



School Year
1999-2000

ANNUAL REPORT

Department of Defense Dependents Schools, Pacific



Grade 5

Oil Pastel

Seoul ES, Korea

JAPAN • KOREA • OKINAWA • GUAM

Featuring artwork created by DoDDS Pacific students.

DEPARTMENT OF DEFENSE DEPENDENTS SCHOOLS, PACIFIC

Deputy Director
Dr. Nancy C. Bresell

Assistant Deputy Director
Dr. Steven R. Bloom

Chief of Staff

Fiscal Division Chief

Information Technology Chief

Logistics Division Chief

Pacific Transportation Management Office Chief

Personnel Division Chief

Procurement Chief

DEPUTY DIRECTOR'S MESSAGE

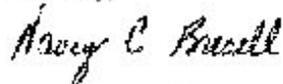
Dear Community Member:

The close of school year 1999-2000 brought with it the opportunity to reflect on our performance--not only this year, but for the past five years during the implementation of the 1995-2000 Department of Defense Education Activity (DoDEA) Community Strategic Plan. This annual report provides a focus for the work that was accomplished through June 2000, and highlights our progress at meeting the goals and benchmarks established by the strategic plan. It is a statement about change, growth, and challenge which will help set the course for the next five years.

Our focus on school improvement and professional development has made Pacific classrooms key environments for nurturing the academic, social, and career development of every student. We take pride in our achievements, the dedication of our professional educators, our commitment to safe schools, and our strong belief in community partnerships--a winning combination that has resulted in providing military and civilian dependents a quality education.

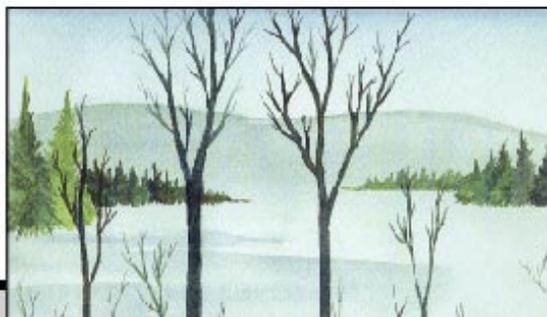
On the pages that follow, we elaborate on our progress during the 1999-2000 school year. This annual report highlights some of the educational and support services that contributed to our success in Department of Defense Dependent Schools (DoDDS) and Domestic Dependents Elementary and Secondary Schools (DDESS) within the Pacific. Our accomplishments underscore the shared belief that schools are an important quality of life issue for all families. By working together, we will continue to provide our dependent children with unparalleled educational opportunities.

Sincerely,



Nancy C. Bresell
Deputy Director

Grade 8
Osan HS, Korea
Watercolor, "Winter in NowhereLand"





Grade 11
Pusan ES/HS, Korea
Colored Pencil, "Urban Angel"

THROUGH THE YEAR 2000

The Vision

In 1994, with shareholders representing all facets of the military community, a very ambitious five-year Community Strategic was set in motion for DODEA and its schools. Coupled with the vision, mission, and guiding principles, a new direction was established for the next five years--through the year 2000.

The vision described an educational system unbound by traditional school concepts of time, age, and location; set forth an organizational framework for the system; and established specific performance goals for our schools and students.

The Mission

Recognizing a world in transition due to the Information Age, the mission addressed how DoDEA would prepare students for meeting tomorrow's challenges:

*To prepare students for future success
in a dynamic global society.*

The Goals

Ten goals were identified as requirements for achieving the vision with measurable benchmarks to determine how well our system and our students were moving toward the goals.

Each year, specific goals and benchmarks were prioritized and became the primary focus for the year.

1. School Readiness
2. High School Graduation Rate
3. Student Achievement and Citizenship
4. Mathematics and Science Achievement
5. Adult Literacy and Lifelong Learning
6. Safe, Disciplined, Alcohol and Drug-Free Schools
7. Teacher Education and Professional Development
8. Parental Participation
9. Accountability
10. Organizational Development

Within the Pacific, the educational focus for our students paralleled that of the DoDDS and DDESS throughout the world. Much of our attention and energy was applied to Goals 3, 4, 6, 8, 9, and 10 over the last five years.

The school year beginning 2000-2001 will be one of transition, as we close the chapters to the current DoDEA Community Strategic Plan and transition to the plan for 2001-2006.

This annual report provides information on recent accomplishments within DoDDS Pacific and offers insights into our progress.

ACCOMPLISHMENTS

Full Day Kindergarten

Full day kindergarten is a priority in the Pacific. During school year 1999-2000, full day programs were implemented in 12 schools (CT Joy ES, Pusan ES/HS, Osan ES, and Taegu ES/HS, Korea; Arnn ES, Japan; Bob Hope PS, Kadena ES, Stearley Heights ES, Killin ES, Zukeran ES, Bechtel ES, and Kinser ES, Okinawa), bringing the total implementation plan to nearly 55 percent completion, including existing programs at Guam South ES and Andersen ES, Guam. Two schools, Lanham ES and Perry ES, Japan, are expected to open doors in Aug. of 2001. Early implementation of full day programs has occurred in existing facilities or in nearby military provided space. The target is to have full day kindergarten in all Pacific schools by Aug. of 2004.

The expanded kindergarten program allows teachers to provide students with more hands-on learning and exploration, additional emphasis on problem solving, and to further engage students in inquiry (Goals 3, 4).

Reduced Pupil To Teacher Ratio

Reduced pupil to teacher ratio is driven by facilities, and in several Pacific locations, there is no excess existing classroom space. During 1999-2000, Pusan School and CT Joy Elementary School (Korea) and Guam South Elementary School had achieved reduced pupil to teacher ratios. The Pacific goal is to reduce the pupil to teacher ratio in grades 1-3 from 23:1 to 18:1 (Goals 3, 4).

