

**Ohio Department of Education
Office of Career-Technical & Adult
Education**

**District Performance Review - Executive Summary
FY 04**

Ohio Department of Youth Services

Career-Technical Planning District (CTPD) #600

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**Ohio Department of Education
Office of Career-Technical and Adult Education
District Program Performance Review - FY04
Ohio Department of Youth Services**

CTPD #600

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Acknowledgements

Critical input from institutional teachers and administrators is invaluable in making continuous improvement and positive change possible. Thanks to all the dedicated career-technical teachers and administrators who took valuable time and effort to assemble the data and supporting documentation that made the FY04 Career-Technical Program Performance Review possible. Thanks also to Mr. James York, Superintendent of the Ohio Department of Youth Services schools with Mr. Richard Workman and Mr. Charles Fahsholtz for their ongoing support. Thanks to Vicki Melvin, the ODE Director of Career-Technical and Adult Education for her support. Finally, a sincere expression of thanks goes out to ODYS Director Geno Natalucci-Persichetti for his progressive vision and ongoing support of educational programming in Ohio's juvenile correctional facilities.

“We must accept the reality that to confine offenders behind walls without trying to change them is an expensive folly with short-term benefits – a winning of battles while losing the war.”

Justice Warren Burger

Ohio Department of Education, Office of Career-technical and Adult Education

ODYS Institutional Program Performance Review- FY04

Project Description/Summary/Purpose

In the fall of 2004, the Ohio Department of Education's (ODE) Office of Career-Technical and Adult Education conducted a comprehensive program performance review of all career-technical education programs offered within Ohio Department of Youth Services (ODYS) Institutions. The unique nature of career-technical education delivery within a correctional setting was considered throughout the process. This customized review process was based on a variety of relevant performance indicators, including selected State Board of Education approved Core Standards and Performance Measures for Ohio's secondary career-technical programs. The purpose of the review is to determine the ODYS career-technical programs' level of performance on 11 critical performance measures. The goal of the review process is to continuously improve the programs and services provided by career-technical education to Ohio's incarcerated youth through regular performance based program evaluation and data-driven strategic planning.

Procedure

This annual review was conducted using a four-step audit process with follow-up. A customized ODE self-review survey document was distributed to all Career-technical teachers and administrators. The completed surveys were returned to ODE for review and data analysis in a desk audit performed by the ODE Corrections Consultant. Any questions generated were resolved by telephone inquiries from the Consultant. On-site reviews of each operational program were conducted by the Consultant. A follow-up site visit was conducted by the Consultant at each site to describe the results to teachers and administrators.

The documents, data and on-site review observations were analyzed to identify individual program strengths and develop opportunities for improvement. District level recommendations were developed based on the overall review's findings. They were organized in this report using the seven Baldrige Education Criteria for Performance Excellence. They will be used to facilitate continuous improvement and strategic planning in accordance with Carl D. Perkins federal legislation.



**OHIO DEPARTMENT OF EDUCATION
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**CRITICAL DATA ELEMENTS
Ohio Department of Youth Services- FY04**

- ◆ Student Enrollment/Attendance
- ◆ Market Share/Marketing
- ◆ Non-Traditional Program participation rate
- ◆ Career Passports
- ◆ Staff Attendance
- ◆ Textbooks Copyrighted within 5 years
- ◆ Current Course of Study (revised within 5 years)
- ◆ Active Advisory Committee
- ◆ Student Achievement Evaluation Documentation
- ◆ Supplies and Equipment Adequacy
- ◆ Current Inventory of Tools and Equipment
- ◆ Facility Adequacy (legal and safety requirements)
- ◆ IPDP on File and Documentation of Professional Development
- ◆ IEP Revisions to Reflect Vocational Education Placement
- ◆ Special Education Student Participation Rate
- ◆ National Skills Standards Certification (if applicable)



OHIO DEPARTMENT OF EDUCATION OFFICE OF CAREER-TECHNICAL & ADULT EDUCATION

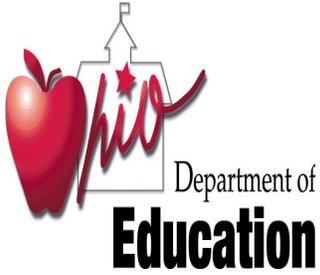
Performance Measure Definitions

Ohio Department of Youth Services- FY04

The performance criteria defined below were used to determine the performance levels of Ohio Department of Education approved career-technical programs during FY04. They include state, federal and locally developed measures customized to the unique nature of career-technical programs delivered in juvenile correctional facilities.

