

Operational Plan

Iowa Department of Education

2026-2027

**Mission to
ensure all students
experience a world-class education**

Teacher Pipeline

Supporting a
**strong teacher
pipeline** through
recruitment,
development and
retention

Early Literacy & Numeracy

Strengthening
early literacy and
numeracy through
**evidence-
based reading
and math
instruction**

Narrowing Gaps

Narrowing and
closing
**achievement
gaps** through
**accountability
and support**

Multiple Pathways

Empowering
students with
multiple pathways
to postsecondary
**success and
completion**

Built on a foundation of vibrant, safe and healthy learning environments

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Table of Contents

Introduction	7
Strategic Plan (2025-2029).....	7
Operational Plan (2026-2027)	9
Iowa Department of Education Organization Structure	9
Office of the Director	10
Office of the Chief of Staff	10
Communications	10
Legal	11
Legislative Affairs	11
Nonpublic Pupil Transportation	12
Education Savings Accounts	12
Charter Schools	12
Education License Plate	13
School Bus Inspection	13
Office of the Chief Operating Officer	13
Human Resources Bureau	14
PK-12 Learning Division.....	14
Teacher of the Year and National Board Certification	14
Career Development and Evaluator Training	15
Teacher Development Academies	15
Teacher Leadership Technical Assistance	15
Every Student Succeeds Act	16
Exchange Visiting Teachers from Spain (EVTs).....	17
Hewlett Foundation.....	17
Pathway to Tomorrow.....	17
Comprehensive Literacy Development.....	18
William E. Hawks Charitable Trust	18
Student Supports and Therapeutic Classrooms	19
Early Literacy Implementation	20
Programs for At-Risk Early Elementary Students Grant.....	20
TeachIowa	21
Math Counts Act	21
Iowa Reading Research Center	21
Iowa Content Standards Review Cycle	22
Water Infrastructure Improvements for the Nation	22
Early Childhood Positive Behavioral Intervention & Support.....	23
Shared Visions (At-Risk)	23
Early Head Start Projects	23

Head Start State Collaboration Office (HSSCO)	24
Statewide Voluntary Preschool Programs (SWVPP).....	24
Credentials for Child Care Careers	25
Elementary and Secondary Education Act (ESEA) Title I	25
Elementary and Secondary Education Act (ESEA) Title II – Supporting Effective Instruction	25
Elementary and Secondary Education Act (ESEA) Title III – English Language Acquisition	26
Student Support Academic Enrichment Fund	26
Stronger Connections Grant Program	27
Homeless Children and Youth	27
Rural Education and Achievement Program	28
Migrant Education Program	28
Neglected and Delinquent Youth	28
21st Century Community Learning Centers	29
Out-of-School Time Career Pathway Grant.....	29
USDA Child Nutrition Programs	30
USDA Fresh Fruit & Vegetable Program (FFVP)	30
USDA Team Nutrition Training Grant	31
Equipment Grants.....	31
Farm to School Grants	31
Expansion of the SFSP/SSO	32
School Improvement Accreditation, Accountability, Continuous Improvement and Support.....	32
State Assessment, 5-Year Improvement Cycle and Test Security/Ethics	33
Charter School Start Up & Expansion	33
Early Literacy Warning System	33
Methods of Administration and Equity	34
Professional Development.....	34
Iowa STEM Collaborative	35
Iowa STEM Externships	35
STEM BEST Program Expansion - Iowa Economic Development Authority (IEDA) Agreement	36
Regional STEM Network Management at Regional STEM Hub Higher Education Institutions.....	36
Regional STEM Scale-Up Programming	36
STEM Scholarships for Educators & Pre-Service Educators	37
Statewide STEM Assessment by External, Independent Consortium	37
STEM Public Awareness, Messaging, Communications, Education, and Outreach	38
STEM Community Foundation of Greater Des Moines Agreement.....	38
Iowa School for the Deaf	39
Iowa Educational Services for the Blind and Visually Impaired	40
Special Education Division.....	40
Regional Continuous Improvement and Compliance	40
Central Continuous Improvement and Compliance – includes all bureaus and programs below.	41

IDEA Part B	41
Early ACCESS (Special Education Birth to 3)	41
IDEA Part C	42
IDEA – Specially Designed Instruction (SDI).....	42
Children's Mental Health Training and Support	43
Best Buddies Iowa	43
IDEA Dispute Resolution	43
Teacher Quality and Innovation Division.....	44
Board of Educational Examiners	44
Educator Preparation Programs	44
Data Analytics, Infrastructure and Support.....	45
Statewide Student Assessment.....	45
Claim Your Future	46
Accelerating Student Learning	46
Attendance Center and Iowa School Performance Profiles	46
Higher Education and Postsecondary Readiness Division	47
Career Academy Incentive Fund	47
Veterans Education	47
Guided Pathways	48
Transfer Majors	48
OWI/DUI Training	49
Corrections Education	49
State Community College Accreditation	50
Memorandum of Agreement (MOA) Equity Visits.....	50
Community College Program Approval	51
Workforce Prep Outcome Reporting System	51
Community College Data Collections and Reporting	51
Workforce Training & Economic Development.....	52
Workforce Prep Outcome Reporting	52
Career and Technical Education Administration	53
Computer Science Professional Development	53
Statewide Clearinghouse Work-Based Learning.....	54
Perkins V	54
State Financial Aid Programs	55
Scholarship and Grant Administration	55
Postsecondary Authorization.....	56
Course to College Coaching.....	56
Course to College.....	57
Iowa College and Career Readiness Academy	57
Local College Access Networks (LCAN)	57

GEAR UP Iowa.....	58
Chief Financial Officer Division	58
Iowa Communications Network Part III: Maintenance and Leases	58
Agency Finance	59

Introduction

The Iowa Department of Education's **Strategic Plan** serves as a five-year roadmap that outlines our long-term vision, priorities, and measurable goals for ensuring every student is prepared for success in school, work, and life. It establishes the foundation for bold, systemwide progress, aligning state-level leadership, local partnerships, and classroom practice around clear, student-centered outcomes. In contrast, our **Operational Plan** is developed annually and functions as a tactical blueprint, detailing the specific actions, investments, and supports we will implement each year to advance the strategic vision.

The following section provides a brief overview of our five-year Strategic Plan to establish the broader context for our work. This is followed by a comprehensive look at the **FY27 Operational Plan**, which outlines the key initiatives, programs, and performance measures that will drive progress during the 2026-27 school year.

Strategic Plan (2025-2029)

The Iowa Department of Education's Strategic Plan is grounded in the mission of the Iowa State Board of Education: **to ensure that all students experience a world-class education**. This mission is supported by our statewide priorities (see *Figure 1*), which serve as the strategic pillars of our work.

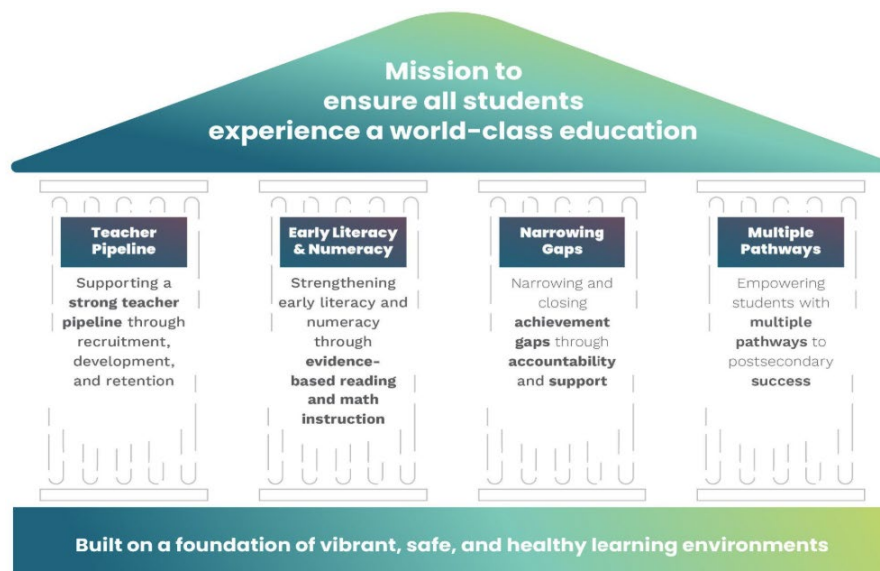


Figure 1. Iowa Department of Education's Statewide Priorities.

The State Board's long-term strategy is reflected in five strategic goals that operationalize these statewide priorities:

Strategic Goal 1 (SG1: Literacy, Mathematics, Science): Equip Iowa's future leaders from Pre-K through 12th grade to graduate with a strong foundation in literacy, mathematics, science and civics as evidenced by an increase in the percentage of students at or above proficiency on the Iowa Statewide Assessment of Student Progress (ISASP).

Strategic Goal 2 (SG2: Narrow Gaps): Narrow and close achievement and opportunity gaps as evidenced by increasing Iowa's 2024 NAEP rankings and reducing the number of schools designated as Targeted School Improvement (TSI) in the area of students with IEPs and English Learner status.

Strategic Goal 3 (SG3: High Quality Educators): Ensure high-quality educators in every classroom and high-quality leaders in every school, as evidenced by increasing Iowa's 2024 NAEP all students ranking in 4th and 8th grade reading and mathematics, as well as decreasing the percentage of teachers teaching a course outside of their field.

Strategic Goal 4 (SG4: Postsecondary Success): Provide all students with multiple pathways to postsecondary success and the support needed to earn credentials unlocking in-demand, high-wage and public good careers, as evidenced by an increase in FAFSA applications, student enrollment in either postsecondary education or training options, and lowans earning a postsecondary credential or degree.

Strategic Goal 5 (SG5: Improve Internal Processes): Improve internal processes and systems to maximize the efficient and impactful use of taxpayer resources as evidenced by efficient systems to track data, a decrease in claims and contract processing time, and a decrease in the average number of days from vacancy to hire.