Mentor Program

In its third year, the DoDDS Pacific Mentor Program initiative was implemented to induct new teachers to the norms and expectations of the school. Experienced teachers work with teachers new to the system as well as teachers transferring to a new district or school. This provides needed support to help maximize their effectiveness at the beginning of the school year. Teachers helping teachers has contributed to enhancing job performance and optimizing classroom instruction throughout the year (Goal 7).

School Improvement/Accountability

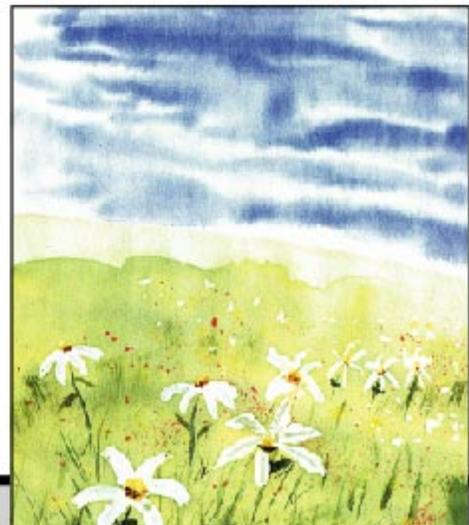
School improvement initiatives within all Pacific schools focused on five benchmarks of the DoDEA Community Strategic Plan. These included taking action to increase student proficiency in reading, language arts, and social studies (Goal 3); narrow the achievement gap between racial/ethnic/gender groups in math and science (Goal 4); implement multi-tiered school-home-community partnerships (Goal 8); strengthen communications within the school community (Goal 10); and infuse technology throughout the curriculum (Goal 10).

In addition to districts developing strategies to improve areas identified, evaluation and assessment measures were implemented to ensure accountability for effective learning and achievement (Goal 9).

Pupil Personnel Services

In response to concerns from parents, DoDDS Pacific developed a plan to increase the number of guidance counselors and psychologists to more effectively meet student needs. Hiring was initiated to reach the target of 33 additional counselors and 20 psychologists (Goals 3, 8, 9).

Grade 7
Guam South MS, Guam
Watercolor, "Daises"



ACCOMPLISHMENTS (continued)



Grade K
Andersen ES, Guam
Crayon, "Clown"

Far East Activities

DoDDS Pacific sponsored 18 events during the year including 6 academic and 12 athletic competitions similar to tournaments and events at the state level within schools in the United States. Participating students are given the opportunity to travel within the Pacific theater to the host school where they network, collaborate and/or compete with other Pacific, international and host nation students (Goals 3, 4).

Technology Education

The first web conference was held during the 1999-2000 school year to provide schools with content and technical guidance for school and district web sites. Three technology sessions were conducted for computer support personnel and selected educators to support new and emerging technologies and infuse technology into the curriculum.

Approximately 2,500 additional desktop systems were purchased for use in classrooms, media centers, and labs. Within DoDDS Pacific, the student to computer ratio was at 4.5:1, while the ratio for the nation was 9.8:1 (Goal 10).

Partnerships

Pacific districts and schools embrace community and parent partnerships. Active duty military and civilian employees participate in local education initiatives within districts and schools. Parents are members of advisory councils, school-home-community partnership teams, school and district improvement teams, PTA, PTO, and booster clubs. They participate in department and grade-level meetings and serve as volunteers. Parents are part of the decision making process and governance of the school through their participation on advisory councils (Goal 8).

Safe Schools

A safe schools training seminar, approved by the Joint Chiefs of Staff Combating Terrorism Directorate was implemented in all DoDDS/DDESS Pacific schools to increase the capacity of school and community members to identify and address problems that threaten school safety and security. A plan was initiated for the addition of safety and security officers in each district (Goal 6).

Pupil Transportation

The Pacific Transportation Management Office (PACTMO) provides efficient and safe pupil transportation operations for Okinawa, Korea, and Japan Districts. In Guam, the district superintendent oversees pupil transportation operations. Major initiatives within districts included safety training for elementary and middle school students, increased use of technology for information management, cost-savings through prudent contracting practices, and partnerships with the military to maximize transportation resources. (Goal 6, 10).

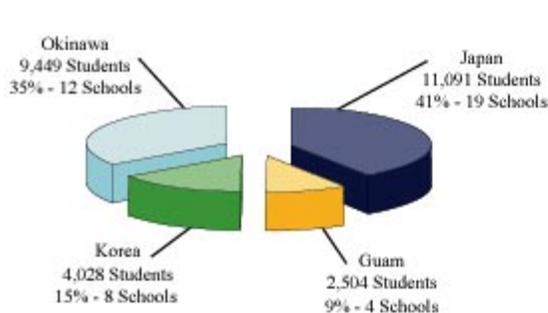
PACIFIC PROFILE

During school year 1999-2000, DoDDS Pacific was in the final stages of completing work on two middle schools, (Yokota Middle School, Yokota, Japan; Seoul Middle School, Seoul, Korea), scheduled to open in August 2000. These additions will bring the number of schools in the Pacific to 43. There will be 39 overseas schools in Japan, Korea, and Okinawa Districts, which are part of the Department of Defense Dependents Schools (DoDDS) system. There are four schools in the U.S. Territory of Guam that are part of the Domestic Dependents Elementary and Secondary Schools (DDESS), but due to the proximity of Guam to DoDDS Pacific Headquarters (Okinawa), the DoDDS Pacific Deputy Director oversees Guam District operations.

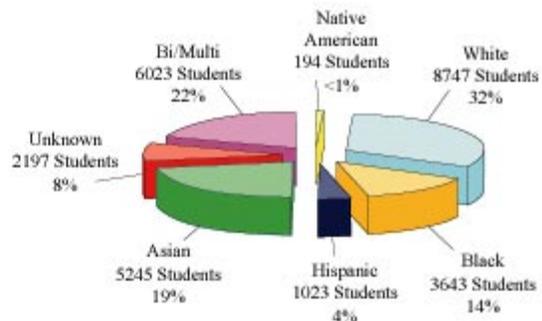
Diversity is an integral part of our military communities where we serve students representing all branches of the military.