- 1. Career-Technical Program Enrollment Capacity** – refers to each career-technical class student enrollment count collected over four randomly selected “snapshot” dates during the fiscal year. Job training classes are considered enrolled at 100 percent of capacity if at least 12 students are enrolled on any given date. Family and Consumer Sciences classes are considered fully enrolled with eight students per class. Career Based Intervention classes require at least 15 students. Career Connections classes require at least 10 students each.
- 2. Career-Technical Education Participation Rate** – refers to the percentage of an institution’s students enrolled in career-technical programs during the first full week of October.
- 3. Career-Technical Student Attendance** – refers to an average of each career-technical class’s student attendance rate collected on four randomly selected “snapshot” dates during the fiscal year. A class is considered at 100% attendance if all students enrolled on a given date are actually present in class.
- 4. Career-Technical Staff Attendance** - refers to each career-technical instructor’s attendance rate on district calendar instructional days. The percentage is calculated by dividing the number of *unplanned* absences taken by each instructor by the number of instructional days available during the year.

- 5. Non-Traditional Program Participation Rate** – refers to the percentage of career-technical students served in programs defined as non-traditional for each gender. Males participating in Family and Consumer Sciences programs are included. It is calculated by dividing the number of students served in non-traditional programs by the number served in career-technical programs.
- 6. Career-Technical Students with IEPs** – refers to the percentage of career-technical students served under Individualized Education Plans.
- 7. Career Passport Rate** – refers to the percentage of eligible Career-technical students who receive a Career Passport.
- 8. Career-Technical Staff with Individual Professional Development Plans (IPDPs)** – refers to the percentage of career-technical staff with an IPDP.
- 9. Current Text Books** – refers to the percentage of operational career-technical programs using a primary textbook with a copyright date less than five years old.
- 10. Supply/Equipment Adequacy** – refers to the percentage of career-technical instructors reporting satisfaction with the adequacy of instructional technology, instructional supplies and laboratory/instructional equipment.
- 11. Number of Students Served** – refers to the actual number of career-technical students reported served during the fiscal year.



OHIO DEPARTMENT OF EDUCATION

OFFICE OF CAREER-TECHNICAL AND ADULT EDUCATION CAREER-TECHNICAL PROGRAM SELF-REVIEW-FY04 DOCUMENTATION REQUIREMENTS – ODYS

Note: At the interview with the ODE consultant, folders containing documentation of the following review items shall be available. Please prepare one folder for each applicable topic.

1. **Enrollment and Attendance Records** (grades/attendance book)
2. **Marketing** - (current copy of waiting list, presentations, visits, brochures, etc.)
3. **Career Passports** - copies that have been awarded
4. **Course of Study** - or work completed toward final revision
5. **Advisory Committee** - (meeting minutes and membership list, July 1, 2003 – June 30, 2004)
6. **Student Achievement and Evaluation Documentation** - (grade books, lesson plans and completed tests, observation rubrics or other evaluation instruments, student files)
7. **Tools and Equipment** - current inventory lists
8. **Professional Development** - include copies of teaching certificate/license, IPDP, CEUs, activity documentation vouchers, transcripts and certificates of completion
9. **Vocational Education/Special Education** - include copies of placement plans from IEPs for special education students in your program
10. **National Skills Standards Certification*** - Automotive Service Excellence (ASE), PrintEd (Evidence of program certification or preparation for upcoming evaluation)

*In addition to the above listed folders, please have copies of **textbooks, workbooks, a software list and any relevant instructional materials available.***

*If applicable

Key to Institutional Acronyms Ohio Department of Youth Services

CJCF – Circleville Juvenile Correctional Facility

CHJCF – Cuyahoga Hills Juvenile Correctional Facility

IRJCF – Indian River Juvenile Correctional Facility

MaJCF – Marion Juvenile Correctional Facility

MoJCF – Mohican Juvenile Correctional Facility

ORVJCF – Ohio River Valley Juvenile Correctional Facility

SJCF – Scioto Juvenile Correctional Facility

**Ohio Department of Education
Office of Career-Technical and Adult Education
ODYS Institutional Program Performance Review - FY2004**

Career-Technical Program Enrollment Capacity

<i>Institution</i>	FY04
CHJCF (3)*	104%**
CJCF (1)	117%**
IRJCF (5)	92%
MaJCF (7)	87%
MoJCF (2)	107%**
ORVJCF (4)	91%
SJCF (3)	90%
District Avg.	94%

