigorous, comprehensive, and fair and that it is ready to go in classrooms by September 2011.

### Clear pathways to highest-need schools

State leaders have more work to do to continue to modernize teacher preparation and recruitment pipelines to allow nationally recognized programs to serve the First State. Teach For America (TFA), which launched in Wilmington in 2009, will place 40 corps members in 13 schools and the Latin American Community Center in the 2010-2011 school year, benefiting 2,800 students from pre-K through high school. Through programs like The New Teacher Project (TNTP), mid-career professionals will be trained to teach in high-need subjects and schools. Teacher residency programs also are under development in Delaware, particularly for science, technology, engineering, and math (STEM) positions, which are typically in high demand, but are hard to fill.

### Meaningful teacher evaluations

To improve the effectiveness of teachers, Delaware is revamping the current teacher evaluation system to increase focus on classroom effectiveness and require deeper and more meaningful feedback from principals. Fair measures of student growth and teacher effectiveness — including, but not exclusive to student assessments — are being incorporated into the system so that principals can provide more constructive and timely feedback on teachers’ work. Delaware became one of just two states that require student academic growth to be a factor if teachers are to earn tenure-like protections. The new teacher evaluation programs will align with Delaware’s new online student assessment system, which will help teachers customize their instruction to the unique needs of the students in their classrooms.

## Goal 4: ..... Empower Principals to Lead

### Great school leaders get results

*Vision 2015 believes that great principals are needed to support great teaching in every classroom. We must empower principals to be great school leaders, with enough knowledge, authority, and flexibility to get results.*

### What Delaware accomplished:

#### Building instructional leaders

Studies show that principals — even those in the highest-performing schools — spend up to 75 percent of their time on management, rather than on academics. Delaware is beginning to shift that balance through the School Administration Management (SAM) program. The SAM program, which will be expanded through Race to the Top, provides principals with the people and tools they need to meet operational demands, like buses and buildings, so **they can concentrate on providing more instructional leadership, building highly effective teams, and improving student achievement.**

#### Recruiting and training more effective principals

To help principals in the highest-need schools, Delaware will provide an intensive, year-long training program to strengthen principals' skills. Principals also will get additional training and coaching to ensure teacher evaluations translate into even better teaching. And with Race to the Top funds, Delaware now will benefit from nationally recognized groups to **recruit and develop new principals from a pool of national and in-state candidates to lead Delaware's schools.**

#### Empowering and rewarding excellence

With Race to the Top funding, principals who step in to lead the bottom five percent of our chronically low-performing schools will **receive additional resources and more flexibility.** Also, under a new pilot program, Academic Achievement Awards of \$150,000 are available to schools that significantly narrow achievement gaps or exceed their improvement goals two years in a row. Funds from Academic Achievement Awards can be allocated at the principal's discretion, based on what is best for each school and its students.

And, like Delaware teachers, highly effective Delaware principals can earn retention bonuses of up to \$10,000 for working in high-need schools, and will be able to earn extra pay for additional responsibilities.

### The Bottom Line

We now have more tools and resources to recognize and compensate our most effective school leaders and those who improve our highest-need schools.

Yet our best principals need and deserve even more support. Currently, district principals control only eight percent of the resources that come into their schools. Greater flexibility — paired with accountability for results — is essential. A funding flexibility pilot program that would have benefited schools in five to eight districts did not pass in the General Assembly in 2010. This remains a priority for 2011.





## Goal 5: Encourage Innovation and Require Accountability

### One size does not fit all

*Vision 2015 calls for greater innovation paired with increased accountability. We must provide a range of innovative educational opportunities and encourage everyone — educators, families, legislators, businesses, and the public — to get involved.*

### What Delaware accomplished:

#### New expectations for low-performing schools

Delaware has too many low-achieving schools — the 2010 School Accountability Ratings show that over 50 percent of Delaware schools failed to reach “proficiency” targets. These schools enroll 77,000 students — nearly two-thirds of Delaware students. This year, the State Board of Education approved regulations to establish a Partnership Zone that will **channel significant new resources** to the state’s lowest-performing schools to do innovative work— a commitment reiterated by the Markell administration in the state’s Race to the Top application. Partnership Zone schools will have the resources they need to **dramatically improve operating and working conditions for teachers and administrators**. The Partnership Zone also will bring schools together as they reinvent themselves, enabling them to learn from one another and share best practices.