DoDDS Pacific serves over 27,000 students in grade pre-kindergarten through 12. (Data extracted from official enrollment as of September 30, 1999.)

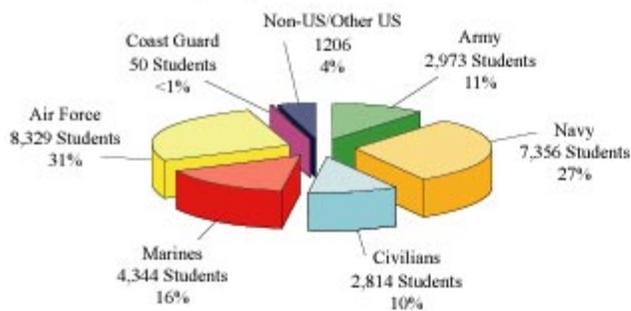
Pacific Area Enrollments by Districts



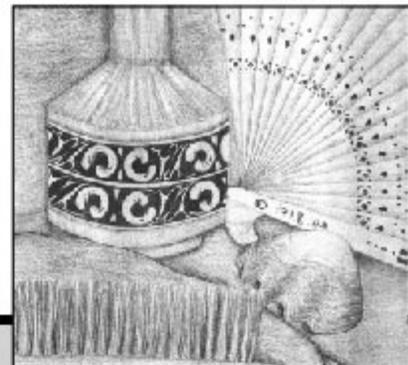
Pacific Area Enrollments by Ethnicity



Pacific Area Enrollment by Sponsor Affiliation



Grade 11
Kadena HS, Okinawa
Pencil, "Still Life"





Grade 12
Seoul HS, Korea
Tempera, "Korean Mask & Time"

TEACHERS AND STAFF

Within the area, district, and schools, over 2,800 employees serve our Pacific students. Our instructional staff is well educated with a majority of teachers and specialists holding advanced degrees. Throughout the year, educators participate in staff development activities that focus on research-driven instructional practices that challenge students to reach higher levels of learning and achievement.

Teacher Education

	Nation Percent	DoDEA Percent	Pacific Percent
Bachelor's	52	34	32
Master's/Doctorate	46	66	68

Teacher Experience

	Nation Percent	DoDEA Percent	Pacific Percent
Less than 3 yrs.	10	9	12
3-9	26	17	24
10-20	35	31	28
More than 20	30	45	36

Teacher Mobility

Mobility among educators, 20-30 percent every year, is similar to mobility among military service members. Locally hired teachers are a valued component of the DoDDS Pacific teaching staff. In order to increase our flexibility in hiring locally available candidates, our system now accepts teachers with a valid state teaching license/certificate and either seven years of teaching experience or the state competency test requirement. In September of 1999 there were 109 locally hired teachers in the Pacific.

Teacher Qualifications

Teachers must be certified to teach in our system. Teacher qualifications are comparable to state licensure standards. In addition, coursework in the areas of reading, diversity, technology, and special needs education is now required. The initial professional certificate is valid for six years. Certification is renewed every six years with evidence of six semester hours of appropriate coursework.

Recruitment

Efforts to recruit top-notch teachers is a priority in DoDDS Pacific. During 1999-2000, recruiters and senior educational leaders attended stateside job fairs, sponsored by the National Association for Equal Opportunities in Higher Education; participated at national conventions of minority organizations; and established teaching agreements with identified colleges and universities in an effort to recruit qualified applicants.

A targeted endeavor has been made in the area of minority recruitment of qualified educators that is reflective of the diverse culture of the military communities we serve.

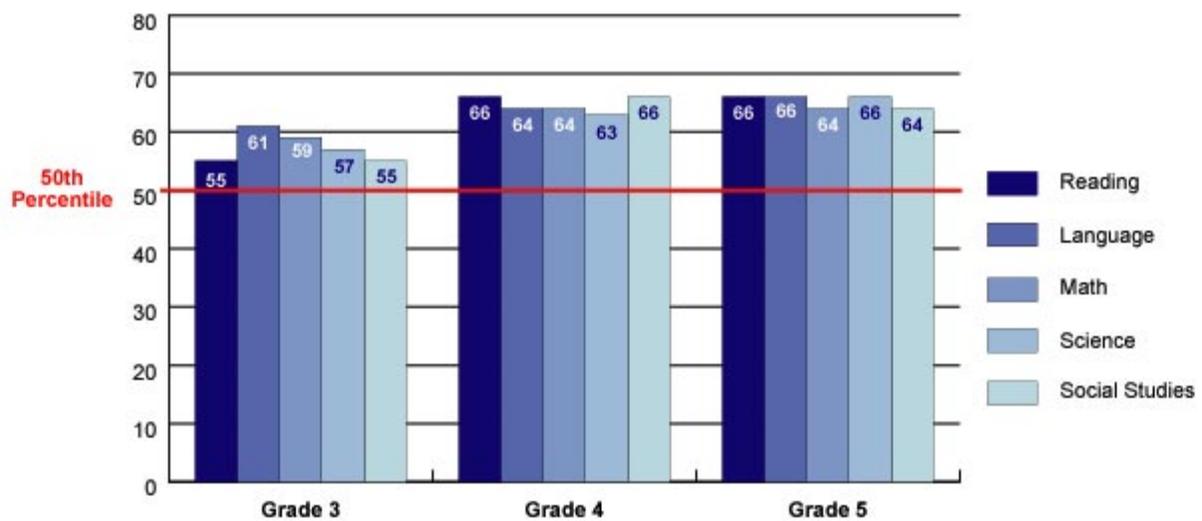
Progressive outreach recruitment efforts have been established for personnel with disabilities.



