

Use of Funds by Local Entities:

According to the Act, funds made available to eligible recipients of the grant must be used for **approved** technical education programs.

The purpose of the funds is to, as a career and priority, improve the performance of CTE programs.



GLOBAL
COMPETITIVENESS
SUCCESS
LEADING CHANGE
CAREER
READINESS
COLLEGE & CAREER
ECONOMIC VITALITY
LEADERSHIP
TRANSFORMING EXPECTATIONS
HIGH-DEMAND
LEARNING
SKILLS
SUSTAINABLE
WORKFORCE
OPPORTUNITY
LEADING
COLLEGE & CAREER
WORLD CLASS
HIGHER
GRADUATION
RATES
STUDENT
SUCCESS
OPPORTUNITY
CAREER
LEARNING
LEADERSHIP
ECONOMIC
ENTREPRENEURSHIP
LEADING
MAKING
DIFFERENTIAL
COLLEGE & CAREER
READINESS
HIGH-DEMAND
OPPORTUNITY
STUDENT
SUCCESS
ENTREPRENEURSHIP
ECONOMIC
TRANSFORMING
EXPECTATIONS

Planning for Performance

A Parallel Process: NJDOE and USDE

- Setting Performance Targets
- Reporting Performance
- Planning for Improvement
- Budgeting Funds



GLOBAL
COMPETITIVENESS
SUCCESS
LEADING CHANGE
CAREER
COLLEGE & CAREER
READINESS
ECONOMIC VITALITY
LEADERSHIP
TRANSFORMING EXPECTATIONS
HIGH-DEMAND
LEARNING
SKILLS
SUSTAINABLE
WORKFORCE
OPPORTUNITY
LEADING
COLLEGE & CAREER
WORLD CLASS
HIGHER
GRADUATION
RATES
STUDENT
ECONOMIC
ENTREPRENEURSHIP
INNOVATION
ER
AR
AD
GH-
OPPOR
STUDENT
SUCCESS
ENTRE
ECONO
TRAN
EXPE

Planning for Performance

What are these indicators and what do they indicate?

- Technical Skill Attainment
- Graduation
- Placement
- Non-Traditional Participation
- Non-Traditional Completion



Planning for Performance

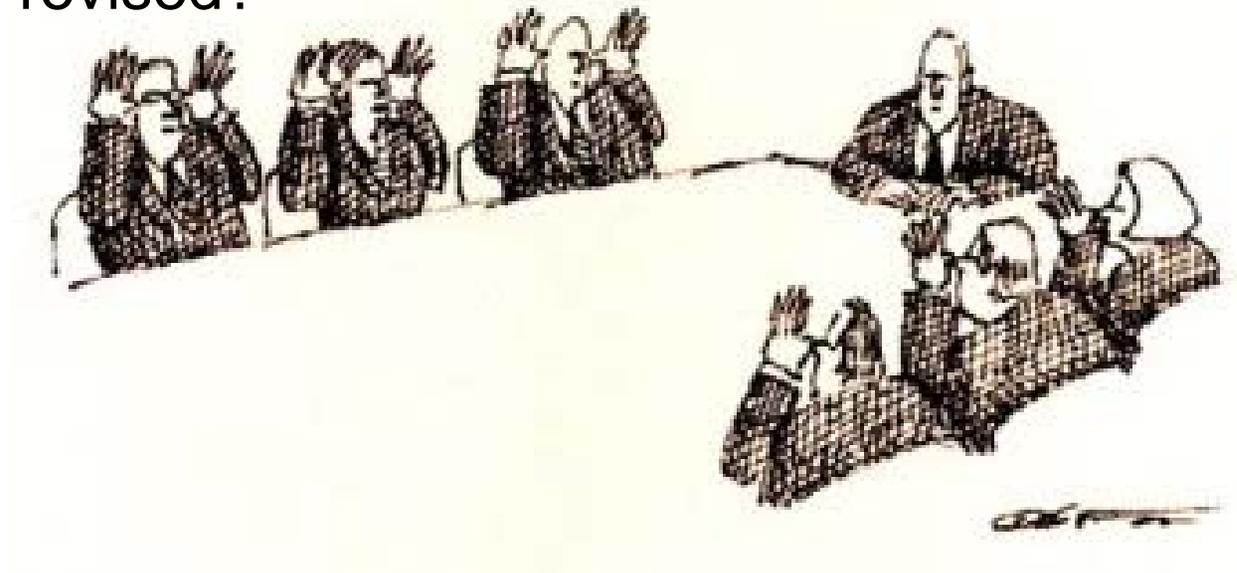
How are the State Negotiated Performance Standards set?