Career-Technical Education Participation Rate

<i>Institution</i>	FY04
CHJCF	51%
CJCF	8%
IRJCF	No Data
MaJCF	63%
MoJCF	33%
ORVJCF	56%
SJCF	No Data
District Avg.	52%

Career-Technical Student Attendance

<i>Institution</i>	FY04
CHJCF	97%
CJCF	100%
IRJCF	97%
MaJCF	87%
MoJCF	99%
ORVJCF	94%
SJCF	87%
District Avg.	94%

Career-Technical Staff Attendance

<i>Institution</i>	FY04
CHJCF	96%
CJCF	99%
IRJCF	No Data
MaJCF	92%
MoJCF	98%
ORVJCF	98%
SJCF	No Data
District Avg.	95%

*denotes # of programs reviewed

** a rate > 100% indicates the average enrollment exceeded the defined minimum

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Non-Traditional Program Participation Rate

<i>Institution</i>	<i>FY04</i>
CHJCF	59%
CJCF	0%*
IRJCF	66%
MaJCF	59%
MoJCF	58%
ORVJCF	56%
SJCF	6%
District %	53%

Career-Technical Students with Current IEPs

<i>Institution</i>	<i>FY04</i>
CHJCF	16%
CJCF	56%
IRJCF	37%
MaJCF	31%
MoJCF	41%
ORVJCF	50%
SJCF	31%
District %	33%

Career Passport Rate

<i>Institution</i>	<i>FY04</i>
CHJCF	100%
CJCF	100%
IRJCF	100%
MaJCF	100%
MoJCF	100%
ORVJCF	100%
SJCF	100%
District %	100%

Career-Technical Staff w/Individual Professional Development Plans

<i>Institution</i>	<i>FY04</i>
CHJCF	100%
CJCF	100%
IRJCF	100%
MaJCF	100%
MoJCF	100%
ORVJCF	100%
SJCF	100%
District %	100%

*CJCF had no operational non-traditional programs during FY04

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**Programs Using Current Text Books
(<5 years old)**

<i>Institution</i>	FY04
CHJCF	100%
CJCF	100%
IRJCF	100%
MaJCF	83%
MoJCF	100%
ORVJCF	75%
SJCF	100%
District %	92%

**Supply/Equipment Adequacy Survey
(staff satisfaction %)**

<i>Institution</i>	FY04
CHJCF	67%
CJCF	100%
IRJCF	73%
MaJCF	95%
MoJCF	100%
ORVJCF	100%
SJCF	89%
District Avg.	89%

Active Advisory Committees

<i>Institution</i>	FY04
CHJCF	100%
CJCF	100%
IRJCF	100%
MaJCF	50%
MoJCF	100%
ORVJCF	100%
SJCF	33%
District %	78%

Number of Students Served

<i>Institution</i>	FY04
CHJCF	528
CJCF	34
IRJCF	405
MaJCF	766
MoJCF	190
ORVJCF	234
SJCF	403
Total	2560

Ohio Department of Education
Office of Career-technical and Adult Education
Institutional Program Performance Review - FY04

Ohio Department of Youth Services

**District Level Opportunities for Improvement and
Recommendations/Conclusions - FY04**

Leadership

Recommendations:

- **Continue** the current level of support for a systematic summative evaluation of career-technical programs performed by ODE on an annual basis. This practice will identify opportunities for improvement and promote appropriate planning.
- **Continue** to provide monthly institutional on-site visitations by the ODYS central office career-technical Program Coordinator in order to reinforce expectations and improve communication to instructors and educational leadership at the institutional level.
- **Continue** the currently effective level of communication between the central office administration and the institutional superintendents and deputy superintendents in order to enhance collaboration between education programs and the larger institutional enterprise.
- **Continue** to expand the ODYS leadership's collaboration with Ohio Central School System (ODR&C) for the improvement of and planning for career-technical programs.

Strategic Planning

Recommendations:

- **Use** the FY04 Performance Review results to update and revise the Career-technical Strategic (Perkins) Plan in cooperation with the ODE Corrections Consultant.
- **Continue** to use current Ohio labor market information to plan program expansions to ensure a job market for the occupational areas for which students are being prepared.
- **Plan** for the FY06-07 State Budget. Perform an analysis of the current unit funding level compared to the funding levels provided through ODE to public school career-technical programs.
- **Investigate** the potential to replace the current unit based system for secondary career-technical program funding with a grant based system with increases correlated to increases in ADM.