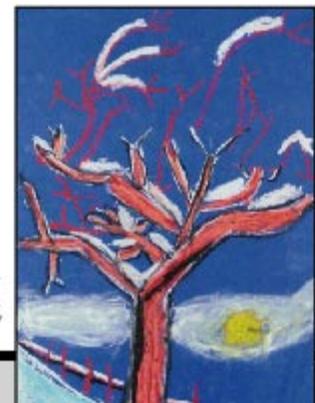
CTBS TERRANOVA

In the spring of 2000, DoDDS Pacific administered the CTBS TerraNova standardized tests to students grades 3-11. Pacific students tend to perform well above the national norm group average (50th percentile) in all subject areas and all grade levels for the last three years.

2000 Pacific TerraNova Results



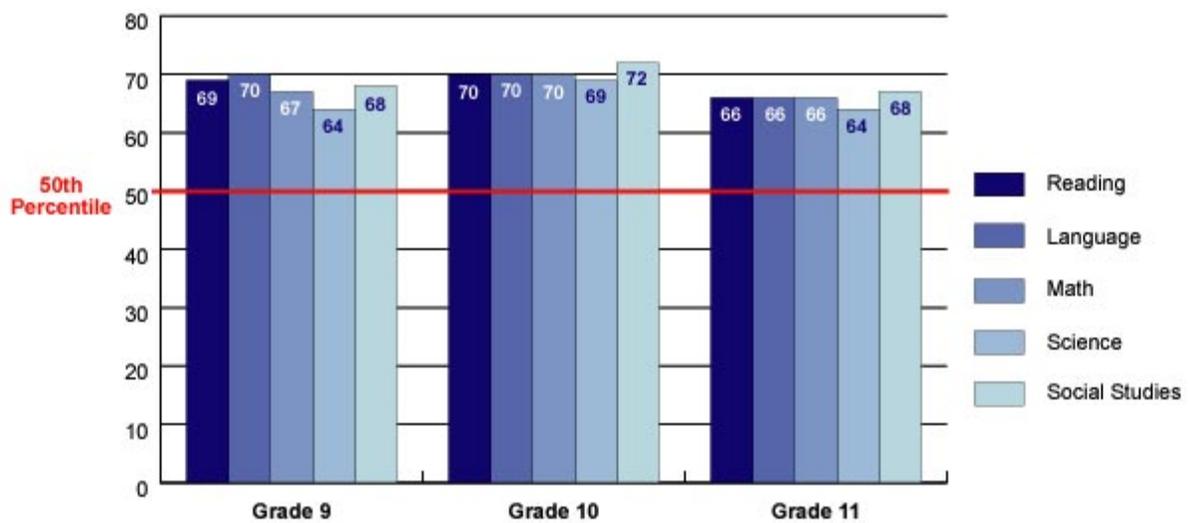
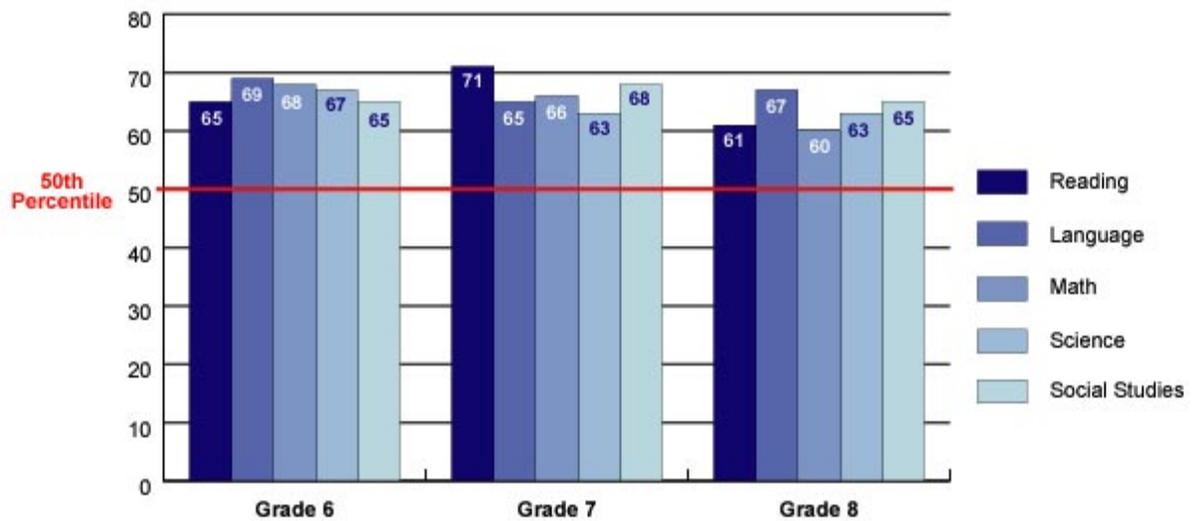
Grade 2
Kadena ES, Okinawa
Oil Pastel, "The Snow in the Willow"



CTBS TERRANOVA

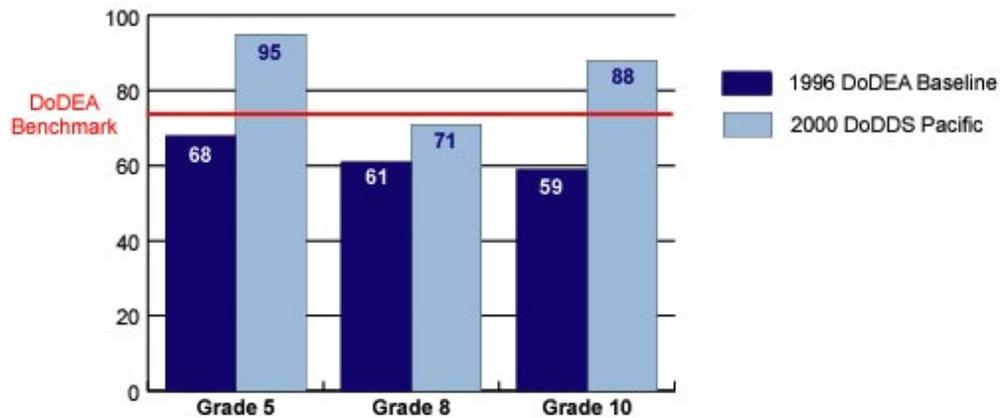
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2000 Pacific TerraNova Results



