

Consolidated Annual Report 2021

July 1, 2020 – June 30, 2021

ND STATE BOARD FOR CAREER AND TECHNICAL EDUCATION

Wayde Sick

STATE DIRECTOR AND EXECUTIVE OFFICER

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NORTH DAKOTA STATE BOARD FOR CAREER AND TECHNICAL EDUCATION

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In accordance with Title IX of the 1972 Education Amendments, Title VI of the Civil Rights Act of 1964, and Section 504 of the Rehabilitation Act of 1973, it is the policy of the North Dakota State Board for Career and Technical Education not to discriminate in its educational programs, activities, and employment policies.

Equal opportunity in education is a priority of the Board. In accordance with state and federal law, the Board policy does not advocate, permit, or practice discrimination on the basis of sex, race, color, national origin, religion, age, or disability.

INTRODUCTION

This performance report is for program year 2020 (July 1, 2020 – June 30, 2021), and outlines the accomplishments and benefits to individuals in North Dakota as a result of federal funding received from the Carl D. Perkins Career and Education Act of 2006 (PL 109-270) as amended by the Strengthening Career and Technical Education for the 21st Century Act (amendment effective July 1, 2019). This report reflects direct accomplishments as a result of Perkins funding and does not include additional state and local funding.

This annual accountability report is submitted in compliance with the Perkins Act and is intended to provide information about the North Dakota Department of Career and Technical Education's success in meeting program goals, and to provide direction for future programs and activities in the state. It follows a prescribed format as required by the US Department of Education and is submitted as part of the State of North Dakota's annual Performance, Enrollment, Accountability, and Financial Status Report. Additional data has been included to fully describe each activity or program.

Carl D. Perkins Strengthening Career and Technical Education for the 21st Century Consolidated Annual Report State of North Dakota Program Year 2020 Narrative

I. Program Administration [Section 122 (c)]

a.) Report on State Administration (roles/responsibility)

North Dakota's governing board for career and technical education is the State Board for Career and Technical Education. The responsible agency is the Department of Career and Technical Education. The agency head is Mr. Wayde Sick, who serves as State Director and as Executive Officer for the State Board. The State Board provides state plan oversight and fulfills reporting responsibilities.

The State Board for Career and Technical Education is responsible for administering career and technical education in North Dakota as required under Public Law 105-332. Reference to the "State Board" throughout this narrative refers to the official board. The State Board consists of nine members, six of whom are appointed by the Governor from each of the six judicial districts in the state. The other three members are required by state statute: the elected Superintendent of Public Instruction; the appointed Chancellor of Higher Education; and the appointed Executive Director of Job Service North Dakota.

The State Board does not conduct career and technical education programs directly. It works with public school districts, Bureau of Indian Affairs schools, tribally controlled colleges, state colleges, and other agencies that conduct career and technical education programs. The State Board's responsibilities include assistance in planning, assisting curriculum development and implementation, and evaluating CTE programs at the secondary and postsecondary level.

The State Board is responsible for the administration of programs; federal and state legislation; and the administration of funding made available from Congress and the state. Career and technical education consists of high-quality instructional programs requiring less than a bachelor's degree, which are designed to give individuals the skills to continue in further education and/or the job market.

A sound career and technical education program must be concerned with the academic and technical skills of students upon completion of the offering. The program must also recognize the needs of the individual on a more substantive level than just job skills. Mathematical and scientific proficiency, communication, decision making, learning to learn, and personal and occupational responsibility are equally critical skills that must be conveyed. Educating students in all aspects of their chosen industry and linking secondary and postsecondary education is also extremely important. All these things are equally within the purview of career and technical education and require an emphasis on the total education of the individual.

The uniqueness of career and technical education is in its capacity to not only prepare for further education or employment, but to enable individuals to develop the human "transformation and coping skills" essential to occupational mobility and personal success over a student's lifetime.

b.) Report on State Leadership [Section 124]

Perkins V transition plan was submitted in May, 2019 and approved by the Office of Career, Technical, and Adult Education. (OCTAE)Administration is responsible for the development and implementation of the state plan. The North Dakota plan was submitted on April 15, 2020 and was approved by OCTAE. This plan described the programs that would be carried out; the criteria that would be used in approving applications; how the programs would prepare students for opportunities; and how funds would be used to develop new CTE courses.