GLOBAL
COMPETITIVENESS
SUCCESS
LEADING CHANGE
CAREER
READINESS
COLLEGE & CAREER
TECHNICAL SKILLS
ECONOMIC VITALITY
LEADERSHIP
TRANSFORMING EXPECTATIONS
HIGH-DEMAND
LEARNING
SKILLS
SUSTAINABLE
WORKFORCE
READY
OPPORTUNITY
LEADING
COLLEGE & CAREER
WORLD CLASS
HIGHER
GRADUATION
RATES
STUDENT
SUCCESS
OPPORTUNITY
CAREER
LEARNING
LEADERSHIP
ECONOMIC
ENTREPRENEURSHIP
LEADING
MAKING
DIFFERENT
COLLEGE & CAREER
READINESS
HIGH-DEMAND
OPPORTUNITY
STUDENT
SUCCESS
ENTREPRENEURSHIP
ECONOMIC
TRANSFORMING
EXPECTATIONS

Planning for Performance

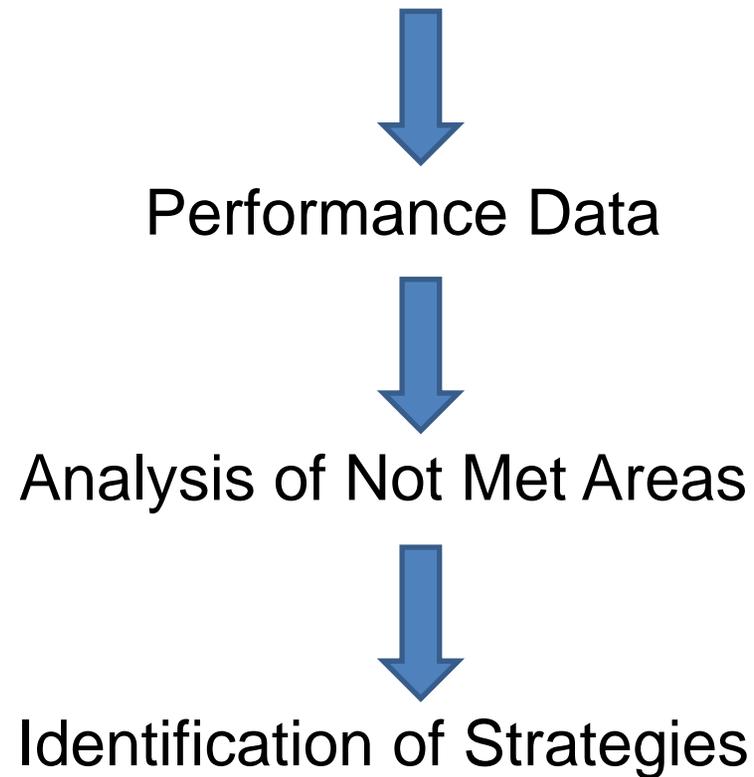
How are the data definitions established and revised?



The mediator sensed that the negotiations were in trouble.