DODEA SYSTEM-WIDE ASSESSMENT OF WRITING SKILLS

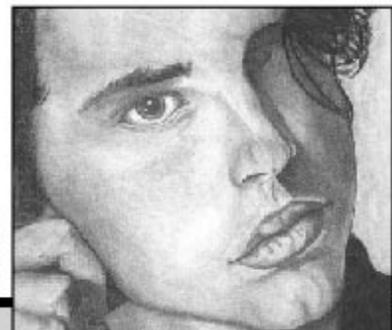
2000 Pacific Writing Skills Results



The DoDEA System-wide Assessment of Writing Skills is administered to all 5th, 8th, and 10th grade students to measure the quality of student writing. The Community Strategic Plan set a benchmark for the year 2000 stating that 75% of the students reach or exceed the proficiency level. The 2000 spring test results show that Pacific students in grades 5 and 10 have surpassed the benchmark, while students in grade 8 have scored slightly below the benchmark. DoDDS Pacific district liaisons have focused on professional development to improve writing performance of middle grade students.

The DoDEA System-wide Assessment of Writing Skills was designed to measure progress towards meeting DoDEA writing standards. This test is used only in DoDEA schools and comparisons with other states are not possible.

Grade 10
Edgren HS, Japan
Pencil



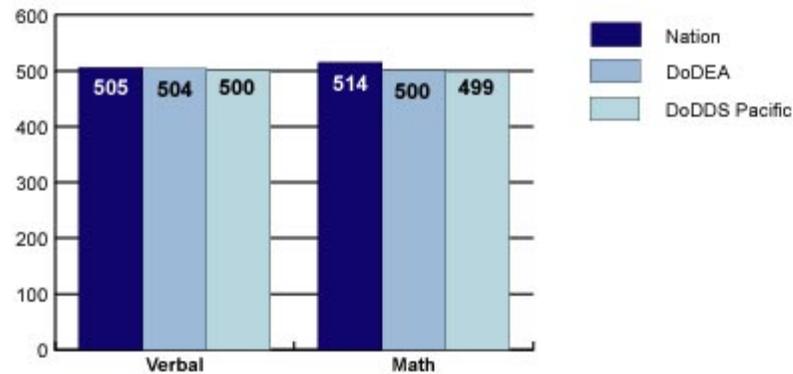


SCHOLASTIC ASSESSMENT TEST (SAT)

Grade 4

Kinser ES, Japan
Watercolor, "Worms"

2000 Pacific SAT Results



The Scholastic Assessment Test (SAT) is the test taken by most DoDDS Pacific college-bound students. The SAT measures verbal and mathematical reasoning abilities to predict successful performance in the first year of college. The SAT is intended to supplement the student's secondary school record.

A significant factor in interpreting SAT scores is the proportion of students taking the exam--the participation rate. When compared with other states with similar high participation rates, DoDDS Pacific students outscore many of their state-side counterparts.

Actions Taken to Improve SAT Preparation

The College Board One-on-One with the SAT program focuses on test preparation and is available to all students and parents. One-on-One is a comprehensive database of real SAT questions and answers, valuable strategies and test taking tips, and is a combination mentor, time keeper, and friend who escorts the student user through every step of the test preparation program.

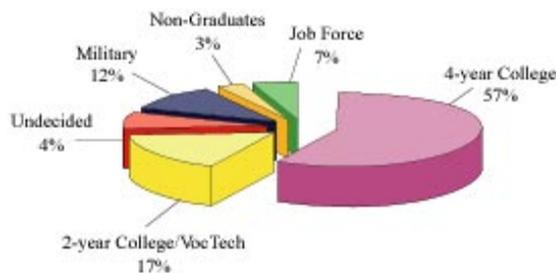
GRADUATES

Post-Secondary Plans

Nearly three-fourths of the 876 Pacific graduating seniors from the Class of 2000 indicated plans to attend either a two- or four-year institution or vocational technical program. In addition, 7 percent of the graduates planned to enter the job market, and nearly 12 percent indicated plans to enlist in the military. About 5 percent were undecided.

Many well-known colleges and universities were among the 253 schools chosen by Pacific graduates. In addition, a large number of students indicated plans to start their college careers at American university campuses within the Pacific theater.

Department of Defense schools in the Pacific boast a 97 percent graduation rate.



Post-Secondary Planning, College Admissions

During school year 1999-2000, representatives selected by the College Board from colleges and universities across America visited Pacific schools and met with students, parents, and school counselors. Presentations included current information regarding college planning and selection, the application and admissions process, testing, financial aid, and adjusting to college life.

DoDDS and DDESS students are attractive to colleges and universities because of their unique experiences living overseas, their mobility, and adaptability.

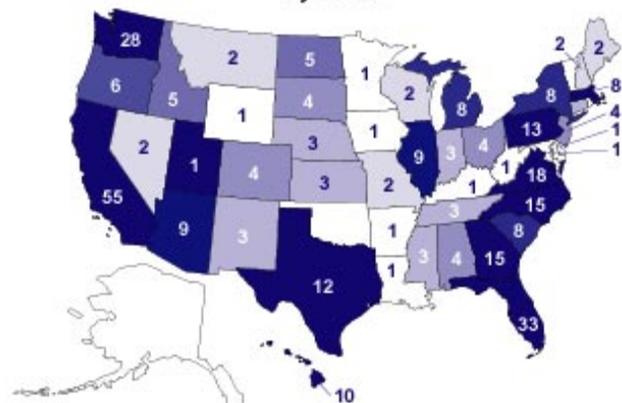
Scholarships/Financial Aid

Over \$8.5 million was awarded Pacific graduates in the form of local, academy, ROTC, state, special scholarships, and financial aid. There were 61 ROTC scholarships and 4 academy appointments. In addition to these reported awards, a number of JROTC graduates earned certificates of completion, which allowed them to enter the military at a rank of E3.