Secondary/Postsecondary State Leadership Activities:

Req	uired Program Indicators	Activities
15.	Assessment of Career and Technical Education	 Five-year rotation cycle/five categories. Online program questionnaire/evaluation system to determine alignment of program delivery with program standards for career and technical education: https://www.cte.nd.gov/educators/administration/program-evaluations Online statewide accountability system: www.cte.nd.gov/services/accountability Online survey of team evaluation process. On-site team evaluation. Technical assistance. State Board policy for enrollment/accountability data.
25.	Developing, improving, and expanding the use of technology in career and technical education	 State Board policy for enrolment/accountability data. Professional Development Conference: <u>www.cte.nd.gov/pdc</u> Virtual area career and technical centers. Funding for delivery of CTE courses via distance learning. Funding to update program equipment.
3S.	Professional Development	 Professional Development Conference: <u>www.cte.nd.gov/pdc</u> Online coursework. Transition to Teaching Program: <u>http://www.cte.nd.gov/teacher-cert/transition-to-teaching.html</u> NDSU Teacher Induction Program (TIP) Teacher training opportunities by service area.
4S.	Improve Academic, Career, and Technical Skills	 Applied academics. Standards and curriculum development. Standards alignment with CTE and academics. Curriculum enrichment. Understanding by Design (UBD) cross-curricular implementation. Dual credit. Industry certification. Career-Ready Practices Common Career Technical Core National standards implemented into service areas.

55.	Nontraditional training	 Incorporation of accountability data. Mini-grants targeting nontraditional careers. Nontraditional career fairs. Private industry partnerships. Website development. Title IX workshops.
6S.	Supporting Partnerships	 Articulation agreements Job Service North Dakota North Dakota University System North Dakota Association of General Contractors (AGC) Bank of North Dakota TechND North Dakota Career Resource Network: <u>http://www.cte.nd.gov/crn</u> Workforce Development Council (WIOA) State Commission on Community Service
7S.	State Institutions – Correctional Facilities	 Technical assistance Agriculture Education programs Family and Consumer Sciences programs Technology Education programs Trade, Industry, Technical and Health Programs
8S.	Special Populations	 Tutoring Programs Basic Skills Programs Career and Technical Resource Educators <u>http://www.cte.nd.gov/services/special-pops/</u>
9S.	Technical Assistance	 http://www.cte.nd.gov Secondary/postsecondary Program evaluation: five-year direct rotation. Single and multi-district consortia

Perm	issible Indicators	Activities
1P.	Improvement of career guidance	 <u>http://www.cte.nd.gov /programs/career-dev/</u> ND Career Resource Network: <u>http://www.cte.nd.gov /crn</u> Career Resource Coordinators Adoption of 16 career clusters Designed career cluster coursework Developed programs of study and associated plans of study. Career Advisors
2P.	Establishment of agreement between secondary and postsecondary	 Articulation agreements TECHND Career Awareness and Coordination Project CISCO NATEF NCCER Health Careers/ HIPAA Certification OSHA safety training
3P.	Student organizations	 State CTSO advisors are agency staff. CTSO Statewide Leadership Conference. Support common statewide fiscal system. Program standards. <u>http://www.cte.nd.gov /students/ctso.html</u>
4P.	Cooperative education	Component of all career and technical education programs.
5P.	Support for Family and Consumer Sciences	http://www.cte.nd.gov /programs/family-consumer-sciences/
6P.	New Career and Technical Education Courses	 Information Technology Career clusters courses Summer academies Teacher training for new coursework Website: <u>http://www.cte.nd.gov</u> Distance delivered welding and auto technology via two-way interactive video Virtual delivery of CTE – online, ITV, area centers
7P.	Valid and reliable technical assessments	 MBA Research Center SkillsUSA National Health Sciences NATEF CertiPort
8P.	Developing and enhancing data systems	 State Automated Reporting System (STARS/ND Department of Public Instruction) State Longitudinal Data System (SLDS)
9P.	Recruitment and retention of teachers	 Transition to Teaching Postsecondary clinical practice NDSU Teacher Induction Program (TIP) Troops to Teachers
10P.	Supporting occupational and information resources	 CRN RUReadyND – online career planning Bank of North Dakota