Student and Stakeholder Focus

Recommendations:

- **Continue** to provide a non-traditional type program for female students at the Scioto Juvenile Correctional Facility. During FY04, an Orientation to Non-Traditional Occupations for Women (ONOW) based Career Based Intervention program was provided.
- **Increase** the number of program advisory committee members from business and industry (non-institutional members) in order to gain the most appropriate and current insight related to program improvement.
- **Continue** the positive practice of using an experienced student on each program's advisory committee membership to provide customer input and leadership roles for deserving students.
- **Continue** to perform a unit-by-unit review of each program's course of study during program advisory committee meetings.
- **Continue** the positive practice of integrating employability instruction throughout the curriculum in order to reinforce these critical skills.
- **Implement** curriculum content across all career-technical programs designed to prepare students for the Ohio Graduation Tests (OGT). Purchase supplemental materials tailored to this effort.
- **Implement** an Automotive Specialization program at Marion JCF to replace the more broadly based Auto Technology program. Hire a qualified staff member to teach auto technology at Marion JCF. Modularize the curriculum delivery to facilitate students' entry into the program throughout the school year.
- **Implement** the National Center for Construction Education and Research (NCCER) curriculum in the Marion JCF Construction Technology program during FY05. The NCCER curriculum is recognized as the industry standard.
- **Develop** and implement a Landscape/Turf Management program at Circleville JCF during FY04-05.

- **Develop** a Residential Electrical program to replace Personal Development at Ohio River Valley JCF during FY05-06.
- **Invite** advisory committee members to give mock interviews and to serve as guest speakers to enhance the importance and relevance of employability competencies.
- **Develop** a customized multimedia presentation at each ODYS institution showcasing career-technical programs to enhance public awareness. This presentation can be used at joint advisory committee meetings, institutional advisory committee meetings, and for student recruitment and orientation purposes.
- **Investigate** the potential to provide secure Internet access to students using appropriate firewalls.
- **Investigate** the potential to provide distance learning opportunities to all current students and graduates.
- **Continue** to use the Ohio Nursery and Landscape Association (ONLA) based curriculum in all horticulture programs. This will align the curriculum with nationally recognized standards for the industry.
- **Develop** and implement a Construction Technology program at MaJCF for operation during FY05.

Information and Analysis

Recommendations:

- **Use** the program level “strengths” and “opportunities for improvement” identified in the FY04 program review as a discussion guide at each program’s advisory committee meeting.
- **Collect** appropriate data for the annual program performance review throughout FY04.
- **Provide** constructive feedback to instructors and administrators regarding the FY04 review findings in order to reinforce identified strengths and opportunities for improvement.
- **Utilize** the staff survey of supply/equipment adequacy results to influence equipment purchase approval and supply budget decisions at the program level.
- **Continue to meet** regularly with the ODE Corrections Consultant to assess progress in meeting goals and objectives identified through the annual program review process.
- **Use** the FY04 Performance Review results to prioritize planning and improvement initiatives at the institutional and district-wide levels.

Faculty and Staff Focus

Recommendations:

- **Continue** the excellent Local Professional Development Committee (LPDC) effort. The importance of ongoing professional development is reinforced by this initiative. All instructors surveyed reported having a current Individual Professional Development Plan (IPDP) during FY04.
- **Provide** an annual education staff awards/ recognition ceremony at each institution. It seems that little is done in this regard.
- **Participate** in the Correctional Education Association's Region 3 "Teacher of the Year" nomination process during FY05.
- **Increase** the number of ODYS Praxis 3 assessors in order to fulfill the ODE endorsed reciprocal agreement with the Ohio Central School System. Increased retention of qualified instructors across the system is the goal.
- **Maintain** the current level of service relative to career-technical teacher education services provided through The Ohio State University (Susan Nell). This support is critical to the effectiveness of new instructors.
- **Provide** specialized in-service training to all eligible career-technical instructors in preparation for the Praxis 2 exam.
- **Provide** all new career-technical instructors with thorough in-service regarding the state procurement processes.
- **Provide** an annual update of any changes in the state procurement processes to all career-technical instructors.
- **Enable** selected career-technical teachers to attend the state Skills USA state contest each April to facilitate curriculum delivery and laboratory improvement.
- **Require** horticulture instructors to become ONLA certified in at least one area in order to provide the most knowledgeable staff. Provide professional development opportunities that facilitate this effort.