GLOBAL
COMPETITIVENESS
SUCCESS
LEADING CHANGE
COLLEGE & CAREER
READINESS
ECONOMIC VITALITY
LEADERSHIP
TRANSFORMING EXPECTATIONS
HIGH-DEMAND
LEARNING
SKILLS
SUSTAINABLE
WORKFORCE
OPPORTUNITY
LEADING
COLLEGE & CAREER
WORLD CLASS
HIGHER
GRADUATION
RATES
STUDENT
SUCCESS
OPPORTUNITY
CAREER
WORLD CLASS
LEARNING
LEADERSHIP
ECONOMIC
ENTREPRENEURSHIP
LEADING
MAKING
DIFFERENT
COLLEGE & CAREER
READINESS
HIGH-DEMAND
OPPORTUNITY
STUDENT
SUCCESS
ENTREPRENEURSHIP
ECONOMIC
TRANSFORMING
EXPECTATIONS

Planning for Performance



GLOBAL
COMPETITIVENESS
SUCCESS
LEADING CHANGE
CAREER
READINESS
COLLEGE & CAREER
TECHNICAL SKILLS
ECONOMIC VITALITY
LEADERSHIP
TRANSFORMING EXPECTATIONS
HIGH-DEMAND
LEARNING
SKILLS
SUSTAINABLE
WORKFORCE
READY
OPPORTUNITY
LEADING
COLLEGE & CAREER
WORLD CLASS
HIGHER
GRADUATION
RATES
STUDENT
SUCCESS
OPPORTUNITY
CAREER
LEARNING
LEADERSHIP
ECONOMIC
ENTREPRENEURSHIP
LEADING
MAKING
DIFFERENTIAL
COLLEGE & CAREER
READINESS
HIGH-DEMAND
OPPORTUNITY
STUDENT
SUCCESS
ENTREPRENEURSHIP
ECONOMIC
TRANSFORMING
EXPECTATIONS

Planning for Performance

Where Did We Go Wrong?

- Data Analysis: It Takes a Team!



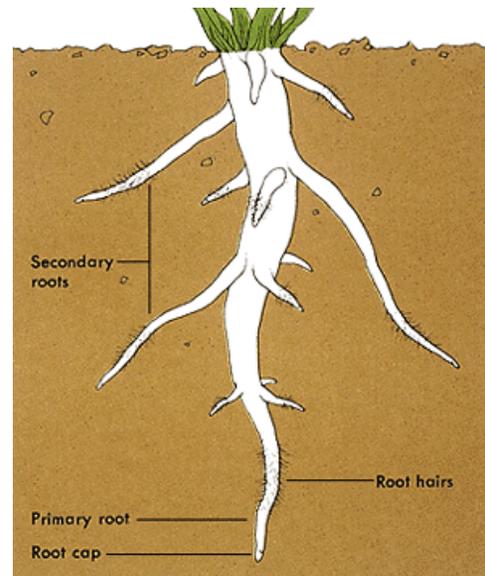
GLOBAL
COMPETITIVENESS
SUCCESS
LEADING CHANGE
CAREER
COLLEGE & CAREER
READINESS
ECONOMIC VITALITY
LEADERSHIP
TRANSFORMING EXPECTATIONS
HIGH-DEMAND
LEARNING
CHANGE
SKILLS
SUSTAINABLE
WORKFORCE
OPPORTUNITY
LEADING
COLLEGE & CAREER
WORLD CLASS
HIGHER
GRADUATION
RATES
STUDENT
SUCCESS
OPPORTUNITY
CAREER
LEARNING
LEADERSHIP
ECONOMIC
ENTREPRENEURSHIP
LEADING
MAKING
DIFFERENT
COLLEGE & CAREER
READINESS
HIGH-DEMAND
OPPORTUNITY
STUDENT
SUCCESS
ENTREPRENEURSHIP
ECONOMIC
TRANSFORMING
EXPECTATIONS

Planning for Performance

Root Cause Analysis:

What are the patterns in the data?

- Program?
- Indicator?
- School?



Planning for Performance

- Once you know what's wrong, you can figure out how to fix it.



Planning for Performance

Choose strategies that directly impact the indicators that need improvement.