C.) Implications for Program Year 2020

Implications for Program Year 2020 reflect continued priority issues concerning data, including Perkins V datarelated training:

- Focus on identifying and aligning standards in all CTE program areas, with emphasis on aligning academic standards in CTE instructional programs.
- Continued improvement of the data system that is in place, with additional focus on increasing communication and training for complete, accurate, valid, and reliable data collection at the secondary and postsecondary level.
- Both secondary and postsecondary Perkins V recipients need continual training related to core indicators, stating goals, identification of appropriate strategies, and measuring outcomes.
- Reassessment of secondary and postsecondary core indicator performance measures.
- New local Perkins coordinators/administrators must be provided with orientation and training sessions.
- Technical assistance delivered to administrators.
- Focus major training efforts on core indicators at spring and fall conferences.
- Refine the new public postsecondary data system, ConnectND, while still considering the data systems in place at state tribal colleges. Explore additional data linkages between secondary and postsecondary to follow up on placement of concentrators exiting secondary into the state higher education system.
- Work with the Department of Public Instruction and local school administrators to integrate data collection systems by connecting local data entered PowerSchool and the Department of Public Instruction's State Automated Reporting System (STARS). STARS is used as a primary source of data collection for CTE.
- Provide an alternative or interim method to assist postsecondary recipients with data collection for the Limited English Proficiency, Single Parent, and Displaced Homemaker special populations.
- Developing work-based learning guidance that includes the collection of data using the states webbased K-12 student information system. (PowerSchool).

The State has funded the development of a State Longitudinal Data System (SLDS) to disseminate data reports among agencies. This system is undergoing the development of a reporting system that will improve Perkins accountability reporting. SLDS is assisting with data visualization, such as enrollments, performance indicators, location of CTE programs, and method of delivery.

II. Progress in Developing and Implementing Work Based Learning:

The state selected work-based learning as its program quality indicator for CTE programs. The work based learning measure used for future reporting years connects classroom education with on-the-job experience that states can deploy to help businesses and workers better meet their current needs while enhancing states' ability to prepare their future workforce for success. As the nature of work and careers changes, work-based learning can prepare students to engage in active learning both at work and in the classroom and develop new skills throughout their careers.

This quality indicator now replaces the Perkins IV indicator of Technical Assessment. Perkins V provides definitions and options for work-based learning. The definitions of both options selected are below:

Option 1: Sustained interaction (e.g., Cooperative Work Experiences) should strive for a minimum of 40 hours of one supervised experience on the worksite. Although the student may spend more than 40 hours on the worksite, 40 hours should be the minimum.

Option 2: Simulated environments in an educational setting (which means any CTE-funded course) should strive for a minimum of 40 hours throughout a series of in-class projects/lab work, with each project/lab taking no less than 1 week or 5 successive hours of class time to complete. The entire series of projects/labs should have a goal of equaling 40 hours or more total during enrollment in the program.

A face-to-face sustained interaction and/ or a simulated work-based learning experiences for the intent of Perkins V can be utilized.

NDCTE will provide established guidelines that will provide information, resources, and best practices on how to develop work-based learning experiences as well as what qualifies as a work-based learning experience, whether that is a sustained interaction or simulated experience. The intent is to provide training and resources to allow local programs to begin working on opportunities for our students to engage with employers and enhance their technical and career ready skills.

III. Program Performance

Secondary/Postsecondary

The North Dakota Department of Career and Technical Education administer Perkins V implementation at the secondary and postsecondary level, as well as state-funded career and technical education programs.

The Department of Career and Technical Education is responsible for serving as liaison for local Perkins recipients, providing technical assistance in the planning, administration, and implementation of local plans. Local education agencies have most of the direct implementation responsibilities for Perkins grants. However, the state has leadership responsibilities in our specific programmatic areas:

Agriculture Education Business Education Career Development Curriculum Development Education Equity Family & Consumer Sciences Information Technology Marketing Education Nontraditional Training Special Populations Technology & Engineering Education Trade, Industry & Health Sciences

(See also http://www.cte.nd.gov)

Definitions:

To measure student performance and program effectiveness, student populations are defined as follows:

Secondary level:

Participant:	A secondary student who has completed one (1) or more course(s) in any career and
	technical education program area.
Concentrator:	A secondary student who has earned two (2) or more credits in a single CTE program
	area recognized by the state (see above list)

Postsecondary/Adult level:

Partici	ant: A postsecondary/adult student who has earned one (1) or more credits in	any CTE
	program area.	
Concer	rator: A postsecondary/adult student who:	
	Completes at least 12 academic or CTE credits within a single program area seque is comprised of 12 or more academic/technical credits and culminates in the awai industry-recognized credential, certificate, or degree or:	rd of an
2.	Completes a short-term CTE program sequence of less than 12 credit units that te in an industry-recognized credential, certificate, or degree.	rminates

Enrollment Totals:

a.) Total Enrollment:

POPULATION	NUMBER OF SECONDARY STUDENTS	NUMBER OF POSTSECONDARY STUDENTS
GRAND TOTAL	25,604	7,831
GENDER		
Female	12,206	3,696
Male	13,398	4,135
RACE/ETHNICITY		
American Indian or Alaska Native	1,849	580
Asian	301	90
Black or African American	985	268
Hispanic/Latino	1,131	347
Native Hawaiian/Pacific Islander	17	11
White	20,496	6,128

Two or More Races	720	300
Unknown/Other	0	107
SPECIAL POPULATION AND OTHER STUDENT		
CATEGORIES		
Individuals with Disabilities (ADA)	0	12
Disability Status (ESEA/IDEA)	3,750	0
Economically Disadvantaged	7,015	1,991
Single Parents	0	544
Out of Workforce Individuals	0	12
Limited English	546	0
Migrant	29	0
Individuals Preparing for Non-Traditional fields	15,440	1,260
Youth in Foster Care	69	33
Homeless Individuals	181	8
Youth with Parent in Active Military	244	0-not collected-no source available

Enrollment for Career and Technical Education is identified by "Career Cluster":

- 1 Agriculture/Natural Resources
- 2 Architecture/Construction
- 3 Arts/Audio Video Tech/Comm.
- 4 Business/Administration
- 5 Education/Training
- 6 Finance7 Government/Public Admin.8 Health Sciences9 Hospitality/Tourism10 Human Services

11 Information Technology
12 Law/Public Safety & Security
13 Manufacturing
14 Marketing/Sales & Service
15 STEM (Science, Technology, Engineering & Mathematics)
16 Transportation, Distribution & Logistics

Enrollment of CTE Participants by Career Clusters:

POPULATION/																	
CLUSTER	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	TOTAL
SECONDARY																	
Female	590	91	141	1752	36	391	0	1547	94	5856	179	0	94	755	544	137	12207
Male	1223	621	117	2005	13	518	0	422	89	3190	710	0	585	1204	1524	1176	13397
TOTAL	1,813	712	258	3,757	49	909	0	1,969	183	9,046	889	0	679	1,959	2,068	1,313	25,604
POPULATION/																	
CLUSTER	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	TOTAL
POSTSECONDA	RY																
Female	124	13	42	1,235	129	0	0	1,557	21	100	164	94	112	30	59	16	3,696
Male	700	295	27	869	28	0	0	213	11	5	506	126	965	45	95	250	4,135
TOTAL	824	308	69	2,104	157	0	0	1,770	32	105	670	220	1,077	75	154	266	7,831
Grand Total	2,637	1,020	327	5,861	206	909	0	3,739	215	9,151	1,559	220	1,756	2,034	2,222	1,579	33,435

Enrollment of CTE Concentrators by Career Clusters:

POPULATION/ CLUSTER	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	TOTAL
SECONDARY																	
Female	277	30	43	397	15	196	0	545	57	1642	60	0	24	177	119	67	3,649
Male	677	255	39	561	3	282	0	142	55	935	227	0	250	318	492	763	4,999
TOTAL	954	285	82	958	18	478	0	687	112	2,577	287	0	274	495	611	830	8,648
POPULATION/																	
CLUSTER	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	TOTAL
POSTSECONDAR	RY																
Female	71	13	37	334	59	0	0	1,166	21	88	73	46	101	4	20	13	2,046
Male	398	249	31	184	12	0	0	156	9	4	366	79	844	11	55	252	2,650
TOTAL	469	262	68	518	71	0	0	1,322	30	92	439	125	945	15	75	265	4,696
GRAND TOTAL	1,423	547	150	1,476	89	478	0	2,009	142	2,669	726	125	1,219	510	686	1,095	13,344

IV. State Performance Summary

Listed are the statewide percentages and adjusted performance levels agreed upon by the state and the US Department of Education's Office of Career, Technical, and Adult Education. The adjusted performance levels are incorporated into the State Plan as a condition of approval pursuant to section 113(b)(3)(A)(v) or the Carl D. Perkins Career and Technical Education Act of 2006, 20 USC 2301 et. seq. as amended by Public Law 109-270.