Operational Plan (2026-2027)

The **FY27 Operational Plan** outlines the Iowa Department of Education's targeted actions and investments for the 2026-2027 school year, all designed to advance the goals of the Department's five-year Strategic Plan. Grounded in evidence-based practices and informed by data, the plan translates long-term priorities into annual initiatives that drive measurable impact for Iowa's students, educators, and communities.

Building on the momentum of recent gains in literacy, graduation rates, and instructional quality, the FY27 plan deepens support for literacy and mathematical achievement, professional learning, and quality-driven continuous improvement. It also expands access to rigorous STEM experiences, strengthens career and technical education (CTE) and work-based learning pathways, and supports postsecondary readiness through college access, financial aid, and community college oversight. Additionally, the plan promotes student health and well-being through robust nutrition services and integrates targeted supports across early intervention, special education, and educator workforce development. Together, these coordinated efforts reflect our continued commitment to ensuring that every learner has access to high-quality instruction, strong leadership, and the comprehensive resources needed to thrive.

The following sections outline the organizational structure of the Department and detail the role of each division.

Iowa Department of Education Organization Structure

The Iowa Department of Education (Department) is organized into offices and divisions under the Office of the Director, and includes:

- Office of the Chief of Staff
- Office of the Chief Operating Officer
- PK-12 Learning Division
- Special Education Division
- Teacher Quality and Innovation Division
- Higher Education and Postsecondary Readiness Division
- Chief Financial Officer Division

These work units collaborate to advance the agency's vision, mission and strategic goals. Figure 2 illustrates the organization of the Department.

Table of Organization

Figure 2. [Iowa Department of Education's Table of Organization](#).

Office of the Director

The *Office of the Director* provides overall leadership, vision, and strategic direction for the Iowa Department of Education. The Director oversees the Department's operations, ensures alignment with state and federal priorities, and directs policies and initiatives that advance educational excellence across Iowa, supporting all learners in meeting high expectations. This office leads strategic priorities across divisions, bureaus, and offices, serves as the Executive Director of the State Board of Education, PK-12 State Chief, and State Higher Education Executive Officer, engages with the executive agencies and the Legislature, and external stakeholders, and champions outcomes that support all learners from early childhood through postsecondary education. As State Higher Education Executive Officer, the Director leads Iowa's higher education policy work, advises state leaders, and represents Iowa in national higher education discussions.

Each office and division under the *Office of the Director* leads distinct areas of focus—from policy and operations to academic leadership and educator quality—ensuring statewide alignment, program effectiveness, and strong service to schools, educators, students, and families. The following provides a brief overview of each office and division, highlighting its core function and contributions to the Department's work in FY27, including programs, outcomes, key activities, performance measures, and targets, ensuring transparency, accountability, and a clear connection to Iowa's long-term strategic goals.

Office of the Chief of Staff

The *Office of the Chief of Staff* oversees and coordinates the Department's legislative affairs, legal services, and strategic communications to ensure alignment with agency priorities and compliance with state and federal requirements. This office also provides support and leadership for School Business Operations, the Chief Financial Officer Division, School Safety, Human Resources, and the State Board of Education.

Communications

The Department's communications bureau is responsible for shaping and executing a communications strategy for the agency, advancing and promoting key agency and statewide education priorities to broad and diverse audiences through appropriate channels. The bureau establishes and maintains a consistent brand identity to build and establish awareness, expertise and trust. It manages the daily operation of the agency's central communications channels, including media relations and the development of creative collateral for agency channels and platforms, such as the website, social media platforms, publications and digital platforms. This program is aligned with **SG5: Improve Internal Processes**.

Program Outcome

To maintain efficient communications processes for crafting and distributing information to both internal and external audiences, managing media relations and ensuring consistent brand messaging across all channels and platforms.

Key Activities

- Implement consistent brand development and experience across all agency touchpoints to build awareness, trust and value.
- Ensure successful messaging and content creation of agency priorities and statewide initiatives across all channels and platforms.
- Ensure timely and accurate reporting of information focused on building and maintaining relationships with media outlets to secure accurate and positive media coverage.

Performance Measure and FY27 Target

- 100% of communications and collateral, including messaging and visual elements, are aligned to the brand standards and headline stories and press release topics are aligned to agency and statewide priorities.

Legal

The Department's legal team is responsible for helping the Department shape school statutes and rules to support the State Board's goals, advance the duties of the Department set forth in Iowa Code section 256.1 and prevent and resolve legal problems. This is accomplished through assistance with policy development, program implementation, risk management, and support to the Office of the Attorney General in all matters that are in current or pending litigation. This program is aligned with **SG5: Improve Internal Processes**.

Program Outcome

To support the Department in developing and implementing school law and policy, to optimize resources available to support students, families, educators, and communities.

Key Activities

- Provide best-in-class legal advice to the Department's personnel and timely and accurate legal information to the Department's constituencies.
- Assist Department leaders and subject matter experts in developing education policy and monitoring its implementation.
- Assist Department personnel in preventing and resolving legal disputes that could detract from the Department's core mission.

Performance Measure and FY27 Target

- 100% of required administrative rules are initiated within statutory deadlines.

Legislative Affairs

The legislative affairs program has two primary functions: (1) coordinate outreach related to the legislation and policy impacting the Department and education more generally, including to legislators and legislative staff, lobbyists, and the Legislative Services Agency, and (2) coordinate the development of and advocacy for the Department's legislative and policy priorities, and the implementation of legislation. This program is aligned with **SG5: Improve internal processes**.

Program Outcome

To maintain efficient processes related to legislative communications and implementation.

Key Activities

- Communicate responsively with legislative stakeholders.
- Advocate for the Department's legislative priorities.
- Implement enacted legislation successfully.

Performance Measure and FY27 Target

- 100% of legislative affairs processes are reviewed annually to ensure effective communication, advocacy, and implementation practices.

School Business Operations Bureau

Nonpublic Pupil Transportation

This program supports transportation costs for students attending nonpublic schools by providing claims payment through an appropriation for nonpublic school transportation pursuant to Section 285.2. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To support transportation costs for students attending nonpublic schools.

Key Activities

- Manage the claims process.
- Provide transportation reimbursement to eligible claimants.

Performance Measure and FY27 Target

- 100% of claims are processed within a 45-day reimbursement window.

Education Savings Accounts

This program provides funding for Education Savings Accounts (ESAs) for eligible students through claims payment from an unlimited standing appropriation. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To support families in accessing the best educational options for their children.

Key Activities

- Manage the ESA process to ensure appropriate use of funds.
- Distribute funds.

Performance Measure and FY27 Target

- 100% ESA payments audited prior to payment.

Charter Schools

This program provides state aid for pupils attending public charter schools through an annual appropriation. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To support families in accessing the best educational options for their children.

Key Activities

- Calculate and reconcile payments throughout the year, based on projected (initial) and actual (final) student enrollment.
- Distribute funds.

Performance Measure and FY27 Target

- 100% of charter schools (10/10) are funded based on the required formula.

Education License Plate

This program generates revenue through the sale of the “School” license plate. Funds are distributed annually to school districts with the highest transportation cost per pupil. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To support transportation costs for districts with the highest transportation costs per pupil.

Key Activities

- Calculate transportation costs per student per district.
- Distribute transportation costs per pupil for each eligible district.

Performance Measure and FY27 Target

- 100% Funds distributed to eligible districts.

School Bus Inspection

This program generates revenue from over 19,000 annual school bus inspections. The funds are used to cover transportation team costs, including personnel, vehicles assigned to inspectors, and inspection supplies. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To ensure that each vehicle used to transport students in the state is safe.

Key Activities

- Inspect each vehicle used to transport public and nonpublic students twice annually.

Performance Measure and FY27 Target

- 100% of scheduled school bus inspections are completed.

Office of the Chief Operating Officer

The *Office of the Chief Operating Officer* leads the coordination of key Department initiatives across bureaus to ensure alignment with strategic priorities and operational effectiveness. This office oversees all human resources functions, including workforce planning, talent development, and organizational support, to ensure the Department attracts, retains, and supports a high-performing team. It also supervises the Superintendent and provides oversight of the Iowa School for the Deaf (ISD) and Iowa Educational Services for the Blind and Visually Impaired (IESBVI).

Human Resources Bureau

This program aims to attract top talent and cultivate an engaged, empowered, and impactful workforce by employing best-in-class HR practices. It seeks to enhance the efficiency and effectiveness of HR processes throughout the entire employee lifecycle, with ISD/IESBVI HR processes aligned with the Department's HR where practical. This program is aligned with **SG5: Improve Internal Processes**.

Program Outcome

To enhance the efficiency and effectiveness of HR processes throughout the entire employee lifecycle.

Key Activities

- Conduct process improvement projects throughout FY27.

Performance Measure and FY27 Target

- 75 days, on average, between the date of employee resignation and the new hire's signed offer letter.

PK-12 Learning Division

The *PK-12 Learning Division* leads statewide efforts to ensure every educator is equipped to deliver high-quality, evidence-based instruction in every classroom. This division oversees the implementation of federal and state education programs, provides technical assistance and professional learning, supports school improvement efforts, and administers student health and nutrition services to promote academic success and well-being for all Iowa students. It also advances access to high-quality STEM education through partnerships, resources, and initiatives that prepare students for future-ready careers. Detailed program descriptions for the *PK-12 Learning Division*, including expected outcomes, key activities, performance measures, and FY27 targets, are provided within this section.

Teacher of the Year and National Board Certification

This program is designed to recognize and promote excellence in education by supporting Iowa's Ambassador to Education (Teacher of the Year) and advancing professional learning through National Board Certification (NBC). NBC is a rigorous, nationally recognized certification process governed by the National Board for Professional Teaching Standards, focused on elevating instructional practice and leadership. This program is aligned with **SG3: High Quality Teachers**.

Program Outcome

To elevate and sustain educational excellence by recognizing outstanding educators and encouraging advanced professional certification.

Key Activities

- Select and support Iowa's Ambassador to Education to represent and advocate for Iowa's exceptional educators at the state and national levels.
- Promote awareness and participation in NBC across districts to build instructional capacity and leadership, and provide financial and technical assistance to eligible educators pursuing National Board Certification.
- Highlight the impact of NBC-certified teachers and the Teacher of the Year through outreach and professional learning opportunities.