- **Continue** to encourage professional organization membership, particularly in the Correctional Education Association (CEA) and the Association for Career-technical Education (ACTE). Enable instructors and administrators to attend the annual conferences of each organization.
- **Continue** to provide annual in-service to all school administrators and principals relative to the career-technical teacher provisional licensure process in order to improve the recruitment and hiring of career-technical instructors. Include an overview of the OSU teacher education program requirements for initial provisional licensure through the industry route.
- **Continue to provide** specialized in-service training for career-technical instructors in an ongoing effort to maintain currency of knowledge and practice in their respective areas of technical expertise. Devote a significant amount of FY05 Perkins dollars to fund this effort.

Process Management

Recommendations:

- **Maintain** an inventory of all equipment purchased with federal Perkins dollars and State Matching funds. Use established procedures for the disposal of outdated equipment. Maintain equipment disposition records.
- **Continue** to hold semi-annual curriculum development meetings facilitated by the Career-Technical Coordinator to improve uniform curriculum delivery and disseminate best practices.
- **Collaborate** with the district personnel responsible for EMIS to develop a fully electronic submission of career-technical EMIS information, replacing all paper based forms.
- **Revise** any program course of study that is more than five years old.
- **Maintain** a five-year replacement schedule for all anchor textbooks.
- **Develop** a schedule and budget providing for the systematic update of career-technical program instructional technology, including hardware and software.
- **Continue** to utilize an “open house” program advisory committee structure/process at each applicable institution, whereby all program committees meet at the same time, enabling all committee members to visit all program areas. This structure will provide each program’s members the opportunity to observe and advise each program.
- **Continue** to implement a district-wide computerized record keeping process for attendance, student evaluation and related information.
- **Develop** and implement a policy/procedure enabling Ohio Nursery and Landscape Association (ONLA) testing/certification of eligible horticulture students. Students that earn this certification are more employable and can command higher wages.
- **Develop** and implement a policy/procedure enabling Microsoft Office User Specialist (MOUS) testing/certification of eligible Administrative/Office

Technology students during FY05-06. Students that earn this certification are more employable and can command higher wages.

- **Continue** to develop a Career Passport for each Career-technical Job Training student.
- **Provide** the ODE annual program review survey documents and an orientation to the performance review procedure to instructors during the intersession immediately following the end of the fiscal year. This process will clarify expectations and give instructors adequate time to prepare for the on-site review.
- **Maintain** full enrollments in all programs to the degree possible to ensure program approval and full funding.

Organizational Performance Results

Recommendations:

- **Increase** the district student attendance rate during FY05. A high performance target is 95%.
- **Increase** the district enrollment capacity rate for career-technical programs during FY05. Maintain full program enrollment to the degree possible.
- **Increase** the career-technical program participation rate during FY05 by making all existing programs operational and expanding programming offerings at Circleville JCF.
- **Increase** the district program advisory committee activity rate to 100 percent during FY05. The FY04 level was only 78 percent overall.
- **Increase** the percentage of programs using current anchor textbooks to 100% during FY05. During FY04, 94 percent of the programs used textbooks less than five years old.
- **Complete** the process for electronic EMIS submissions for Career-technical programs.

Conclusions

The FY04 Career-Technical Program Performance Review was performed to promote accountability and provide guidance to the Ohio Department of Youth Services (ODYS) as the district strives to continuously improve the customized career-technical programs it provides to youthful offenders in a secure setting. Career-technical programs served 2560 students in the 23 programs reviewed for FY04 performance.

During FY04, ODYS implemented/accomplished 72 percent of the program based recommendations for improvement generated during the FY03 review. Compared to FY03, the district improved performance in non-traditional Career-technical program participation by six percent while increasing the number of special education IEP students served in Career-technical programs by seven percent. The district increased its performance during FY04 in enrollment capacity, career-technical program participation and student attendance. The district's performance increased textbook currency from 88 percent in FY03 to 92 percent in FY04. The percentage of staff satisfaction with supply and equipment adequacy fell by one percent, probably as a result of budget cuts and the complexity of the state procurement process. The percentage of programs with active advisory committees fell by 14 percent compared to FY03, causing significant concerns at the state and central office levels.

The district continued to provide ongoing professional development for Career-technical teachers using Perkins dollars. All ODYS Career-technical teachers have developed an Individual Professional Development Plan (IPDP), reflecting the district's commitment to ongoing professional development. A Local Professional Development Committee (LPDC) is in place. In addition, the district's teachers and administrators are much more active in the Correctional Education Association's professional development opportunities, including the annual conference. Cooperation between ODYS and the Ohio Central School System (ODR&C) continues to create mutual benefits to each agency's Career-technical programs.

Given the results of this review, it is evident that ODYS continues to make progress in its efforts to improve its career-technical programs.

Prepared by: Dwight Anstaett, Corrections Consultant - ODE