GLOBAL
COMPETITIVENESS
SUCCESS
LEADING CHANGE
COLLEGE & CAREER
READINESS
ECONOMIC VITALITY
LEADERSHIP
TRANSFORMING EXPECTATIONS
HIGH-DEMAND
LEARNING
SKILLS
SUSTAINABLE
WORKFORCE
OPPORTUNITY
LEADING
COLLEGE & CAREER
WORLD CLASS
HIGHER
GRADUATION
RATES
STUDENT
SUCCESS
OPPORTUNITY
CAREER
LEARNING
LEADERSHIP
ECONOMIC
ENTREPRENEURSHIP
LEADING
MAKING
DIFFERENT
CAR
READ
HIGH-
OPPOR
STUDENT
SUCCESS
ENTRE
ECONO
TRAN
EXPE

Planning for Performance

To improve non-traditional participation, you should:

- A) Buy a 3D printer.
- B) Ask alumni in nontraditional fields to speak to faculty.
- C) Provide CTE promotional materials in multiple languages.
- D) Ask alumni in nontraditional fields to speak to students.



Planning for Performance

To improve non-traditional participation, you should:

A) Buy a 3D printer.

NO!!

B) Ask alumni in nontraditional fields to speak to faculty.

Yes!

C) Provide CTE promotional materials in multiple languages.

Good idea, but not for PNT.

D) Ask alumni in nontraditional fields to speak to students.

Yes!



Planning for Performance

Finally, it's budget time!



GLOBAL
COMPETITIVENESS
SUCCESS
LEADING CHANGE
COLLEGE & CAREER
READINESS
ECONOMIC VITALITY
LEADERSHIP
TRANSFORMING EXPECTATIONS
HIGH-DEMAND
LEARNING
SKILLS
SUSTAINABLE
WORKFORCE
OPPORTUNITY
LEADING
COLLEGE & CAREER
WORLD CLASS
HIGHER
GRADUATION
RATES
STUDENT
SUCCESS
OPPORTUNITY
CAREER
WORLD CLASS
LEARNING
LEADERSHIP
ECONOMIC
ENTREPRENEURSHIP
LEADING
MAKING
DIFFERENTIAL
COLLEGE & CAREER
READINESS
HIGH-DEMAND
OPPORTUNITY
STUDENT
SUCCESS
ENTREPRENEURSHIP
ECONOMIC
TRANSFORMING
EXPECTATIONS

Planning for Performance

Take care of the priorities (“Not Met”) first.



HIkingArtist.com

GLOBAL
COMPETITIVENESS
SUCCESS
LEADING CHANGE
COLLEGE & CAREER
READINESS
ECONOMIC VITALITY
LEADERSHIP
TRANSFORMING EXPECTATIONS
HIGH-DEMAND
LEARNING
SKILLS
SUSTAINABLE
WORKFORCE
OPPORTUNITY
LEADING
COLLEGE & CAREER
WORLD CLASS
HIGHER
GRADUATION
RATES
STUDENT
SUCCESS
OPPORTUNITY
CAREER
WORLD CLASS
LEARNING
LEADERSHIP
ECONOMIC
ENTREPRENEURSHIP
LEADING
MAKING
DIFFERENT
COLLEGE & CAREER
READINESS
HIGH-DEMAND
OPPORTUNITY
STUDENT
SUCCESS
ENTREPRENEURSHIP
ECONOMIC
TRANSFORMING
EXPECTATIONS

Planning for Performance

Whatever funds are left can be used for your “Met” programs and indicators.