Performance Measures and FY27 Targets

- Teacher of the Year selected on time.
- 100% of NBC reimbursements provided as requested.

Career Development and Evaluator Training

This program provides comprehensive support for the implementation of professional development initiatives and related resources, including training for educator evaluation systems. It is designed to strengthen instructional practice and promote continuous educator growth. This program aligns with **SG3: High-Quality Teachers**.

Program Outcome

To enhance teacher quality by delivering effective, timely, and research-based professional development aligned with instructional priorities and educator effectiveness.

Key Activities

- Deliver targeted professional development and ongoing support in the use of high-quality instructional materials.
- Promote evidence-based interventions in literacy and mathematics to improve student outcomes.
- Provide educator evaluation training to ensure consistent, effective, and growth-focused evaluation practices.

Performance Measure and FY27 Target

- 100% of professional development and related resources are focused on high-quality instructional materials, evidence-based interventions to improve student outcomes, infrastructure and evaluator training.

Teacher Development Academies

This program provides direct training, coaching, and support to instructional leaders and teachers while facilitating professional learning networks (e.g., academies) and offering essential resources such as instructional materials and data systems. The initiative is designed to build instructional capacity and leadership effectiveness across schools. This program aligns with **SG3: High-Quality Teachers**.

Program Outcome

To strengthen teacher effectiveness and instructional leadership through timely, high-impact professional learning, individualized coaching, and collaborative networking opportunities.

Key Activities

- Maintain and strengthen the infrastructure necessary to deliver high-quality training, coaching, and networking opportunities for instructional leaders and teachers.
- Deliver professional development and coaching focused on effective instructional leadership and classroom practice.
- Support educators in implementing strategies that enhance student engagement and differentiated instruction.
- Promote the establishment of clear and consistent classroom management expectations to create supportive learning environments.

Performance Measure and FY27 Target

- 100% of professional development and related resources are focused on high-quality instructional materials, evidence-based interventions to improve student outcomes, infrastructure and evaluator training.

Teacher Leadership Technical Assistance

This program provides targeted technical assistance and essential resources to support the implementation of Iowa's teacher leadership and career pathway systems. The initiative is designed to elevate teacher

leadership, strengthen instructional practice, and support career advancement opportunities for educators. This program is aligned to **SG3: High Quality Teachers**.

Program Outcome

To enhance teacher quality by delivering timely, effective technical assistance and support aligned with Iowa's teacher leadership and career development framework.

Key Activities

- Maintain and strengthen the infrastructure necessary to support Iowa's teacher leadership and career pathways.
- Provide professional development, training, and coaching to educators in instructional leadership and collaborative practices.
- Promote the development of teacher leaders to build capacity and improve instructional outcomes across schools.

Performance Measure and FY27 Target

- 100% of technical assistance and related resources are focused on Iowa's teacher leadership and career pathways, instructional leadership, collaborative practices, building capacity and improving student outcomes.

Every Student Succeeds Act

This program supports the implementation of the Every Student Succeeds Act (ESSA) by providing targeted technical assistance, continuous improvement support, and ongoing professional development in leadership, behavior, literacy, and mathematics. The IDE focuses on schools requiring comprehensive support and improvement (CSI schools), while Area Education Agencies (AEAs) assist schools needing targeted support and improvement (TSI schools). This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To strengthen school capacity and student achievement by delivering targeted support and professional development that drives continuous improvement in leadership, behavior, literacy, mathematics, and differentiated instruction across student groups.

Key Activities

- Provide direct technical assistance and coaching to schools identified for comprehensive and targeted support.
- Offer professional learning opportunities focused on data analysis, needs assessment, and the development and implementation of actionable improvement plans that emphasize the science of reading, evidence-based instructional practices, and effective leadership.
- Facilitate ongoing monitoring and feedback to ensure continuous progress and sustainability of improvement efforts.

Performance Measure and FY27 Target

- 100% of designated schools implement the required ESSA continuous protocols and processes.
- 5,000 hours per year engaged in district on-site visits focused on quality continuous improvement.
- No more than 29% of Iowa's public schools are identified as in need of Targeted Support and Improvement.

Academics and Learner Supports Bureau

Exchange Visiting Teachers from Spain (EVTs)

The Exchange Visiting Teachers from Spain (EVTs) Program is a program between the Iowa Department of Education (Department) and the Ministry of Education and Culture of Spain (MECS). The EVT program provides local school districts and accredited nonpublic schools with the opportunity to fill vacant Spanish teaching positions. This program is aligned with **SG3: High Quality Educators**.

Program Outcome

To support schools in filling vacant Spanish teaching positions.

Key Activities

- Hold key informational meetings and/or webinars each year for schools interested in learning about this program.
- Support participating schools throughout the process.

Performance Measure and FY27 Target

- 100% of district requests filled.

Hewlett Foundation

Funds from the Hewlett Foundation to support deeper assessment practices, standards implementation, and content knowledge in districts and schools. Funds activities to support content area standards, content knowledge, assessment, and instructional practices. This program is aligned with **SG1: Literacy, Mathematics, Science and SG2: Narrow Gaps**.

Program Outcome

To support activities and learning opportunities to improve PK-12 curriculum, assessment, and instruction.

Key Activities

- Support educators and school leaders on-site with coaching and feedback.
- Attend conferences that focus on curriculum, instruction, assessment, and school leadership.
- Obtain materials that enhance learning within the content areas and school leadership.

Performance Measure and FY27 Target

- 100% of proposed activities funded.

Pathway to Tomorrow

National innovation proposal awarded to the Department to support training on increasing student engagement, reducing absenteeism and improving school climate. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To empower students to improve school climate through appropriate means as partners in their own learning.

Key Activities

- Grant awarded to allow students to study, plan, implement, and measure the effectiveness of their solution to help with chronic absenteeism.
- Student presentations highlighting their learning and results.

Performance Measure and FY27 Target

- 100% of projects completed.

Comprehensive Literacy Development

This program, funded through the Comprehensive Literacy State Development Grant (S371C240037), advances literacy achievement from birth through grade 12 by expanding evidence-based instruction and interventions, with a focused commitment to improving outcomes for disadvantaged students. The Department collaborates with institutions of higher education and teacher preparation programs to ensure alignment with best practices and prepare educators to effectively address diverse literacy needs. This program is aligned with **SG1: Literacy, Mathematics, Science**.

Program Outcome

To increase reading achievement and literacy proficiency across all students.

Key Activities

- Award planning and implementation subgrants to districts to build literacy leadership teams, establish high-quality instructional materials, and implement evidence-based literacy instruction and interventions for students, birth through grade 12.
- Provide professional development and technical assistance to subgrantees to enhance literacy instruction effectiveness.

Performance Measure and FY27 Target

- 100% of subgrantees have an established literacy plan.

William E. Hawks Charitable Trust

Upon his death in 1959, William E. Hawks set the bulk of his estate into a trust saying I hereby give, devise, and bequeath all of the remainder of my estate to the Iowa State Public School Fund of the State of Iowa to be used by those in charge of said fund to promote instruction in vocal music and proper development of the lungs of children attending kindergarten, first and second grade in the schools of the state of Iowa.

In November 2024, the Department agreed that the bulk of this fund would be directed toward three priorities:

- 1) \$4,000 towards speaker fees, travel expenses, and/or facilities usage costs for each of the following conferences (each of these features professional development sessions congruent with the directives of the trust):
 - a. Iowa Fine Arts Education Summit (June 2025)
 - b. Iowa Choral Directors Summer Symposium (July 2025)
 - c. Iowa Music Educators Association Annual Professional Development Conference (November 2025)

When speaker fees and travel expenses are covered, the resulting sessions will be video recorded and freely accessible to all Iowa music teachers.

- 2) Up to \$105,100 toward the development of an Iowa Singing Program to be administered at elementary schools that provide free-to-families afterschool programs. The bulk of that allotment (\$100,000) would

provide stipends for K-2 music teachers who were willing to administer the program outside of their districts contract hours. The remaining amount would be dedicated to developing the program which will serve to provide instruction in vocal music for K-2 children in those schools who accept the program into their afterschool programming.

- 3) Up to \$15,000 to develop short, video-based songs for arts-enhanced lessons that align with the K-2 Iowa Academic Standards in Math and English Language Arts (ELA). These songs would be used to promote singing in the general education classroom. These videos would be freely accessible to all Iowa teachers. This program is aligned with **SG2: Narrow Gaps**

Program Outcome

To increase vocal development, appreciation for music, connection to school, and quality experiences for elementary students.

Key Activities

- Develop an Iowa Early Childhood Music Education Creative Project.
- Bring the Work Into Classrooms Through Residencies and Co-Teaching.
- Foster High-Quality Early Career Teacher Learning.
- Support Iowa Practicing Vocal Music Teacher and Higher Ed Learning.

Performance Measure and FY27 Target

- 50% of funds expended.

Student Supports and Therapeutic Classrooms

This program supports the implementation of all required state laws related to mental health and behavior. This includes statutes addressing bullying and harassment, dropout prevention, suspensions and expulsions, behavioral interventions, trauma-informed practices, seclusion and restraint, and related regulations around physical, mental, and behavioral health. The Department regularly updates guidance and technical assistance materials and offers ongoing support to districts, AEA consultants, external agencies, and internal staff. This work also includes support for the development and operation of school-based therapeutic classrooms for students with significant social, emotional, or behavioral needs. In alignment with relevant laws and priorities, the Department offers funding, technical assistance, and reimbursement for eligible therapeutic classroom services, including transportation costs, when appropriated, for students without special education weighting. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To improve student access to effective behavioral and mental health supports by maintaining up-to-date guidance, technical assistance, and resources related to relevant laws, and by expanding the availability of therapeutic classrooms.