The state also set higher expectations for schools across Delaware to apply for and use federal School Improvement Grant (SIG) funding. SIG funding for the last fiscal year of more than \$10 million for Delaware is being directed to lowest performing schools, making **substantial resources available to those schools committed to making significant improvements** over the next few years.



### The Bottom Line

Our highest-need schools finally will have more of the resources they require to reverse a situation that’s been allowed to go on for too long. Seventy-seven thousand students currently attend schools that have been identified as needing improvement; 52 schools (40,000 students) haven’t met targets for two years or more; and 11 schools (10,000 students) haven’t met targets for five years or more.

Yet turning around a failing school requires tough decisions, which have profound effects on students, parents, and communities. So public support is needed for policymakers to make the difficult decisions that are in the best interests of students.

**school turnaround (noun):** a plan of action to improve our lowest-performing schools so they produce significant gains in achievement within two years and become high-performing schools from which others can learn.

#### Better access to information

Delaware’s new statewide data system — currently under development — will enable educators, policymakers, parents, and the public to better monitor the performance of every school. This information will allow them to make better choices for children and to better understand how their tax dollars are being spent. These improvements in transparency are an important step toward holding schools and districts accountable for results.

*Learning Link of Delaware (leaders pictured at left) offers the Delaware Parent Leadership Institute (DPLI), a training program focused on improving student achievement and increasing parental involvement in Delaware’s public schools. Since it was established in 2005, DPLI has trained 157 parent leaders and has had an impact on the lives of more than 1,000 children and families.*



## Goal 6: ..... Establish a Simple and Equitable Funding System

### Spend dollars smarter








*Vision 2015 calls for a simple, fair funding system that helps every student achieve. We must demand more flexible, productive, and efficient ways to spend currently budgeted taxpayer dollars.*

### What Delaware accomplished:

#### Smarter spending

Delaware Education Secretary Lillian Lowery described this year's public education budget as "doing more with less." In that spirit, her department began consolidating back-office district and charter school administrative services to increase efficiency and save money. The Leadership in Educational Achievement in Delaware (LEAD) Committee recommended this in its 2008 Cost Efficiency Study, which included recommendations for how to spend up to \$158 million of the education budget more efficiently (see chart), allowing more money to be directed to teaching and learning.

#### In the area of: Delaware could save:

	Transportation .....	\$9-12 million
	Purchasing .....	\$15-25 million
	Energy .....	\$4-7 million
	Benefits .....	Up to \$29 million
	Construction .....	\$31-48 million
	Administration .....	\$25-34 million
	Department of Education ..	\$2-3 million
	Total .....	up to \$158 million

*To date, only a small fraction of the possible \$158 million identified by the LEAD Committee has been captured.*

### The Bottom Line

Not enough was done to capture inefficiencies and return dollars to the classroom, despite detailed recommendations by the LEAD Committee on how nearly \$158 million could be used better. Nor did the General Assembly approve the flexible funding pilot supported by multiple districts that would have enabled five to eight districts to use state funds more flexibly to meet the specific needs of the students they enroll, and that would have paved the way for such flexibility to be expanded statewide. And there was limited movement toward needs-based funding.

It's clear that further action will require difficult and often unpopular choices, but making these choices is crucial if every student in every classroom is to benefit.

#### Added flexibility for special needs

The General Assembly passed legislation by which all districts will adopt needs-based funding for special education students, providing districts and schools with greater flexibility and alleviating some constraints of a fixed funding formula. This moves Delaware a step closer to a more flexible and equitable system. We will continue to work to **expand needs-based funding to include more students**, such as English Language Learners, low-income students, and gifted and talented students, as recommended by Vision 2015, the LEAD Committee, Governor Markell in his *Blueprint for a Better Delaware*, and others.