Class 2000 Scholarships \$8,575,276

Military	\$ 830,000
ROTC	\$ 4,684,500
State	\$ 1,508,243
Grants/Financial Aid	\$ 894,533
Local	\$ 454,688
Special Area	\$ 203,312

College Enrollment Plans by State





Grade 1
Stearley ES, Okinawa
Crayon, "Raggedy Andy"

BUDGET

Fiscal Year 2000

For the Fiscal Year 2000, the total budget appropriated by Congress for the Department of Defense Education Activity (DoDEA) was about \$1.3 billion. Of that amount, \$82.3 million represents Military Construction, \$1.4 million was Procurement funding, and \$1,225.5 million supported Operations and Maintenance (O&M). DoDDS Pacific's portion of O&M funding was \$232.9 million. Guam's portion of Department of Defense Domestic Dependents Elementary and Secondary School (DDESS) funding was \$24.7 million. Much of the budget is earmarked to cover specific, fixed obligations. The education program is labor intensive. More than two-thirds (69%) of DoDEA's annual operating budget for DoDDS and DDESS is dedicated to the cost of personnel. Payroll for DoDDS Pacific Area is managed by DoDEA headquarters. All remaining non-personnel monies are allocated to DoDDS Pacific programs to fund other operating expenses.

Some of these expenses are higher than might be expected in stateside school systems because of the unique programs and broad geographical scope of Department of Defense schools. In addition, stateside public school systems, unlike DoDDS, receive educational grants that are not reported in calculating stateside per pupil costs.

Currently, the reported national average per pupil expenditure for public schools in the United States is \$7,290 while that of DoDDS/DDESS schools is \$8,586. If education grants to stateside public schools were included, their reported per pupil costs would be higher.

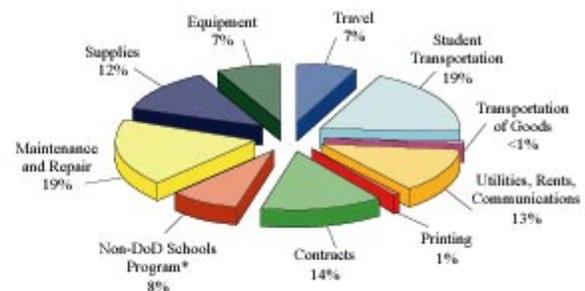
DoDEA's entire budget is used to serve the children of active duty military members and other eligible Federal government employees (Goal 10).

FY2000 Pacific Area Expenditure by Category

Includes Deputy Director's Office, Japan, Okinawa, Korea, and Guam

Total: \$71,217,000

(does not include payroll; includes \$288,000 Guam PCS related costs)

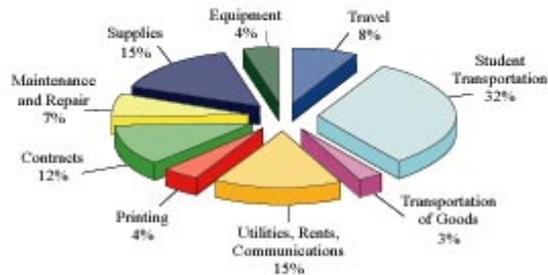


*Non-DoD Schools Program supports eligible dependents assigned in locations where DoD Schools are not available.

DISTRICT BUDGETS

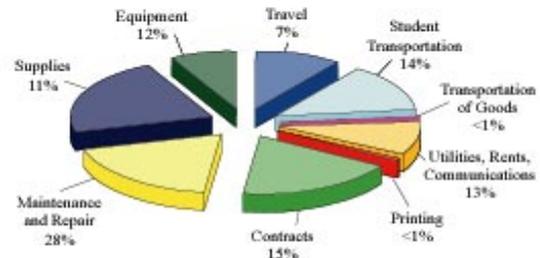
FY2000 Guam District Expenditure by Category

Total: \$7,796,000
(includes \$388,000 PCS related costs)



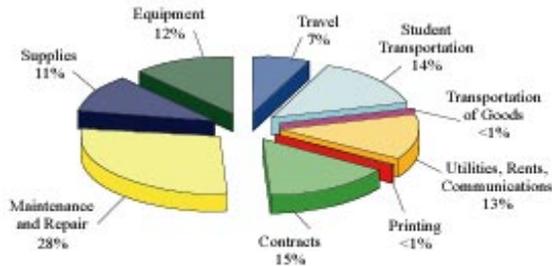
FY2000 Japan District Expenditure by Category

Total: \$26,556,000
(does not include payroll and related costs)



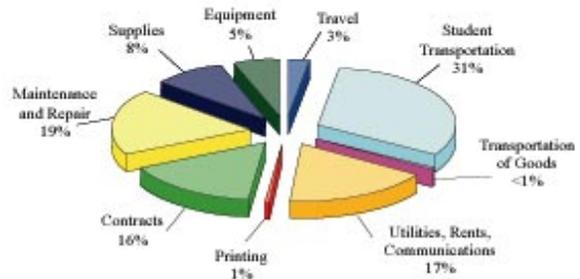
FY2000 Korea District Expenditure by Category

Total: \$6,588,000
(does not include payroll and related costs)



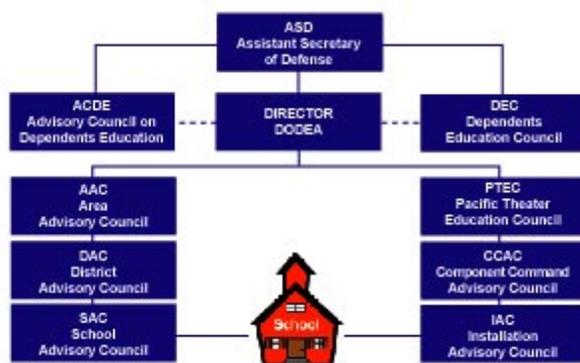
FY2000 Okinawa District Expenditure by Category

Total: \$20,986,000
(does not include payroll and related costs)



ADVISORY COUNCILS

In the Pacific, advisory council members participate in the governance of school affairs at the area, district, and school levels. In Guam District, school boards serve in a similar capacity.