Key Activities

- Deliver ongoing technical assistance, consultation, and updated resources to school districts, AEAs, partner agencies, and internal staff to support mental health, behavioral interventions, bullying prevention, trauma-informed practices, seclusion/restraint regulations, and related areas.
- Maintain and regularly update guidance, FAQ documents, and training materials to ensure compliance with all applicable state laws and policies related to mental health, behavior, safe learning environments, and survey administration/consent.
- Support districts and AEAs in implementing comprehensive behavioral and mental health supports, including prevention efforts, behavioral interventions, and dropout prevention strategies.
- Provide financial support to eligible districts for the establishment and operation of therapeutic classrooms.

- Reimburse therapeutic classroom services and, when appropriate, transportation costs for students without special education weighting.

Performance Measure and FY27 Target

- 100% of guidance, technical assistance, and FAQ documents related to mental health, behavior, bullying/harassment, and survey administration/consent are current and up-to-date.
- 100% of eligible districts receive timely reimbursement for therapeutic classroom services.

Early Literacy Implementation

This program supports kindergarten through Grade 6 students identified as persistently at risk in reading by promoting evidence-based literacy instruction, supporting sound use of universal screening and progress monitoring data, and providing appropriate targeted intensive intervention. In alignment with Iowa Code § 279.68 and recent legislative updates (House File 2618), the program ensures that districts provide daily, research-based instruction, develop personalized reading plans, communicate student needs and progress with families, and implement targeted supports to improve reading outcomes. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To improve reading proficiency for persistently at-risk students in grades K–6 through high-quality, individualized instruction and consistent, data-driven intervention.

Key Activities

- Allocate early literacy funds to support K–6 students identified as persistently at risk in reading.
- Ensure allocated funds are used as intended (i.e., assessment, supplemental instruction, professional learning, or curricular materials) to support at-risk early readers.
- Support schools by providing guidance and technical assistance in early literacy assessments, intervention, and progress monitoring.

Performance Measure and FY27 Target

- 100% of eligible districts have access to ongoing guidance and TA support for assessment, implementation and instruction

Programs for At-Risk Early Elementary Students Grant

This program provides funds to assist schools in addressing the needs of kindergarten through third-grade students who are at risk of educational failure as required by Iowa Code 279.51. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To assist schools in addressing the needs of kindergarten through third-grade students who are at risk of educational failure.

Key Activities

- Distribute grant funding to eligible schools.
- Support grantees through technical assistance.

Performance Measure and FY27 Target

- 100% of eligible districts have access to ongoing guidance and TA support for assessment, implementation and instruction.

Teachlowa

This program maintains and supports Iowa's centralized online job-posting system that connects schools with qualified candidates. As a key component of Iowa's teacher pipeline strategy, Teachlowa increases access to education job opportunities and streamlines recruitment across districts, AEAs, charter schools, and accredited nonpublic schools. The system serves as a statewide platform to increase transparency, accessibility, and efficiency in the hiring process. This program aligns with **SG3: High-Quality Teachers**.

Program Outcome

To streamline and strengthen educator recruitment across Iowa by maintaining a centralized, accessible, and user-friendly online platform that connects qualified candidates with education-related job opportunities statewide.

Key Activities

- Maintain and enhance the Teachlowa platform to ensure reliable, secure, and efficient job posting and applicant access.
- Increase awareness of Teachlowa among prospective educators, recent graduates, and out-of-state candidates.
- Provide technical assistance and support to educational employers using the system.

Performance Measure and FY27 Target

- 100% of the required entities (Department, public school districts, charter schools and AEAs) will use the Teach Iowa platform to post open positions.

Math Counts Act

This program supports activities related to House File 784. The law is designed to improve mathematics proficiency for students in kindergarten through sixth grade through evidence-based instruction, personalized interventions, parent communication, and teacher training. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To increase K-6 student mathematics proficiency by supporting the use of valid screening and progress monitoring data and implementation of evidence-based mathematics practices, data-informed interventions, and high-quality teacher preparation.

Key Activities

- Maintain and support the statewide use of mathematics assessment and data tools.
- Ensure the development and implementation of personalized mathematics plans for students not achieving at grade level.
- Support compliance with math counts legislation.

Performance Measure and FY27 Target

- 100% of districts participate in screening and progress monitoring.

Iowa Reading Research Center

This program supports evidence-based reading and literacy research for prekindergarten through Grade 12 students and educators across Iowa. It provides instructional strategies, assessments, interventions, and professional development through collaboration with Area Education Agencies and the Department, ensuring widespread access to high-quality literacy practices. This program is aligned with **SG1: Literacy, Mathematics, Science**.

Program Outcome

To improve the literacy skills of all students through research with students, professional learning for educators, and technical assistance for school districts.

Key Activities

- Develop and disseminate evidence-based instructional strategies for reading, comprehension, and writing for all grade levels.
- Provide training, professional development and support in collaboration with the Department.

Performance Measure and FY27 Target

- 100% of the seven projects outlined in the Iowa Reading Research Center's statement of work will be completed and disseminated.

*Note the seven projects include: Handwriting and spelling connection project, General maintenance of work and advising, High-Quality Instructional Materials (HQIM) implementation with supports, Middle school morphology, Caregivers supports to advance English learner reading, School-based research and the Science of Reading, and the Summer Reading Program Model.

Iowa Content Standards Review Cycle

This program ensures the regular review, revision, and implementation of high-quality academic standards, accompanied by professional learning opportunities to support effective classroom integration and instructional alignment. This program aligns with **SG1: Literacy, Mathematics, Science**.

Program Outcome

To develop, refine, and implement rigorous, coherent academic standards that promote college and career readiness for all students.

Key Activities

- Establish and maintain a structured cycle for the review and revision of academic standards across content areas.
- Engage stakeholders, including educators and content experts, in a transparent and research-informed standards development process.
- Provide ongoing professional learning, guidance, and instructional resources to support effective implementation of updated standards.
- Align instructional practices, assessments, and curricular materials with revised academic standards to ensure coherence and impact in the classroom.

Performance Measure and FY27 Target

- 100% of designated content standards released as scheduled.

Water Infrastructure Improvements for the Nation

This program supports public schools and child care centers in the voluntary testing of drinking water for lead. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To reduce lead exposure in participating schools and child care centers.

Key Activities

- Promote the availability of water testing for lead through newsletters and technical assistance to eligible schools and child care centers.

Performance Measure and FY27 Target

- 375 lead tests completed.

Early Childhood Bureau

Early Childhood Positive Behavioral Intervention & Support

This program provides support to ensure accurate and accessible data for state team leaders (Department/Health and Human Services) who coordinate Early Childhood Positive Behavioral Interventions and Supports (ECPBIS) efforts within Iowa's birth-to-five system. This program is aligned with **SG1: Literacy, Mathematics, Science**.

Program Outcome

To establish and maintain safe and supportive learning environments for young children.

Key Activities

- Providing professional development and support regarding the implementation of evidence-based practices of ECPBIS.
- Successfully utilizing the data system for entry and analysis.

Performance Measure and FY27 Target

- A total of 70 program-wide ECPBIS sites actively engage with the Pyramid Implementation Data System (PIDS) annually.

Shared Visions (At-Risk)

This program addresses Iowa Code 279.51/At Risk programs, which includes (1) Shared Visions Parent Support for children birth to age five and their families, functioning primarily as a home visiting, family support program; and (2) Shared Visions Preschool Programs for children three to five, functioning as a classroom-based program in various types of early childhood locations operated by various types of grantees. Eligibility requirements include at-risk factors (e.g., low SES, teen parent); funds are often used in combination with other early childhood funding to provide a full day of programming to children identified as at risk. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To ensure children who participate demonstrate early literacy skills on the annual spring measure.

Key Activities

- Delivery of preschool services.

Performance Measure and FY27 Target

- 85% of 4-year-old students are at or above the benchmark on Kindergarten Readiness/Literacy Domain.

Early Head Start Projects

This program supports birth-to-three Early Head Start efforts in Iowa to increase the capacity of Infant/Toddler service providers to maintain adherence to the Head Start Program Performance Standards (HSPPS) through collaborative partnerships. The grant focuses on strengthening birth-to-five collaboration as needed infrastructure to help leverage future federal Early Head Start funding opportunities. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To prepare Head Start grantees and local partners with infrastructure supports to deliver comprehensive services according to the Head Start Program Performance Standards and gain access to federal funding opportunities, as available.

Key Activities

- Mentor and coach local partnerships in Infant/Toddler services through high-quality programming and sustainable infrastructure.
- Establish ongoing coaching routines with program administrators and practitioners.

Performance Measure and FY27 Target

- 3 established local programs with coaching staff.

Head Start State Collaboration Office (HSSCO)

This program provides support for collaboration among Head Start grantees and other entities/agencies serving early childhood within an approved five-year state plan. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To ensure access to high-quality, comprehensive services for children and families through collaborative efforts supported by HSSCO.

Key Activities

- Facilitate joint meetings and trainings.
- Maintain ongoing communication and data sharing.
- Complete federal reporting requirements.

Performance Measure and FY27 Target

- 100% of available Head Start slots are fully enrolled.

Statewide Voluntary Preschool Programs (SWVPP)

This program supports preschool access for all four-year-old children through inclusive classroom environments that also address least restrictive environment (LRE) data for children receiving early childhood special education services (with IEPs). All programs must meet state-approved program standards to ensure high-quality preschool programming. This program is aligned with **SG1: Literacy, Mathematics, Science**.

Program Outcome

To ensure access for four-year-old children to high-quality preschool programming.

Key Activities

- Deliver preschool services.
- Provide professional learning on assessment administration and analysis, multi-tiered systems of support, high-quality preschool program components, and program standards.

Performance Measure and FY27 Target

- 93% of four-year-old students are at or above the benchmark on the kindergarten readiness/literacy domain.

Credentials for Child Care Careers

This program expands the early childhood workforce through a competency- and experience-building framework embedded in career and technical education programs and local community partnerships. It creates a formalized high school option to engage students in coursework on child development and early childhood education. This program is aligned with **SG4: Postsecondary Success**.

Program Outcome

To provide postsecondary options for students in early childhood education, college and career pathways, and to increase the child care workforce.

Key Activities

- Ensure availability and delivery of the Child Development Associate (CDA) curriculum to interested participants through Family and Consumer Science programs.
- Promote partnerships to meet certification requirements.
- Provide resources to eliminate barriers to participation in grant activities.