*"Delaware is fortunate to have Race to the Top and other federal funds to support our schools, but we need to ensure that when those grants end, we are spending education dollars more efficiently and effectively to support students based on their needs by putting the LEAD Committee's recommendations into place."*

— Marvin "Skip" Schoenhals, Co-Chair, LEAD Committee; Chair, Vision 2015; Chairman, WSFS Bank

## Vision Network Participants

### Capital School District

Central Middle School  
William Henry Middle School  
Dover High School

### Christina School District

Christiana High School  
Glasgow High School  
Newark High School  
Bayard Middle School  
Gauger-Cobbs Middle School  
George V. Kirk Middle School  
Shue-Medill Middle School

### Indian River School District

Indian River High School  
Sussex Central High School  
Georgetown Middle School  
Millsboro Middle School  
Selbyville Middle School

### Lake Forest School District

W.T. Chipman Middle School  
Lake Forest High School  
Lake Forest Central Elementary School

### New Castle County Vocational-Technical School District

Howard High School of Technology  
St. Georges Technical High School  
Delcastle Technical High School  
Paul M. Hodgson Vocational Technical High School

### Charter Schools

Kuumba Academy Charter School  
MOT Charter School  
Sussex Academy of Arts and Sciences  
Thomas A. Edison Charter School



Learn more about  
the Vision Network!

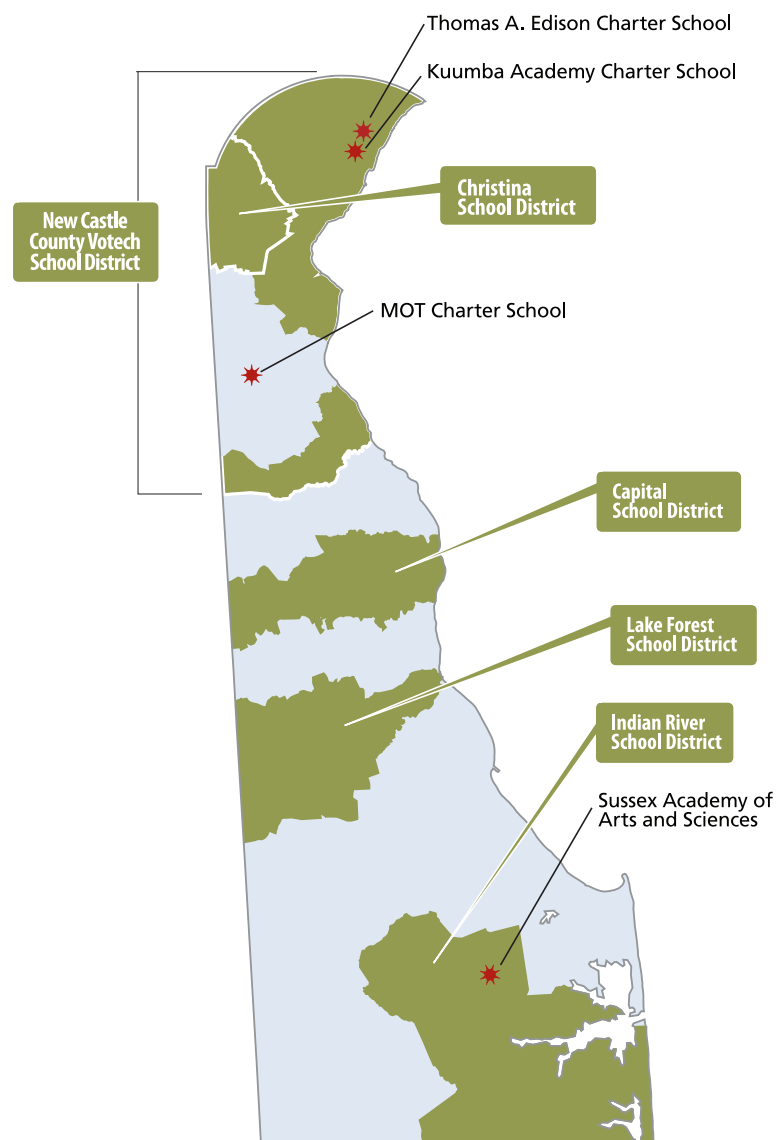
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# Delaware's Vision Network: World-Class Schools Start Here