GLOBAL
COMPETITIVENESS
SUCCESS
LEADING CHANGE
CAREER
READINESS
COLLEGE & CAREER
ECONOMIC VITALITY
LEADERSHIP
TRANSFORMING EXPECTATIONS
HIGH-DEMAND
LEARNING
SKILLS
SUSTAINABLE
WORKFORCE
OPPORTUNITY
LEADING
COLLEGE & CAREER
WORLD CLASS
HIGHER
GRADUATION
RATES
STUDENT
SUCCESS
OPPORTUNITY
CAREER
WORLD CLASS
LEARNING
LEADERSHIP
ECONOMIC
ENTREPRENEURSHIP
LEADING
MAKING
DIFFERENT
COLLEGE & CAREER
READINESS
HIGH-DEMAND
OPPORTUNITY
STUDENT
SUCCESS
ENTREPRENEURSHIP
ECONOMIC
TRANSFORMING
EXPECTATIONS

Planning for Performance

The Long Term Payoff:

- Improved Performance
- More Money Available for Met Programs



GLOBAL
COMPETITIVENESS
SUCCESS
LEADING CHANGE
COLLEGE & CAREER
READINESS
ECONOMIC VITALITY
LEADERSHIP
TRANSFORMING EXPECTATIONS
HIGH-DEMAND
LEARNING
SKILLS
SUSTAINABLE
WORKFORCE
OPPORTUNITY
LEADING
COLLEGE & CAREER
WORLD CLASS
HIGHER
GRADUATION
RATES
STUDENT
SUCCESS
OPPORTUNITY
CAREER
WORLD CLASS
LEARNING
LEADERSHIP
ECONOMIC
ENTREPRENEURSHIP
STUDENT
SUC
EXPE

Planning for Performance



GLOBAL
COMPETITIVENESS
SUCCESS
LEADING CHANGE
COLLEGE & CAREER
READINESS
ECONOMIC VITALITY
LEADERSHIP
TRANSFORMING EXPECTATIONS
HIGH-DEMAND
LEARNING
SKILLS
SUSTAINABLE
WORKFORCE
OPPORTUNITY
LEADING
COLLEGE & CAREER
WORLD CLASS
HIGHER
GRADUATION
RATES
STUDENT
SUCCESS
OPPORTUNITY
CAREER
WORLD CLASS
LEARNING
LEADERSHIP
ECONOMIC
ENTREPRENEURSHIP
LEADING
MAKING
DIFFERENTIAL
COLLEGE & CAREER
READINESS
HIGH-DEMAND
OPPORTUNITY
STUDENT
SUCCESS
ENTREPRENEURSHIP
ECONOMIC
TRANSFORMING
EXPECTATIONS



Program Budget Activity Plan

Sharon Fleming





What is the Program Budget Activity Plan?

- A tool to help plan specifically with performance as a priority
- Connects performance with strategies, activities, and expenditures
- Performance Report data
- A tool to collaborate with individuals internally in your district to create a plan
- It is **REQUIRED** to be submitted in EWEG

GLOBAL
COMPETITIVENESS
SUCCESS
LEADING CHANGE
CAREER
READINESS
COLLEGE & CAREER
TECHNICAL SKILLS
ECONOMIC VITALITY
LEADERSHIP
TRANSFORMING EXPECTATIONS
HIGH-DEMAND
LEARNING
SKILLS
SUSTAINABLE
WORKFORCE
READY
OPPORTUNITY
LEADING
COLLEGE & CAREER
WORLD CLASS
HIGHER
GRADUATION
RATES
STUDENT
SUCCESS
OPPORTUNITY
CAREER
LEARNING
LEADERSHIP
ECONOMIC
ENTREPRENEURSHIP
LEADING
MAKING
DIFFERENTIAL
COLLEGE & CAREER
READINESS
HIGH-DEMAND
OPPORTUNITY
STUDENT
SUCCESS
ENTREPRENEURSHIP
ECONOMIC
TRANSFORMING
EXPECTATIONS

Enrollment

- Participants, Concentrators, Completers and total
- Look at the progression

Enrollment				
Completers 2014	Total	Participants	Concentrators	Completers 2015
0	49	36	13	0
2	113	47	70	1
12	43	5	36	2
10	99	47	43	0
2	65	38	27	0
340	439	3	88	348
1	49	18	21	10
0	49	36	13	0
2	113	47	70	1