For the tables below, concentrators are reported based on the definitions of concentrators described above; however, the methodology differs. For secondary, concentrators are measured as a cohort with exiting seniors reported as CTE concentrators. For postsecondary, concentrators are not treated as a cohort. Instead, the numbers reflect the postsecondary students meeting the definition of a concentrator and being actively enrolled in a CTE postsecondary program during the reporting year.

Secondary Performance Levels:

Indicator	Definition	Adjusted Performance	Actual Performance	Actual vs. Adjusted	Met 90%
		Level	Level	Aujusteu	Target
1S1: Student Graduation Rate	Numerator: Number of CTE concentrators in the current reporting year who were included as graduated in the State's computation of its graduation rate as described in Section 1111(b)(2)(C)(vi) of the ESEA. Denominator: Number of CTE concentrators in the current reporting year who were included as graduated in the State's computation of its graduation rate as defined in the State's Consolidated Accountability Plan pursuant to Section 1111(b)(2)(C)(vi) of the ESEA.	89.62%	96.01% 3,372/3,512	+6.39%	Yes
2S1: Academic Proficiency in Reading/Language	Numerator: Number of CTE concentrators who have met the proficient or advanced level on the statewide high school reading/language arts assessment administered by the State under Section 111(b) (3) of the Elementary and Secondary Education Act (ESEA), as amended by No Child Left Behind, as based on the scores that were included in the State's computation of adequate yearly progress (AYP), and who left secondary education during the reporting year. Denominator: Number of CTE concentrators who took the ESEA assessments in reading/language arts whose scores were included in the State's computation of AYP and who left secondary education during the	46.90%	45.85% 1,530/3,337	-1.05%	Yes
2S2: Academic Proficiency in Mathematics	reporting year. Numerator: Number of CTE concentrators who have met the proficient or advanced level on the statewide high school mathematics assessment administered by the State under Section 111(b) (3) of the Elementary and Secondary Education Act (ESEA), as amended by the No Child Left Behind Act, as based on the scores that were included in the State's computation of adequate yearly progress (AYP), and who left secondary education during the reporting year.	32.84%	32.89% 1,098/3,338	+0.05%	Yes

	Denominator: Number of CTE concentrators who took the ESEA assessments in mathematics whose scores were included in the State's computation of AYP and who left secondary education during the reporting				
	year. Numerator: Number of CTE concentrators				
2S3: Academic Proficiency in Science	Numerator: Number of CTE concentrators who have met the proficient or advanced level on the statewide high school science assessment administered by the State under Section 111(b) (3) of the Elementary and Secondary Education Act (ESEA), as amended by the No Child Left Behind Act, as based on the scores that were included in the State's computation of adequate yearly progress (AYP), and who left secondary education during the reporting year.	51.41%	66.31% 2,159/3,256	+14.90%	Yes
	Denominator: Number of CTE concentrators who took the ESEA assessments in science whose scores were included in the State's computation of AYP and who left secondary education during the reporting year.				
3S1: Post-Program Placement	Numerator: Number of CTE concentrators who left secondary education and were placed in postsecondary education or advanced training; in military service; or into employment in the second quarter following the program year in which they left secondary education (i.e. unduplicated placement status for CTE concentrators who graduated by June 30, 2020 would be assessed between October 1-December 31, 2020).	63.81%	68.39% 2,335/3,414	+4.58%	Yes
	Denominator: Number of CTE concentrators who left secondary education during the reporting year.				
4S1: Non- Traditional Program Concentration	Numerator: Number of CTE concentrators, from underrepresented gender groups, enrolled in career and technical education programs and programs of study that lead to non-traditional fields during the reporting year.	14.93%	29.98% 1,041/3,472	+15.05%	Yes
	Denominator: Number of CTE concentrators in career and technical education programs and programs of study that lead to non- traditional fields during the reporting year.				
5S3: Program Quality- Participated in	Numerator: Number of CTE concentrators who graduated from high school having participated in work-based learning (in grade levels 9-12) during the reporting year.	8.38%	27.91% 953/3,414	+19.53%	Yes
Work-Based Learning	Denominator: Number of CTE concentrators who graduated from high school during the reporting year.				