In 2007, Delaware's Vision Network was launched to pursue Vision 2015's key leadership and instructional goals for schools in the state. Launched with 10 schools, the Vision Network will include 26 schools in the 2010-2011 school year; these schools serve more than 23,000 students. Vision Network teams, composed of school leaders, teachers, parent-advocates, and community representatives, take part in intensive training that focuses on:

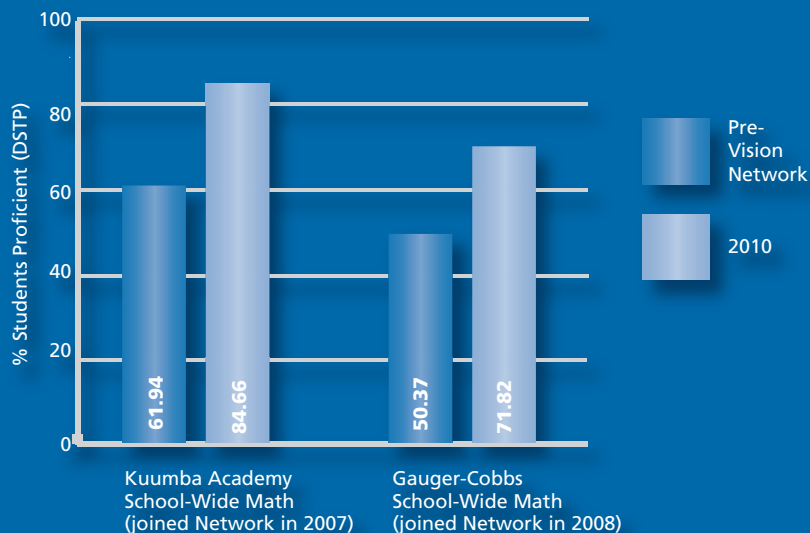
- Using student data as a means to drive instruction
- Changing school culture through improved leadership and targeted instruction
- Collaborating across charter and district schools to share best practices

Delaware's winning Race to the Top plan includes funding to substantially expand the Vision Network as a tested and scalable professional development program.



## Vision Network schools make a difference for students

All Vision Network schools are deeply committed to improving student achievement — it's at the heart of what they do in every classroom, every day. Here are just two outstanding examples of schools where students are knocking it out of the park:



*U.S. Education Secretary Arne Duncan keynoted Vision 2015's annual leadership forum in the fall of 2009. The forum was attended by more than 500 educators, business and community leaders, elected officials, and other concerned citizens.*

## About Vision 2015

### Our Implementation Team

Marvin N. Schoenhals (Chair),  
Chairman, WSFS Bank

H. Raye Jones Avery, Executive Director,  
Christina Cultural Arts Center

Susan Bunting, Superintendent,  
Indian River School District

Paul A. Herdman, President and CEO,  
Rodel Foundation of Delaware

Lillian Lowery, Secretary,  
Delaware Department of Education

Marcia Lyles, Superintendent,  
Christina School District

Daniel Rich, Chair,  
Delaware Early Childhood Council

John H. Taylor, Jr., Executive Director,  
Delaware Public Policy Institute

Howard Weinberg, Executive Director,  
Delaware State Education Association

Nancy Brickhouse, Deputy Dean,  
College of Education and Human  
Development, University of Delaware  
(ex officio)