Local Advisory Councils

The **District Advisory Council (DAC)** advises the superintendent on educational matters of concern to the district. Matters unresolved at this level may be elevated to the AAC. The **School Advisory Committee (SAC)** advises the principal on school matters, including educational programs, resources, services, and policies. Unresolved matters may be elevated to the DAC.

Installation Advisory Councils

Installation Advisory Councils (IACs) play a critical role in providing support to schools serving that installation. Matters addressed by IACs include all aspects of the physical school environment, pupil transportation, school meal programs, medical services, policies, and support services provided by the installation commander. Two representatives from the SAC are elected to serve on the IAC.

Area Advisory Council

The **Area Advisory Council (AAC)** meets twice yearly and is comprised of military command, parent, education, and civic organization representatives from Guam, Korea, Japan, and Okinawa. The AAC focuses on educational and logistical issues affecting dependents' education in the Pacific. Issues presented at advisory councils have generally been aligned with the DoDEA Community Strategic Plan goals, and have focused on student achievement, safe schools, technology education, parent partnerships and communications.

Pacific Theater Advisory Council

The **Pacific Theater Advisory Council (PTEC)** is composed of Pacific Command Army, Air Force, Marine Corps, and Navy representatives. PTEC members work with subordinate command representatives to develop programs for improving dependents' education and recommend helpful initiatives to the DoDDS Pacific Deputy Director.

System Advisory Councils

The **Dependents Education Council (DEC)** reports to the Assistant Secretary of Defense for Force Management Policy. Members include general or flag officers representing the Commanders of Unified Combatant Commands, and major service commands and the military services. Council members make recommendations on policy matters relating to facilities, logistics, and administrative support provided to DoDDS by the military services.

The **Advisory Council on Dependents Education (ACDE)** recommends to the Secretary of Defense or designee and the DoDEA Director programs and practices that ensure a quality educational system. Members include representatives of education institutions and agencies, professional employee organizations, unified military commands, as well as school administrators, parents of DoDDS students, and one DoDDS student.

AREA ADVISORY COUNCIL 1999-2000

DoDDS Pacific Representative

Dr. Nancy Bresell

Deputy Director

DoDDS Pacific Personnel Representative

DoDDS Pacific Service Center Representative

DoDDS Pacific Administrator Representative

DoDDS Pacific Student Representative

Pacific Congress PTSA Representative

Parent Representative, Okinawa

Parent Representative, Korea

Parent Representative, Japan

Parent Representative, Guam

Filipino-American Association Representative

Hispanic American Association Representative

NAACP Association Representative

US Pacific Command Representative

Director for Manpower, Personnel, and
Administration

Military Representative, USAR

Military Representative, USN

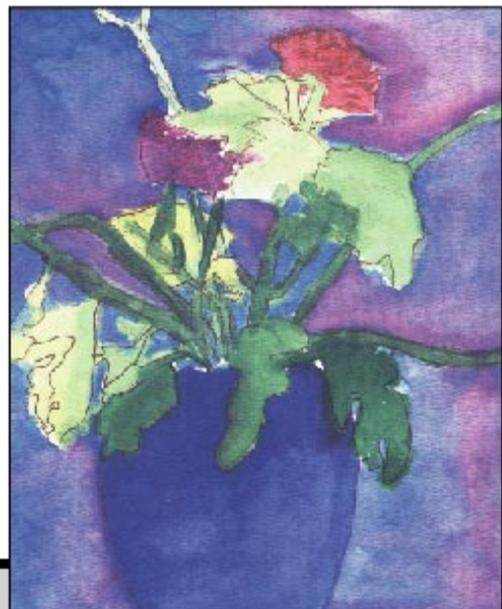
Military Representative, USAF

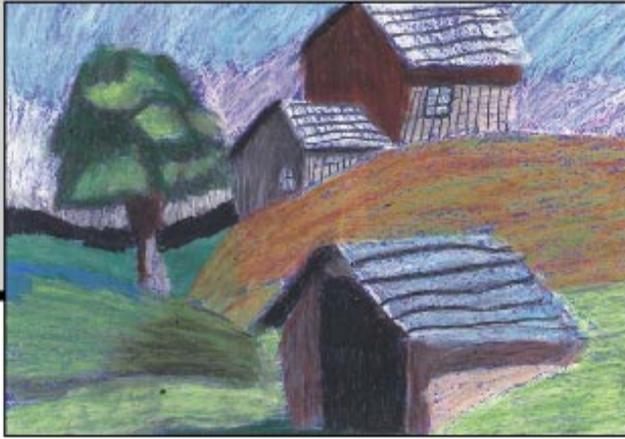
Military Representative, USMC

Union Representative, DoDDS Pacific

Union Representative, DDESS Guam

Grade 7
Yokosuka MS, Japan
Watercolor, "Flowers"





CONTACT INFORMATION

Grade 6
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Oil Pastel

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Dr. Richard S. Tom, Superintendent

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Mr. Michael Diekmann, Superintendent

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DSN Phone: 225-3940/1
Local Commercial: 04-2552-2511
From the US: 011-81-4-2552-2511 + ext (last 5 digits)