Performance Measure and FY27 Target

- 100 high school participants enrolled in the grant opportunity to earn a CDA credential.

ESEA Programs Bureau

Elementary and Secondary Education Act (ESEA) Title I

The purpose of this program is to provide all children a significant opportunity to receive a fair, equitable, and high-quality education, and to close educational achievement gaps. Title I includes four parts: Part A – Basic Programs, Part B – State Assessment, Part C – Migrant Education, and Part D – Neglected and Delinquent. This program is aligned to **SG2: Narrow Gaps**.

Program Outcome

To ensure program funds are utilized to provide all children a significant opportunity to receive a fair, equitable, and high-quality education, and to close educational achievement gaps.

Key Activities

- Monitor and ensure compliance – conduct ESEA risk assessments.
- Review claims reimbursements.
- Provide technical assistance to subgrantees.

Performance Measure and FY27 Target

- 100% of eligible districts have access to ongoing guidance/technical assistance.
- 100% of eligible districts are compliant with Title I requirements.

Elementary and Secondary Education Act (ESEA) Title II – Supporting Effective Instruction

The purpose of the program is to provide grants to State educational agencies (SEAs) and subgrants to local educational agencies (LEAs) to increase student achievement consistent with the challenging State academic standards and improve the quality and effectiveness of teachers, principals, and other school leaders. This program is aligned with **SG3: High-Quality Teachers**.

Program Outcome

To ensure program funds are utilized to provide grants to State educational agencies (SEAs) and subgrants to LEAs to increase student achievement, consistent with the challenging State academic standards, and improve the quality and effectiveness of teachers, principals, and other school leaders.

Key Activities

- Monitor and ensure compliance – conduct ESEA risk assessments.
- Review claims reimbursements.
- Provide technical assistance to subgrantees.

Performance Measure and FY27 Target

- 100% of eligible districts have access to ongoing guidance/technical assistance.
- 100% of eligible districts are compliant with Title II requirements.

Elementary and Secondary Education Act (ESEA) Title III – English Language Acquisition

This program improves the education of English learners (ELs) by helping them learn English and meet challenging state academic content and student academic achievement standards. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To ensure program funds are utilized to support English learners in acquiring English and meeting challenging state academic content and student academic achievement standards.

Key Activities

- Monitor and ensure compliance – conduct ESEA risk assessments.
- Review claims reimbursements.
- Provide technical assistance to subgrantees.

Performance Measure and FY27 Target

- 100% of eligible districts have access to ongoing guidance/technical assistance.
- 100% of eligible districts are compliant with Title III requirements.

Student Support Academic Enrichment Fund

This program improves students' academic achievement by increasing the capacity of states, local educational agencies, schools, and local communities to provide all students with access to a well-rounded education, improve school conditions for student learning, and enhance the use of technology to improve academic achievement and digital literacy. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To ensure program funds are used to provide all students access to a well-rounded education, improve school conditions for learning, and enhance the use of technology to support academic achievement and digital literacy.

Key Activities

- Monitor and ensure compliance – conduct ESEA risk assessments.
- Review claims reimbursements.
- Provide technical assistance to subgrantees.

Performance Measure and FY27 Target

- 100% of eligible districts have access to ongoing guidance/technical assistance.
- 100% of eligible districts are compliant with Student Support Academic Enrichment Fund requirements.

Stronger Connections Grant Program

This program helps schools provide all students with safe and supportive learning opportunities and environments critical for their success by establishing emergency operation plans, fostering a positive school culture and climate, and prioritizing student wellness. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To ensure program funds are used to provide all students with safe and supportive learning environments that support their academic and social success.

Key Activities

- Provide funding to support the development and implementation of emergency operation plans.
- Promote initiatives that build a positive school culture and climate.
- Prioritize programs and strategies that enhance student wellness.

Performance Measure and FY27 Target

- 100% of eligible districts have access to ongoing guidance/technical assistance.
- 100% of eligible districts are compliant with Stronger Connections Grant Program requirements.

Homeless Children and Youth

This program supports an office coordinating the education of homeless children and youths, gathering comprehensive information on barriers that impede regular school attendance. It ensures that homeless children, including preschoolers and youths, have equal access to education by providing competitive subgrants to local educational agencies, which address challenges such as transportation, immunization, residency requirements, lack of birth certificates, school records, and guardianship issues. This program is aligned to **SG2: Narrow Gaps**.

Program Outcome

To ensure program funds are used to address barriers faced by students experiencing homelessness, facilitating their enrollment, attendance, and academic success.

Key Activities

- Monitor and ensure compliance by conducting ESEA risk assessments.
- Review claims reimbursements.
- Provide technical assistance to subgrantees.
- Support local agencies in overcoming challenges related to transportation, documentation, and residency.

Performance Measure and FY27 Target

- 100% of eligible districts have access to ongoing guidance/technical assistance.
- 100% of eligible districts are compliant with Homeless Children and Youth Program requirements.

Rural Education and Achievement Program

This program is designed to help states and districts meet the unique needs of rural school districts that frequently lack the personnel and resources needed to compete effectively for federal competitive grants. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To ensure program funds are utilized to meet the unique needs of rural school districts that frequently lack the personnel and resources needed to compete effectively for federal competitive grants.

Key Activities

- Monitor and ensure compliance by conducting ESEA risk assessments.
- Review claims reimbursements.
- Provide technical assistance to subgrantees.

Performance Measure and FY27 Target

- 100% of eligible districts have access to ongoing guidance/technical assistance.
- 100% of eligible districts are compliant with Rural Education and Achievement Program requirements.

Migrant Education Program

This program ensures that all migratory children reach challenging academic standards and graduate with a high school diploma (or complete a High School Equivalency Diploma, HSED) that prepares them for responsible citizenship, further learning, and productive employment. This program is aligned to **SG2: Narrow Gaps**.

Program Outcome

To ensure that all migratory children reach challenging academic standards and graduate with a high school diploma (or complete a HSED), which prepares them for responsible citizenship, further learning, and productive employment.

Key Activities

- Monitor and ensure compliance by conducting ESEA risk assessments.
- Review claims reimbursements.
- Provide technical assistance to subgrantees.

Performance Measure and FY27 Target

- 100% of eligible districts have access to ongoing guidance/technical assistance.
- 100% of eligible districts are compliant with Migrant Education Program requirements.

Neglected and Delinquent Youth

This program is to provide education services to neglected and delinquent children and youth in State-run institutions, attending community day programs, and in correctional facilities. This program is aligned to **SG2: Narrow Gaps**.

Program Outcome

To ensure program funds are used to provide education services to neglected and delinquent children and youth in State-run institutions, attending community day programs, and in correctional facilities.

Key Activities

- Monitor and ensure compliance by conducting ESEA risk assessments.
- Review claims reimbursements.
- Provide technical assistance to subgrantees.

Performance Measure and FY27 Target

- 100% of eligible districts have access to ongoing guidance/technical assistance.
- 100% of eligible districts are compliant with Migrant Education Program requirements.

21st Century Community Learning Centers

This program supports the creation of community learning centers that provide academic enrichment opportunities during non-school hours for children, particularly students who attend high-poverty and low-performing schools. The program helps students meet state and local student standards in core academic subjects, such as reading and math; offers students a broad array of enrichment activities that can complement their regular academic programs; and offers literacy and other educational services to the families of participating children. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To ensure program funds provide academic enrichment opportunities during non-school hours for students.

Key Activities

- Monitor and ensure compliance by conducting ESEA risk assessments.
- Review claims reimbursements.
- Provide technical assistance to subgrantees.

Performance Measure and FY27 Target

- 100% of eligible districts have access to ongoing guidance/technical assistance.
- 100% of eligible districts are compliant with 21st Century Community Learning Centers requirements.

Out-of-School Time Career Pathway Grant

This program provides students expanded options to participate in a career pathway program, outside regular school hours or as part of an expanded learning program, that leads to a recognized postsecondary credential, such as an industry-recognized certification or a certification of completion of an apprenticeship in an in-demand industry sector or occupation. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To ensure program funds are utilized to provide students with expanded options to participate in a career pathway program, outside regular school hours or as part of an expanded learning program.

Key Activities

- Monitor and ensure compliance by conducting ESEA risk assessments.
- Review claims reimbursements.
- Provide technical assistance to subgrantees.

Performance Measure and FY27 Target

- 100% of eligible districts have access to ongoing guidance/technical assistance.
- 100% of eligible districts are compliant with Out-of-School Time Career Pathway Grant requirements.

Nutrition and Health Services Bureau

USDA Child Nutrition Programs

The *USDA Child Nutrition Programs* ensure Iowa children and youth have consistent access to nutritious meals and snacks in participating schools, child and adult care settings, and summer programs. This combined effort includes the following USDA-supported initiatives:

- State Administrative Expense (SAE) and State Match
- National School Lunch Program (NSLP)
- School Breakfast Program (SBP)
- Afterschool Snack Program
- Special Milk Program
- Seamless Summer Option (SSO)
- Summer Food Service Program (SFSP)
- Child and Adult Care Food Program (CACFP)
- Summer EBT/SUN Bucks

Together, these programs support meal reimbursements, training, technical assistance, system maintenance, state match requirements, and administrative reviews for program compliance. The USDA Child Nutrition Programs are aligned with **SG2: Narrow Gaps**.

Program Outcome

To ensure year-round access to nutritious meals and snacks for Iowa children through effective administration, training, and reimbursement of USDA Child Nutrition Programs.

Key Activities

- Plan, schedule and provide training around administrative review requirements and program-specific requirements (e.g., free and reduced-price meal requirements and resources, alternative breakfast models, summer non-congregate meal sites).
- Provide technical assistance as needed.
- Monitor USDA Child Nutrition Programs through administrative reviews.
- Approve annual program applications and disperse funds.
- Assess program eligibility.

Performance Measures and FY27 Target

- 100% reimbursement of appropriate use of USDA Child Nutrition Program funds.
- 40 child nutrition program in-person or virtual trainings provided.