GLOBAL
COMPETITIVENESS
SUCCESS
LEADING CHANGE
COLLEGE & CAREER
READINESS
ECONOMIC VITALITY
LEADERSHIP
TRANSFORMING EXPECTATIONS
HIGH-DEMAND
LEARNING
SKILLS
SUSTAINABLE
WORKFORCE
OPPORTUNITY
LEADING
COLLEGE & CAREER
WORLD CLASS
HIGHER
GRADUATION
RATES
STUDENT
SUCCESS
OPPORTUNITY
CAREER
LEADERSHIP
ECONOMIC
ENTREPRENEURSHIP
MAKING
DIFFERENT
COLLEGE & CAREER
READINESS
HIGH-DEMAND
OPPORTUNITY
STUDENT
SUCCESS
ECONOMIC
TRANSFORMING
EXPECTATIONS

Enrollment

- Participants, Concentrators, Completers and total
- Look at the progression
- Look at 2 years worth of Completer information

Enrollment				
Completers 2014	Total	Participants	Concentrators	Completers 2015
0	49	36	13	0
2	118	47	70	1
12	43	5	36	2
10	90	47	43	0
2	65	38	27	0
340	439	3	88	348
1	49	18	21	10
0	49	36	13	0
2	118	47	70	1

GLOBAL
COMPETITIVENESS
SUCCESS
LEADING CHANGE
COLLEGE & CAREER
READINESS
ECONOMIC VITALITY
LEADERSHIP
TRANSFORMING EXPECTATIONS
HIGH-DEMAND
LEARNING
SKILLS
SUSTAINABLE
WORKFORCE
OPPORTUNITY
LEADING
CHANGE
COLLEGE & CAREER
WORLD CLASS
HIGHER
GRADUATION
RATES
STUDENT
SUCCESS
OPPORTUNITY
CAREER
LEADERSHIP
ECONOMIC
ENTREPRENEURSHIP
LEARNING
WORLD CLASS
ENTREPRENEURSHIP
LEADING
MAKING
DIFFERENTIAL
COLLEGE & CAREER
READINESS
HIGH-DEMAND
OPPORTUNITY
STUDENT
SUCCESS
ECONOMIC
TRANSFORMING
EXPECTATIONS

Performance

- Indicator (TSA, CNT, PNT, G, P)
- NJ Smart Reported Performance - data the district reported in NJSmart
- State Negotiated Performance target is agreed upon by the state and federal government
- Status – Did the reported performance meet the target (Met or Not Met)

Performance			
Indicator	NJSMART Reported Performance	State Negotiated Performance Target	Status
CNT-	NC	31.00%	MET
CNT-	NA	31.00%	MET
CNT-	50.00%	31.00%	MET
CNT-	NC	31.00%	MET
CNT-	NA	31.00%	MET
CNT-	53.16%	31.00%	MET
G-	100.00%	97.00%	MET
G-	NA	97.00%	MET
G-	100.00%	97.00%	MET

GLOBAL
COMPETITIVENESS
SUCCESS
LEADING CHANGE
COLLEGE & CAREER
READINESS
TECHNICAL SKILLS
ECONOMIC VITALITY
LEADERSHIP
TRANSFORMING EXPECTATIONS
DEMAND
ARNIN
SKILLS
SUSTAINABLE
WORKFORCE
READY
GLO
COMPE
ENTREPRE
WORLD
CLASS
ECONOMIC
RE
IN
T
LEADERSHIP
ECONOMIC
RE
REP
NG
KING
FER
AR
LEAD
GH-
POR
ENTRE
ECONO
TRAN
EXPE

Perkins Funded Activity

- Begin planning with programs that did not meet performance targets
- Describe what and why, you are including this activity
- Be specific, not vague