### With Appreciation To:

AAA Mid-Atlantic  
Artesian Water  
AstraZeneca  
Bank of America  
Barclays Bank Delaware  
Bayhealth Medical Center  
Blue Cross Blue Shield of Delaware  
The Buccini/Pollin Group  
CAI  
Chesapeake Utilities Corporation  
Christiana Care Health System  
Citizens Bank  
Colonial Parking, Inc.  
Delaware Community Foundation  
Delaware Department of Education  
Delmarva Power  
Dover Downs Hotel & Casino  
DuPont  
Glenmede Trust Company, N.A.  
Hercules Incorporated (Ashland, Inc.)  
JPMorgan Chase Foundation  
Nemours/Alfred I duPont  
Hospital for Children  
Peninsula Capital Advisors, LLC  
PNC Foundation  
Rodel Foundation of Delaware  
The Schell Trust, Ltd.  
University of Delaware  
Valero Energy  
Verizon Delaware, Inc.  
The Wallace Foundation  
Wilmington Trust  
W.L. Gore and Associates  
WSFS Foundation

Please visit our website,  
[www.vision2015delaware.org](http://www.vision2015delaware.org),  
and sign up for our  
electronic newsletter.



# Looking Ahead

2015 is just five years away, and we have a great deal of work to do.

Please join us in demanding continued focus, courage, and commitment to achieve real increases in graduation rates, college enrollment, and career readiness. To make this happen, Vision 2015 will help support efforts that:

- Provide **intensive supports and additional resources** to the state's lowest-performing schools through the Partnership Zone and School Improvement Grants.
- Expand the Vision Network so **world-class leadership and instruction** are available to even more schools.
- Implement the **rigorous, internationally competitive Common Core Standards** in math and English language arts, and align them to curriculum, with professional development support to every teacher and principal.
- Install **improved data systems** to effectively track students from pre-K through college, and to track the quality of teacher preparation programs to ensure accountability for student results.
- Train and support educators on the new Delaware Comprehensive Assessment System (DCAS), to ensure that **student data is used to improve instruction**.
- **Increase flexibility and accountability in our education funding system** so that every dollar is spent efficiently and so that district and school leaders have the authority to use resources most effectively for the students they enroll.
- Begin implementing the "Policy Matters" and "Fiscal Mapping" recommendations to ensure that **more at-risk children get a good start** through high-quality early childhood education.
- Implement **new teacher- and leader-training programs** so that every child in every Delaware classroom learns from the best and brightest.
- Offer financial incentives and new career path opportunities to **reward excellence in teaching and school leadership**.
- Design and develop a **fair, thoughtful educator evaluation system** that will be implemented in every Delaware school by September 2011.

*"Currently, over 40,000 students, which is one-third of Delaware's student population, attend persistently low-achieving schools. That is totally unacceptable and we are going to change that fact."*

— Lillian Lowery, Delaware Secretary of Education,  
at the state's Race to the Top presentation in  
Washington, DC, March 16

**Delaware's Race to the Top goals are powerful and will have a major impact on the 126,000 students in public schools statewide. We must accelerate our progress if we are to meet these ambitious goals.**

**Goal: Reading and Math Proficiency by 2014** 100%

**Current Reading Proficiency** 75%

**Current Math Proficiency:** 70%

We need to see a jump of 25-30 percentage points in just **three years**.

**Goal: Graduation Rate by 2016-17** 92%

**Current Graduation Rate** 80%

We have **six years** to ensure that **13 percent** more students are graduating.

**Goal: College Enrollment by 2013-14** 70%

**Current College Enrollment** 42%

We have just **three years** to increase our college enrollment rate by almost 30 percentage points.

**Goal: Proficient or Advanced on NAEP by 2014-15** 55%

**Current Proficiency** 33%

We have just **four years** to get more than half of our students rated proficient or advanced on all National Assessment of Educational Progress (NAEP) exams.

**Goal: Cut Achievement Gap** by 50%

**Current Gap** 27%

The 2009 achievement gap between black and white students on NAEP exams is 27 percentage points. We have just **four years** to cut that in half.