USDA Fresh Fruit & Vegetable Program (FFVP)

This grant program opportunity for schools provides children with free fresh fruits and vegetables during the school day and outside of the reimbursable meal programs. Federal regulations require applicants to be elementary schools, and the highest priority must be given to schools with the highest percentages of low-income students to the maximum extent practicable. This funding provides reimbursement to awarded schools and allows up to 5% of the annual grant award to be used for State agency administrative funding, including staffing. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To improve access to fruit and vegetable snacks in schools with a high percentage of free and reduced-price meals.

Key Activities

- Develop and provide webinars to School Food Authorities on free and reduced-price lunch (FRL) requirements and available resources.

Performance Measure and FY27 Target

- 62% of eligible schools are applying and receiving FFVP grant funding.

USDA Team Nutrition Training Grant

This program supports the USDA School Meal Programs through training and technical assistance for foodservice, nutrition education and school and community support for healthy eating and physical activity. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To improve access to resources promoting healthy food options.

Key Activities

- Develop resources, including social marketing materials and nutrition education curriculum, that support the consumption of nutritious foods and beverages offered at school.

Performance Measure and FY27 Target

- 10 social marketing resources developed.

Equipment Grants

This program supports funding for schools to purchase food service equipment. This program is aligned with **SG5: Improve Internal Processes**.

Program Outcome

To improve access to resources promoting healthy food options.

Key Activities

- Release funding opportunity, as new federal funding is provided.
- Process claims for reimbursement.

Performance Measure and FY27 Target

- 12 equipment grants awarded.

Farm to School Grants

This program supports projects to increase the use of local foods by organizations participating in the USDA Child Nutrition Programs. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To improve access to resources that improve understanding of local food options.

Key Activities

- Provide local foods to regional culinary training.
- Award farm-to-school subgrants.
- Develop and highlight farm-to-school resources, including the local procurement guide.

Performance Measure and FY27 Target

- 15 Farm to School trainings and resources developed.

Expansion of the SFSP/SSO

The program promotes new summer meal sites in eligible areas currently underserved by the summer meal programs, as well as through existing summer meal program sponsors choosing to expand the number of meal sites and community reach. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To ensure children in areas of low income have access to no-cost meals during the summer months when school is not in session.

Key Activities

- Provide summer training for sponsors.

Performance Measure and FY27 Target

- 452,000 summer meals and snacks served at expansion grant sites.

School Improvement Bureau

School Improvement Accreditation, Accountability, Continuous Improvement and Support

This program supports K–12 districts and schools in meeting state and federal compliance requirements through a range of oversight and technical assistance activities. Core areas include desk audits, accreditation for independent, nonpublic, and specially accredited schools, accreditation site visits, the Consolidated Accountability and Support Application (CASA), and related continuous improvement processes. The program also provides guidance on open enrollment, private instruction (including homeschooling), whole-grade sharing, online schools, and religious organizations exempt from state education laws. This program is aligned to **SG1: Literacy, Mathematics, Science**.

Program Outcome

To ensure all Iowa schools and districts meet federal and state requirements through effective accreditation, accountability, and continuous improvement systems that contribute to improved student outcomes.

Key Activities

- Conduct annual desk audits and scheduled accreditation site visits for eligible schools and districts, and support the development and implementation of improvement plans based on audit and accreditation findings.
- Manage and maintain the Consolidated Accountability and Support Application (CASA) to streamline compliance reporting and improvement planning.
- Provide technical assistance and guidance on statutory requirements, including open enrollment, private instruction, whole-grade sharing, and online learning.

Performance Measure and FY27 Target

- 100% of eligible schools and districts complete required accreditation activities (desk audit or site visit) on schedule.
- 5,000 hours per year engaged in district on-site visits focused on quality continuous improvement.

State Assessment, 5-Year Improvement Cycle and Test Security/Ethics

This program ensures the integrity of Iowa's statewide assessment system by monitoring district implementation of required assessments, promoting test security and accessibility, and supporting compliance with state and federal law. Through a structured five-year monitoring cycle and oversight of test security practices, the program helps districts maintain valid, reliable, and ethical assessment environments. Assessments include: Iowa Statewide Assessment of Student Progress (ISASP), Dynamic Learning Maps (DLM), English Language Proficiency Assessment for the 21st Century (ELPA21) and Alternate English Language Proficiency Assessment (Alt ELPA). This program is aligned with **SG1: Literacy, Mathematics, Science**.

Program Outcome

To ensure statewide implementation of valid, reliable, and secure assessment practices through ongoing monitoring, technical support, and test security oversight.

Key Activities

- Monitor district implementation of required statewide assessments through a structured five-year cycle.
- Provide technical assistance and updated resources to support assessment accessibility, security, and compliance.
- Oversee reporting, review, and resolution of test security incidents and accommodation errors.
- Maintain and disseminate the State of Iowa Test Security Manual and related guidance.

Performance Measure and FY27 Target

- 100% of identified districts receive assessment monitoring results with appropriate follow-up.

Charter School Start Up & Expansion

This program expands access to high-quality public charter schools that meet the unique educational needs of students by providing funds for new and expanding high-quality public charter schools for costs related to start-up or program expansion. This program is aligned with **SG1: Literacy, Mathematics, Science**.

Program Outcome

To expand high-quality public charter schools that meet student needs.

Key Activities

- Provide technical assistance and guidance on the use of funds to awarded charter schools.

Performance Measure and FY27 Target

- 100% of authorized charter schools successfully opened and/or expanded program offerings as planned.
- 1,588 students are supported by awarded charter schools.

Early Literacy Warning System

This program funds statewide applications, including FastBridge and Panorama, to support implementation of Iowa's early literacy legislation (House File 2618). The law is designed to improve reading proficiency for students in kindergarten through sixth grade through evidence-based instruction, personalized interventions, parent communication, and teacher training grounded in the science of reading. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To increase K-6 student reading proficiency by supporting the use of valid screening and progress monitoring data and implementation of evidence-based literacy practices, data-informed interventions, and high-quality teacher preparation aligned with the science of reading.

Key Activities

- Maintain and support the statewide use of literacy assessment and data tools.
- Ensure the development and implementation of personalized reading plans for students not reading at grade level.
- Support compliance with early literacy legislation, including parental notification and progress reporting requirements.

Performance Measure and FY27 Target

- 100% of districts participate in screening and progress monitoring.

Methods of Administration and Equity

This program ensures compliance with federal civil rights laws to guarantee all students—regardless of race, sex, or disability—have equitable access to high-quality Career and Technical Education (CTE) programs. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To ensure equitable access, participation, and outcomes in CTE programs.

Key Activities

- Monitor and evaluate local education agencies and institutions for compliance with federal civil rights requirements related to CTE programs.
- Provide technical assistance to support equity in program access and delivery.
- Investigate complaints and conduct reviews to address potential noncompliance.
- Collaborate with schools and agencies to implement corrective actions and continuous improvement plans.

Performance Measures and FY27 Targets

- 100% of districts identified for site visits receive those visits, along with corresponding results that inform continuous improvement and include appropriate follow-up.

Professional Development

This program ensures that all Iowa educators have free access to required professional development opportunities, supporting continuous professional growth and the enhancement of instructional quality statewide. This program is aligned with **SG3: High Quality Teachers**.

Program Outcome

To improve educator effectiveness and student outcomes by providing equitable, no-cost access to high-quality, state-mandated professional development for all educators.

Key Activities

- Develop and maintain accessible, research-based training aligned with state standards and educator needs.
- Support educators in fulfilling licensure and certification requirements through accessible professional learning.
- Monitor participation in professional development.

Performance Measures and FY27 Targets

- 100% of research-based training modules are both available to and accessed by Iowa teachers.
- 7,000 educators participating in literacy and mathematics professional development by the end of the year (e.g., Building Math Minds, LETRS).

Science, Technology, Engineering, Mathematics - STEM Bureau

Iowa STEM Collaborative

This program refers to Iowa's statewide STEM education initiative, also known as the Iowa Governor's STEM Advisory Council, established in 2011. The Council leads the state's efforts to advance science, technology, engineering, and mathematics (STEM) education through a collaborative approach involving public and private stakeholders. This program is aligned with **SG1: Literacy, Mathematics, Science**.

Program Outcome

To increase student awareness, interest, and achievement in STEM and advance economic development in Iowa.

Key Activities

- Implement educational outreach and awareness efforts.
- Grant awards and process claims.
- Conduct program monitoring and conduct site visits.
- Complete program evaluation and reporting.

Performance Measure and FY27 Target

- 400 applications by public and nonpublic school districts.

Iowa STEM Externships

The STEM Externships place Iowa STEM educators in immersive, six-week summer experiences with industry partners across the state: Participating teachers work 40 hours per week alongside professionals in energy, conservation, and other STEM-related industries. These real-world placements help educators integrate workplace skills and career relevance into STEM instruction, enabling them to better prepare students for future careers and enrich their teaching. The program also strengthens lasting partnerships between schools and employers statewide. This program is aligned with **SG3: High-Quality Teachers**.

Program Outcome

To expand the number and geographic reach of STEM teacher extern placements across Iowa in partnership with STEM-related industries.

Key Activities

- Implement educational outreach and awareness efforts.
- Coordinate STEM Teacher Externship summer placements.
- Conduct monitoring and site visits for externships.
- Hold the Externships Forum.

Performance Measure and FY27 Target

- 80 STEM Teacher Extern Placements in each STEM Externship.

STEM BEST Program Expansion - Iowa Economic Development Authority (IEDA) Agreement

This program, supported through an agreement with the Iowa Economic Development Authority (IEDA), expands the STEM BEST (Businesses Engaging Students and Teachers) Program. It focuses on increasing work-based and career-linked learning opportunities to prepare students for STEM careers, with the goal of advancing Iowa's economic development. This program is aligned with **SG4: Postsecondary Success**.

Program Outcome

To expand work-based and career-linked learning opportunities to prepare students for STEM careers in order to advance economic development in Iowa.

Key Activities

- Implement educational outreach and awareness efforts.
- Grant awards and process claims.
- Conduct program monitoring and site visits.
- Complete program evaluation and reporting.