Performance				Performance Based Perkins Funded Activity
Indicator	NJSMART Reported Performance	State Negotiated Performance Target	Status	Description the Perkins Funded Activity that is Directly Related to Improving Performance
CNT-	NC	31.00%	MET	
CNT-	NA	31.00%	MET	
CNT-	50.00%	31.00%	MET	

GLOBAL
COMPETITIVENESS
SUCCESS
LEADING CHANGE
COLLEGE & CAREER
READINESS
ECONOMIC VITALITY
LEADERSHIP
TRANSFORMING EXPECTATIONS
HIGH-DEMAND
LEARNING
SKILLS
SUSTAINABLE
WORKFORCE
POTENTIAL
CHANGING
TECHNOLOGY & CAREER
CLASSES
STUDENT COLLEGE & CAREER
READINESS
HIGH-DEMAND
OPPORTUNITIES
SUCCESS
ECONOMIC
TRANSFORMING
EXPECTATIONS

Reminders

- Use last year's allocation to plan.
- Plan for programs that did not meet performance targets first
- Fill it out with enough detail that the reviewer can understand the description
- You can sort the Program Budget Activity Plan



Performance Data Exercise

Questions:

- What patterns do you see in the data?
- What are some possible root causes for the Not Met areas?
- What strategies would you use to directly impact the Not Met areas?
- What kinds of costs (supplies, consultants, equipment, etc.) will you need to implement your strategies?



Planning for Performance



GLOBAL
COMPETITIVENESS
SUCCESS
LEADING CHANGE
COLLEGE & CAREER
READINESS
ECONOMIC VITALITY
LEADERSHIP
TRANSFORMING EXPECTATIONS
HIGH-DEMAND
LEARNING
SKILLS
SUSTAINABLE
WORKFORCE
READY
OPPORTUNITY
LEADING
COLLEGE & CAREER
WORLD CLASS
HIGHER
GRADUATION
RATES
STUDENT
SUCCESS
OPPORTUNITY
CAREER
LEARNING
LEADERSHIP
ECONOMIC
REINVESTING
ENTREPRENEURSHIP
LEADING
CHANGING
MAKING
DIFFERENT
COLLEGE & CAREER
READINESS
HIGH-DEMAND
OPPORTUNITY
STUDENT
SUCCESS
ENTREPRENEURSHIP
ECONOMIC
TRANSFORMING
EXPECTATIONS

New for Perkins 2017

The money comes with strings attached...



GLOBAL
COMPETITIVENESS
SUCCESS
LEADING CHANGE
COLLEGE & CAREER
READINESS
ECONOMIC VITALITY
LEADERSHIP
TRANSFORMING EXPECTATIONS
HIGH-DEMAND
LEARNING
SKILLS
SUSTAINABLE
WORKFORCE
OPPORTUNITY
LEADING
COLLEGE & CAREER
WORLD CLASS
HIGHER
GRADUATION
RATES
STUDENT
SUCCESS
OPPORTUNITY
CAREER
LEARNING
LEADERSHIP
ECONOMIC
ENTREPRENEURSHIP
LEADING
MAKING
DIFFERENT
COLLEGE & CAREER
READINESS
HIGH-DEMAND
OPPORTUNITY
STUDENT
SUCCESS
ENTREPRENEURSHIP
ECONOMIC
TRANSFORMING
EXPECTATIONS



New for Perkins 2017

- New federal emphasis on accountability for performance outcomes when using federal dollars.
- The 2017 Perkins Grant Application Process consists of two phases...





New for Perkins 2017

Phase I:

Program Planning:

Easy as 1,2,3...





New for Perkins 2017

1. Review Data:

Why did programs MEET or NOT MEET performance standards?

2. Discuss issues within your district and with industry stakeholders.

3. Determine activities to fund that **DIRECTLY** relate to improving performance for Met or Not Met indicators.



New for Perkins 2017

The teachers' wish lists are not enough!