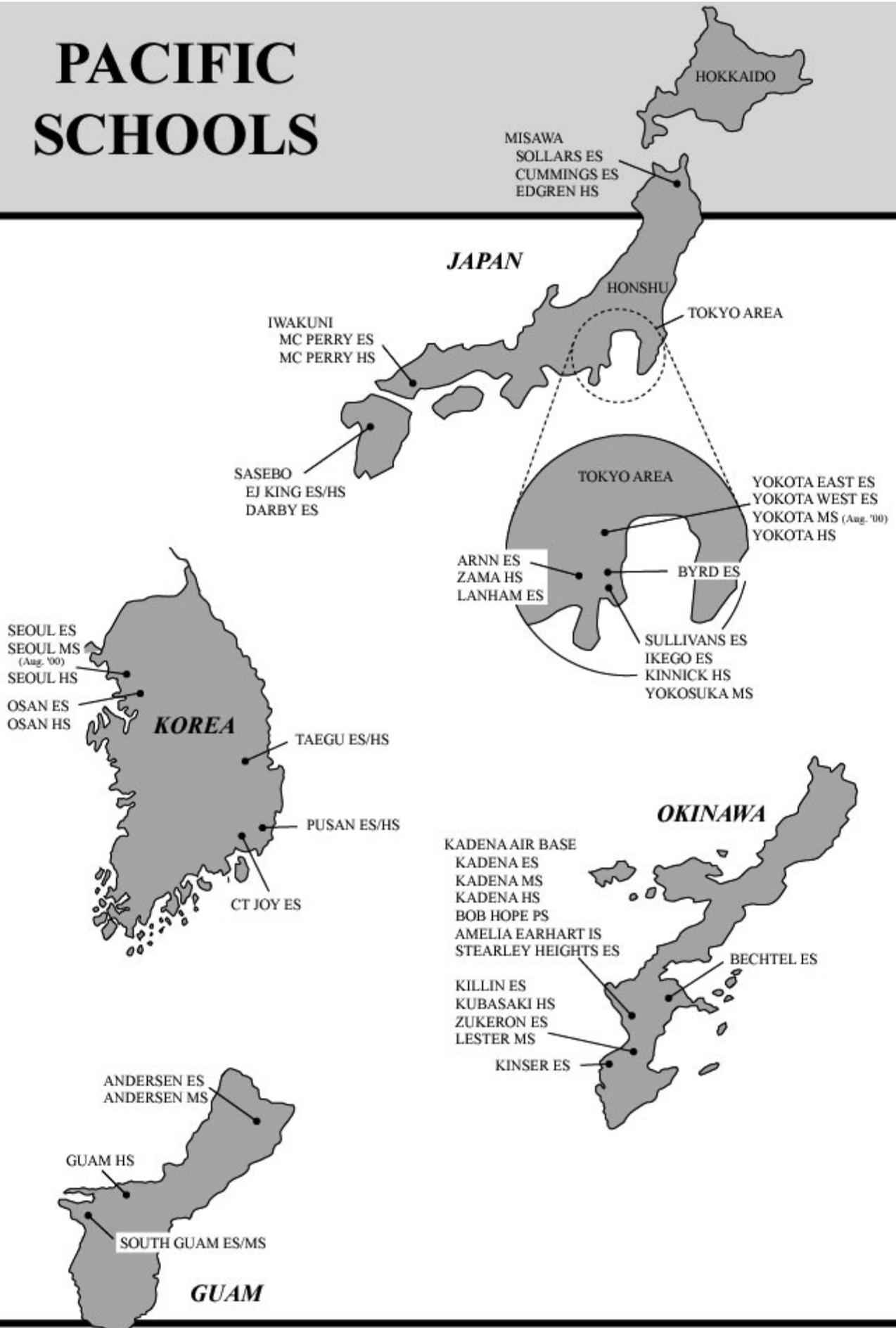
DoDDS, District Superintendent Korea
Dr. Bruce Jeter, Superintendent

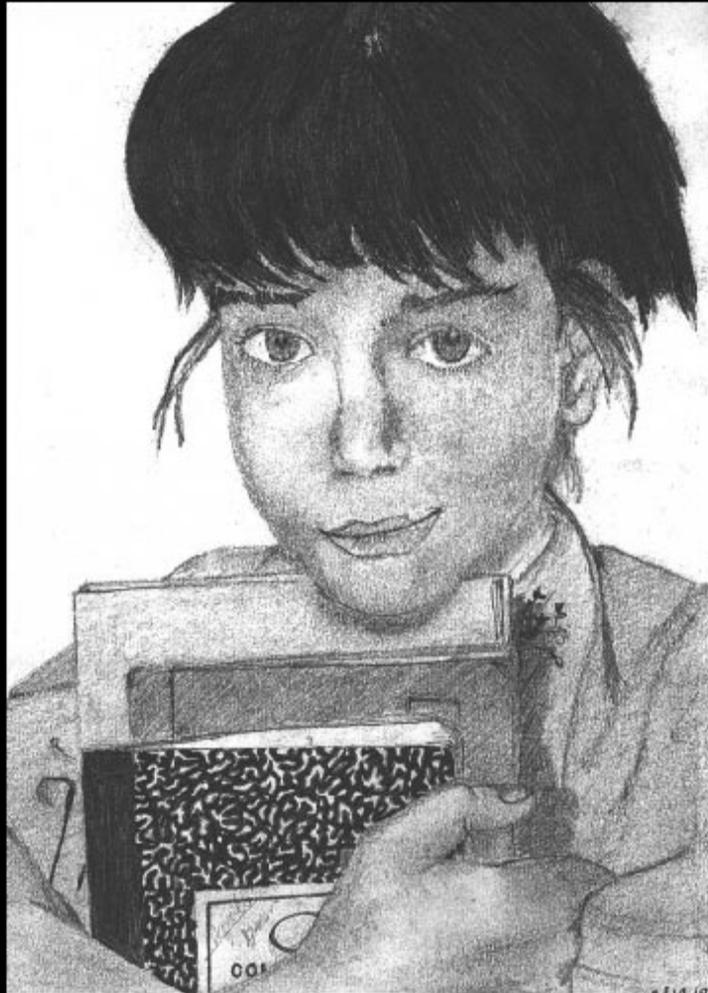
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Mr. Doug Kelsey, Superintendent

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PACIFIC SCHOOLS





Grade 12

Pencil

Kinnick HS, Japan

**With appreciation to everyone who contributed to the
development of the DoDDS Pacific Annual Report.**

Prepared by:
Communications Specialist and Visual Information Specialist
DoDDS Pacific Deputy Director's Office