Performance Measure and FY27 Target

- 100 Applications by Public and Nonpublic School Districts.

Regional STEM Network Management at Regional STEM Hub Higher Education Institutions

This program, established through SF514, supports the development of six regional STEM (Science, Technology, Engineering, and Mathematics) networks across Iowa. Its purpose is to equalize access to STEM education enrichment opportunities for learners statewide. These geographically similar networks are designed to complement and leverage existing resources, including extension services, AEAs, accredited postsecondary institutions, informal education centers, school districts, economic development zones, and public and private STEM partnerships. Each network is led by a qualified STEM advocate located at a competitively selected hub and is overseen by a regional advisory board appointed by the governor. Board membership includes representatives from PK–12 education, higher education, business, nonprofit organizations, youth agencies, and other relevant stakeholders. This program is aligned with **SG1: Literacy, Mathematics, Science**.

Program Outcome

To increase student awareness, interest, and achievement in STEM and advance economic development in Iowa.

Key Activities

- Implement educational outreach and awareness efforts.
- Grant STEM Scale-Up Program awards.
- Develop and administer STEM Scale-Up Program provider partnerships.
- Conduct program monitoring and site visits.
- Host regional STEM festivals.
- Promote collaborations throughout STEM regions.

Performance Measure and FY27 Target

- 175 Year-Over-Year STEM Scale-Up Program Awards.

Regional STEM Scale-Up Programming

This program, the STEM Scale-Up Program, is offered annually by the STEM Council through a rigorous review process. It provides a menu of high-quality STEM education offerings to schools, after-school programs, and other settings serving students in pre-K through 12th grade. Programs range from building robots and coding to agricultural field experiences and STEM career exploration. As outlined in FY24 SF514 (p. 1233,

5.b), the initiative includes a focused array of exemplary STEM enrichment opportunities selected through a competitive application process, designed for expansion to meet future needs. The STEM Scale-Up Program has demonstrated success in increasing student interest and achievement in STEM across all demographics, as confirmed by an independent external evaluation consortium. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To provide high-quality STEM education programs to PK-12 youth in and out of school, along with training for educators to implement them effectively in order to increase student awareness, interest, and achievement in STEM and advance economic development in Iowa.

Key Activities

- Implement educational outreach and awareness efforts.
- Grant STEM Scale-Up Program awards.
- Develop and administer STEM Scale-Up Program provider partnerships.
- Conduct program monitoring and site visits.

Performance Measure and FY27 Target

- 400 estimated educator participants.

STEM Scholarships for Educators & Pre-Service Educators

This program, guided by the Executive Committee of the Iowa Governor's STEM Advisory Council, addresses two key supports needed to sustain high-quality STEM education statewide: (1) incentives for practicing STEM professionals to transition into teaching careers, and (2) ongoing support for in-service STEM teachers to update their skills and knowledge in rapidly evolving STEM fields. This program is aligned with **SG3: High-Quality Teachers**.

Program Outcome

To increase the number and expand the high-demand skills of highly qualified educators with STEM endorsements.

Key Activities

- Implement educational outreach and awareness efforts.
- Grant Scholarship awards.
- Conduct monitoring and follow-up with recipients.

Performance Measure and FY27 Target

- 30 scholarships provided through available appropriation.

Statewide STEM Assessment by External, Independent Consortium

This program conducts an annual independent assessment of Iowa STEM through an inter-university consortium comprising Iowa State University's Research Institute for Studies in Education (RISE), the University of Iowa's Iowa Testing Program, and the University of Northern Iowa's Center for Social and Behavioral Research (CSBR). Each partner leads one part of a three-part evaluation aligned with STEM Council priorities to raise interest, awareness, and achievement in STEM. The first task, a teacher/leader survey, examines how educators implement their STEM Scale-Up Program awards to increase STEM awareness and interest in classrooms or informal settings. The other two tasks focus on students, using Iowa Testing Assessment scores in mathematics and science to measure achievement, and a student questionnaire to assess increased interest in STEM education and careers. Evaluation reports are available at <https://iowastem.org/iowa-stem-evaluation>. This program is aligned with **SG5: Improve Internal Processes**.

Program Outcome

To examine changes regarding STEM education and workforce development in Iowa, centered on the activities of the Iowa Governor's STEM Advisory Council.

Key Activities

- Systematically collect a set of metrics and information sources.

Performance Measure and FY27 Target

- Complete three evaluation reports on STEM programming.

STEM Public Awareness, Messaging, Communications, Education, and Outreach

This program, established in FY2024, supports statewide STEM programming aimed at increasing participation of students and teachers in effective learning experiences. The program also focuses on expanding the number of STEM-related teaching majors offered by the state's three universities, elevating public awareness of STEM opportunities, and fostering greater collaboration and partnerships across the state. This program is aligned with **SG4: Postsecondary Success**.

Program Outcome

To increase student awareness, interest, and achievement in STEM and advance economic development in Iowa.

Key Activities

- Educational outreach to expand awareness with stakeholders, community partners, businesses, school administrators, educators, parents, and students to increase student awareness, interest, and achievement in STEM and advance economic development in Iowa.

Performance Measure and FY27 Target

- 400 Participants at the Annual Iowa STEM SUMMIT attendance.

STEM Community Foundation of Greater Des Moines Agreement

The Iowa STEM appropriation toward the support of Iowa STEM's programming and events does not meet demand or all associated total costs. For the past decade, an Iowa STEM team member has dedicated time and effort to build relationships and trust with businesses, foundations, philanthropic organizations, granting agencies, community partners and a variety of public and private sector donors to contribute hundreds of thousands of dollars each year to support Iowa STEM programs and events aligned to their goals. The additional funding significantly expands capacity for participation in these programs and, as a result, the benefits seen among Iowa youth. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

External investment in Iowa STEM's programming and events helps meet demand which exceeds the state's investment to help expand participation and engagement in these program. The desired outcome is advancement of Iowa STEM's mission to increase interest and achievement in STEM (science, technology, engineering and mathematics) studies and careers, providing opportunities that inspire Iowa's young people to become innovative, enterprising contributors to Iowa's future workforce and the quality of life in Iowa communities.

Key Activities

- Strong Teacher Pipeline. Further support of a strong teacher pipeline through recruitment, development and retention through additional workplace host investment in the STEM Teacher Externships Program and private sponsorship of the Iowa STEM Teacher Award Program.
- Narrowing Gaps. Narrowing and closing achievement gaps through accountability and support through additional capacity via external investment and community engagement in the STEM Scale-Up Program, STEM BEST Program and STEM Teacher Externships Program.
- Narrowing Gaps. External investment in STEM events connects Iowa educators, school administrators, schools and youth with their local community and business partners to enrich the real-world depth and breadth of knowledge, experience and professional development in their content area(s), translating this to the classroom by enhancing curriculum with expanded career-linked and work-based learning to achieve the ultimate mission to drive the economic success of their students, their local communities and Iowa as a whole.

Performance Measure and FY27 Target

- Secure 3 external investments toward Iowa STEM programming and events through contributions to the Community Foundation of Greater Des Moines for advancing impact.

Iowa School for the Deaf

The Iowa School for the Deaf, established in 1855, is a residential and day school serving deaf and hard-of-hearing students from early childhood through grade 12 (and beyond via its transition program), providing a language-rich, bilingual environment using American Sign Language (ASL) and English. The school offers a comprehensive curriculum, residential services, extracurricular programs, transition planning, and outreach services for families statewide. This program is aligned with **SG1: Literacy, Mathematics, Science**.

Program Outcome

To deliver a world-class, bilingual education that ensures ISD students are linguistically prepared, academically successful, socially engaged, and transition-ready for postsecondary life.

Key Activities

- Provide a full PK–12 curriculum delivered bilingually in ASL and English.
- Provide Individualized Education Plans (IEPs) and specialized supports for academic and language development
- Offer residential and extended learning opportunities that support language immersion and social development.
- Implement transition programs, such as 4PLUS, to support postsecondary readiness.
- Conduct outreach to districts, families, and communities to share literacy resources, ASL classes, and informational services statewide.

Performance Measures and FY27 Target

- 100% of eligible students receive bilingual instruction and individualized supports.
- 100% of appropriated funds used to support bilingual instruction, residential programming, specialized personnel, transition services (4PLUS), and statewide outreach infrastructure.
- 100% of positions filled.
- 90% Retention rate.
- 45 days from vacancy to fill.

Iowa Educational Services for the Blind and Visually Impaired

Iowa Educational Services for the Blind and Visually Impaired (IESBVI) provides statewide educational services to students who are blind or visually impaired, from birth through age 21. Through a combination of itinerant instruction and campus-based programming, IESBVI delivers accessible, standards-based instruction in literacy, mathematics, and science, along with specialized supports, transition planning, and family engagement. This program is aligned with **SG1: Literacy, Mathematics, Science**.

Program Outcome

To ensure that students who are blind or visually impaired receive accessible, high-quality instruction that prepares them to be academically proficient, independent, and ready for postsecondary success.

Key Activities

- Provide a full PK–12 curriculum tailored to visual accessibility needs.
- Develop and implement individualized education plans (IEPs) and provide specialized services such as braille instruction, orientation & mobility, and assistive technology.
- Offer short-term programs and extended learning opportunities to support skill development and independence
- Implement transition programs, including 4PLUS, that prepare students for college, careers, and independent living
- Conduct outreach to districts, educators, and families to support inclusive practices, provide resources, and deliver professional development statewide.

Performance Measures and FY27 Target

- 100% of eligible students receive accessible instruction and individualized supports.
- 100% of appropriated funds used to support academic programming, specialized services, transition programming (4PLUS), and statewide outreach infrastructure.
- 100% of positions filled.
- 85% Retention rate.
- 60 days from vacancy to fill.
- 100% of funding for vision services from AEAs.

Special Education Division

The *Special Education Division* provides leadership, oversight, and general supervision of services delivered under the Individuals with Disabilities Education Act (IDEA), including early intervention and special education. This division ensures equitable access, compliance, and high-quality outcomes for children and youth with disabilities across Iowa.