GLOBAL
COMPETITIVENESS
SUCCESS
LEADING CHANGE
COLLEGE & CAREER
READINESS
ECONOMIC VITALITY
LEADERSHIP
TRANSFORMING EXPECTATIONS
HIGH-DEMAND
LEARNING
SKILLS
SUSTAINABLE
WORKFORCE
OPPORTUNITY
LEADING
COLLEGE & CAREER
WORLD CLASS
HIGHER
GRADUATION
RATES
STUDENT
SUCCESS
OPPORTUNITY
CAREER
LEADERSHIP
ECONOMIC
ENTREPRENEURSHIP
LEADING
MAKING
DIFFERENT
COLLEGE & CAREER
READINESS
HIGH-DEMAND
OPPORTUNITY
STUDENT
SUCCESS
ENTREPRENEURSHIP
ECONOMIC
TRANSFORMING
EXPECTATIONS



Phase I Application TO Dos

- ✓ Create original application in EWEG to begin Phase I of the 2017 Perkins Application Process
- ✓ Download the Program Budget Activity Form from DOE Homeroom





Phase I Application To Do's

- ✓ Review data and complete and your Program Budget Activity Plan (with stakeholder input)
- ✓ Upload and Submit Phase I Application in EWEG **No Later than May 16, 2016!**
- ✓ Revise and resubmit as required by program officer (prompt turnaround is key)

GLOBAL
COMPETITIVENESS
SUCCESS
LEADING CHANGE
CAREER
READINESS
COLLEGE & CAREER
ECONOMIC VITALITY
LEADERSHIP
TRANSFORMING EXPECTATIONS
HIGH-DEMAND
LEARNING
SKILLS
SUSTAINABLE
WORKFORCE
OPPORTUNITY
LEADING
COLLEGE & CAREER
WORLD CLASS
HIGHER
GRADUATION
RATES
STUDENT
SUCCESS
OPPORTUNITY
CAREER
WORLD CLASS
LEARNING
LEADERSHIP
ECONOMIC
ENTREPRENEURSHIP
LEADING
MAKING
DIFFERENT
COLLEGE & CAREER
READINESS
HIGH-DEMAND
OPPORTUNITY
STUDENT
SUCCESS
ENTREPRENEURSHIP
ECONOMIC
TRANSFORMING
EXPECTATIONS



Phase I Application To Dos

- ✓ Look for notification emails from EWEG:
 1. Your Original/Phase I Application has been approved
 2. Your allocation is now available. You may create an Amendment/Phase II Application





Phase II Application To Dos

- ✓ Create the amendment to begin Phase II of the application process.
- ✓ Submit your Phase II application **No Later Than June 13, 2016!**

Starting July 1st: Go forth and start the purchase orders. Start with equipment!





Perkins 2017 Guidelines

- <http://www.nj.gov/education/cte/perkins/2017Guidelines.pdf>





Preparing for Your Application:

- Username & Password for EWEG & NJ Homeroom
- Program Budget Activity Plan (Excel)
 - Excel
 - PDF
- Five-Year Plan Extension Letter (requesting an extension to the Five-Year Plan with or without revisions)
- Board approval date



Planning for Performance



GLOBAL
COMPETITIVENESS
SUCCESS
LEADING CHANGE
COLLEGE & CAREER
READINESS
ECONOMIC VITALITY
LEADERSHIP
TRANSFORMING EXPECTATIONS
HIGH-DEMAND
LEARNING
SKILLS
SUSTAINABLE
WORKFORCE
OPPORTUNITY
LEADING
COLLEGE & CAREER
WORLD CLASS
HIGHER
GRADUATION
RATES
STUDENT
SUCCESS
OPPORTUNITY
CAREER
WORLD CLASS
LEARNING
LEADERSHIP
ECONOMIC
ENTREPRENEURSHIP
LEADING
MAKING
DIFFERENT
COLLEGE & CAREER
READINESS
HIGH-DEMAND
OPPORTUNITY
STUDENT
SUCCESS
ENTREPRENEURSHIP
ECONOMIC
TRANSFORMING
EXPECTATIONS