The North Dakota Department of Career and Technical Education exceeded the achievement levels for all measures;

1S1: Student Graduation Rate Reading Language Arts, 2S1:Academic Proficiency in Reading/Language, 2S2: Academic Proficiency in Mathematics, 2S3: Academic Proficiency in Science, 3S1: Post-Program Placement, 4S1: Non-Traditional Program Concentration, 5S3: Program Quality-Participated in Work-Based Learning

NDCTE administration will continue to work with the Department of Public Instruction (DPI) to incorporate the data reported to the Department of Education, paying particular attention to students within CTE programs and working toward continuous improvement in collection and reporting.

NDCTE will continue to be involved in the Joint Boards/P-20 Educational Taskforce, a joint effort of the North Dakota University System; the Department of Career and Technical Education; the Department of Public Instruction; and the Education Standards and Practices Board. Participation in P-20 has strengthened CTE's role in alignment and integration of academic standards.

Implementation of Local Program Improvement Plans:

There are 36 secondary Perkins Eligible Recipients in the form of Perkins Consortiums (26) or single school districts (10) that receive Perkins's funding.

All eligible recipients are notified of their performance results, with those falling below standard marked for improvement. Local program improvement plans are required for those deficient in a performance area, outlining local steps to be taken and/or the need for state assistance to improve performance. Should the eligible recipient not achieve performance levels for three consecutive reporting periods, the state requires eligible recipients to direct funds toward areas of deficiency.

Postsecondary Performance Levels:

Indicator	Definition	Adjusted	Actual	Actual vs.	Met
		Performance	Performance	Adjusted	90%
		Level	Level		Target
1P1: Post- Secondary Placement	Numerator: The percentage of CTE concentrators who, during the second quarter after program completion, remain enrolled in postsecondary education, are in advanced training, military service, or a service program that receives assistance under title I of the National and Community Service Act of 1990 (42 U.S.C. 12511 et seq.), are volunteers as described in section 5(a) of the Peace Corps Act (22 U.S.C. 2504(a)), or are placed or retained in employment.	75.61%	82.30% 1,367/1,661	+6.69%	Yes
	Denominator: Number of CTE concentrators who completed their program in the reporting year.				
2P1: Earned Recognized Postsecondary	Numerator: Number of CTE concentrators who received an industry-recognized credential, a certificate, or a degree during the reporting year.	36.86%	45.09% 1,767/3,919	+8.23%	Yes
, Credential	Denominator: Number of CTE concentrators who left postsecondary education during the reporting year.				
3P1: Non- Traditional Program Concentration	Numerator: Number of CTE concentrators from underrepresented gender groups in career and technical education programs and programs of study that leads to employment in nontraditional fields during the reporting year.	17.08%	16.02% 707/4,412	-1.06%	Yes
	Denominator: Number of CTE concentrators in career and technical education programs and programs of study that leads to employment in nontraditional fields during the reporting year.				

The North Dakota Department of Career and Technical Education exceeded the achievement levels for all 3 measures;

1P1:Post-Secondary Placement, 2P1: Earned Recognized Postsecondary Credential, 3P1: Non-Traditional Program Concentration

Implementation of Local Program Improvement Plans:

There are eight postsecondary Perkins Eligible Recipients, one in the form of a Perkins Consortium and seven single postsecondary institutions that receive Perkins Act Funding.

Eligible recipients are notified of their performance results, with those falling below the standard marked for improvement. A technical assistant is assigned to each eligible recipient and reviews the results with that recipient. Local program improvement plans are required for those deficient in a performance area. These plans must outline local steps to be taken or a need for state assistance to improve performance. Should the eligible recipient not achieve performance levels for three consecutive reporting periods, the state requires eligible recipients to direct funds toward areas of deficiency.