Regional Continuous Improvement and Compliance

This program supports the creation and operation of nine Regional Continuous Improvement and Compliance Teams. These teams are embedded across Iowa's nine AEA regions and provide critical oversight, technical assistance, and support to school districts in implementing the Individuals with Disabilities Education Act (IDEA). Funding is used primarily for personnel and associated operational costs such as travel, training, and technology. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To establish effective Continuous Improvement processes across nine regional teams to support general supervision and accountability throughout the state.

Key Activities:

- Implement Continuous Improvement processes across nine regional teams.
- Provide training, coaching, and implementation support for IDEA-Differentiated Accountability Level 2 and 3 districts, general supervision, and corrective action support across regions and districts.

Performance Measures and FY27 Targets:

- 100% of districts requiring support receive systems coaching from the regional staff.

Central Continuous Improvement and Compliance – includes all bureaus and programs below.

Accountability, Data and Finance Bureau

IDEA Part B

This program supports the implementation of IDEA for eligible learners ages 3-21. Funds are distributed across four areas: Flow-through, High Cost Pool, Administration, and Set-aside. The funds support allowable costs related to the State's implementation of special education services and supports as well as general supervision responsibilities for implementing IDEA for learners ages 3-21. Appropriate uses include personnel and activities related to mediation, professional learning, technical assistance, behavioral and mental health, addressing personnel shortages, capacity building, paperwork reduction, classroom and assistive technology, transition services, alternative programming, and accommodations or alternate assessments.

This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

General Supervision to: (1) Improve educational results and functional outcomes for all children with disabilities; and (2) Ensure that AEA's and LEA's meet the program requirements under Part B of the IDEA.

Key Activities

- Implement IDEA-Differentiated Accountability.
- Conduct Dispute Resolution as required.
- Implement Specially Designed Instruction Professional Learning Packages and Coaching.

Performance Measure and FY27 Target

- 75% of districts' IDEA Part B Determination is "Meets Requirements".

*Note that this bureau encompasses work in accountability, data and finance across bureaus and programs listed under *Early Childhood* and *Evaluation, Instruction and Services*.

Early Childhood Bureau

Early ACCESS (Special Education Birth to 3)

This program allocates state-appropriated funding to support Early ACCESS through specifically identified recipients and functions as a flow-through. Funding includes \$421,400 to the University of Iowa/Child Health Specialty Clinics and \$1.3 million to AEAs for birth-to-three early intervention services within Early ACCESS. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To ensure that children who qualify for an IFSP receive early intervention services.

Key Activities

- Conduct Child Find for children from birth to 3 years of age.
- Support service coordination and early intervention services.

Performance Measure and FY27 Target

- 95% of infants and toddlers with IFSPs primarily receive EI services in the home or community-based settings.

IDEA Part C

This program provides IDEA early intervention services to children from birth to age three and their families: Early ACCESS. The Department serves as the Lead Agency, with the Department of Health and Human Services (HHS) and Child Health Specialty Clinics (CHSC) designated as signatory agencies and liaisons to the state team led by the Department. Area Education Agencies and CHSC receive federal and state funding from the Department to deliver early intervention services to children with Individualized Family Service Plans (IFSPs) and their families. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To ensure that children who qualify for an IFSP receive early intervention services.

Key Activities

- Conduct Child Find for children from birth to 3 years of age.
- Support service coordination and early intervention services.

Performance Measure and FY27 Target

- 100% of infants and toddlers with IFSPs receive early intervention services in a timely manner.

Evaluation, Instruction and Services Bureau

IDEA – Specially Designed Instruction (SDI)

The IDEA SDI program supports the development, delivery, and continuous improvement of specially designed instruction for students with disabilities in Iowa. It focuses on ensuring that individualized instruction is aligned with each student's IEP goals, integrates evidence-based practices, and is implemented with fidelity across educational settings. The program provides training, coaching, and monitoring to schools and AEAs to ensure compliance with the Individuals with Disabilities Education Act and improve student outcomes. This program is aligned with **SG1: Literacy, Mathematics, Science**.

Program Outcome

To strengthen the quality and effectiveness of specially designed instruction for students with disabilities, ensuring access to the general curriculum and improved academic and functional outcomes.

Key Activities

- Provide professional development and practice coaching on SDI frameworks and evidence-based practices.
- Support IEP teams in developing high-quality SDI aligned to student needs.
- Monitor fidelity of SDI implementation through systems coaching and data collection.
- Collaborate with AEAs and districts to build local capacity for sustaining effective SDI.

Performance Measure and FY27 Target

- 100% of districts requiring support receive SDI professional learning, practice coaching, and systems coaching.

Children's Mental Health Training and Support

This program supports AEAs to provide school-based children's mental health professional learning and support. A portion of the funding is distributed to a nonprofit healthcare organization to pilot grief support services for children in rural areas. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To increase the availability of high-quality mental health resources and support in schools.

Key Activities

- Provide Mental Health First Aid (MHFA), Non-Violent Crisis Prevention and Intervention (CPI), and Adverse Childhood Experiences (ACES) professional learning to district staff at no cost.
- Implement a grief and loss program to provide support for up to 375 Iowa children in seven rural school districts or accredited nonpublic schools.

Performance Measure and FY27 Target

- 150 students served by the grief and loss student support groups in rural schools.

Best Buddies Iowa

This program supports school-based inclusion initiatives for students with intellectual and developmental disabilities. Organizations receiving funds must annually report identifying data for participating students to the department. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To support 10 new or existing Best Buddies Chapters.

Key Activities

- Provide the appropriated funding to Best Buddies International Inc.

Performance Measure and FY27 Target

- 100% of new or existing Chapters established as planned.

Dispute Resolution Bureau

IDEA Dispute Resolution

The IDEA Dispute Resolution program ensures that families and schools have access to fair, timely, and effective mechanisms for resolving disagreements related to the identification, evaluation, placement, or provision of special education services to students with disabilities. The program offers multiple options, including mediation, written state complaints, and due process hearings, all aligned with the Individuals with Disabilities Education Act. This program is aligned with **SG5: Improve Internal Processes**.

Program Outcome

To provide equitable, accessible, and efficient resolution of disputes under IDEA, supporting collaboration between families and schools in the service of students with disabilities.

Key Activities

- Facilitate IDEA mediation requests.
- Investigate and resolve IDEA state complaints.
- Conduct due process hearings in accordance with IDEA timelines.
- Provide technical assistance to families, schools, and AEA staff on dispute resolution processes.

Performance Measure and FY27 Target.

- 100% of dispute resolution requests (mediation, complaints, and hearings) addressed within federally required timelines.

Teacher Quality and Innovation Division

The *Teacher Quality and Innovation Division* oversees educator licensure and certification processes in coordination with the Iowa Board of Educational Examiners (BOEE) and provides the State Board of Education with comprehensive data and analysis to inform the approval and continuous improvement of teacher preparation programs. This division also manages statewide data and analytics functions that inform accountability, program effectiveness, and strategic planning, ensuring that decisions are grounded in evidence and focused on improving outcomes for all Iowa learners.

Educational Examiners

Board of Educational Examiners

This program is administered by the Iowa Board of Educational Examiners, which establishes and enforces rigorous standards for Iowa educational practitioners to effectively address the needs of students. Licensure fees cover all operational costs for the Board. The Board also establishes and enforces an Ethical Code of Conduct for all licensed participants in Iowa. This program is aligned with **SG3: High Quality Teachers**.

Program Outcome

To increase the number of highly qualified educators in Iowa's PK-12 education system.

Key Activities

- Process licensure applications and renewals for Iowa educational practitioners.
- Maintain and enforce an ethical code of conduct for licensed educators.
- Support rigorous licensure standards that align with Iowa's educational needs.

Performance Measure and FY27 Target

- 28,200 licenses issued.

Educator Quality Bureau

Educator Preparation Programs

This program oversees the approval of all colleges and universities in Iowa that offer practitioner preparation programs, as required by Iowa Administrative Code Chapter 79. This includes implementing a robust review and approval process and supporting statewide strategies to improve teacher recruitment through traditional and alternative educator preparation pathways. All practitioner preparation programs must adhere to Iowa law, including the Standards for Practitioner Preparation Programs and the Standards for Teacher Intern Programs. This program is aligned with **SG3: High-Quality Teachers**.

Program Outcome

To ensure all educator preparation programs meet Iowa standards and contribute to a well-prepared and effective educator workforce.

Key Activities

- Conduct formal reviews and approval processes for all practitioner preparation programs in accordance with Chapter 79.
- Provide technical assistance and guidance to educator preparation programs to ensure compliance with Iowa standards.
- Support strategies to increase enrollment in traditional and alternative pathways to teacher licensure.

Performance Measure and FY27 Target

- 100% of educator preparation programs are reviewed and approved by the State Board of Education.

Performance and Analytics Bureau

Data Analytics, Infrastructure and Support

Data Analytics, Infrastructure and Support ensures the development, maintenance, and coordination of statewide education data systems critical to the Department's infrastructure. These systems provide the foundation for monitoring progress, meeting state and federal reporting requirements, and informing policy and practice at all levels of the education system. Key systems include Student Reporting in Iowa (SRI), the Basic Educational Data Survey (BEDS), the Attendance Center Rankings system, EDFacts reporting, and the administration and reporting of national assessments such as the National Assessment of Educational Progress (NAEP).

These data systems collectively support the collection and reporting of enrollment, staffing, student outcomes, assessment participation, accountability, and school operational data. The program also supports Iowa's participation in statewide assessments such as the Iowa Statewide Assessment of Student Progress (ISASP) and ensures compliance with federal data submission requirements. These systems provide critical information and align with multiple goals including: **SG1: Literacy, Mathematics, Science, SG2: Narrow Gaps and SG4: Postsecondary Success.**

Program Outcome

To provide high-quality, accessible, and reliable education data systems that support continuous improvement, enable effective decision-making, and meet all state and federal reporting requirements.

Key Activities

- Maintain and improve statewide education data systems to ensure accurate, timely data collection and reporting across enrollment, staffing, assessment, and accountability metrics.
- Provide training, technical assistance, and communication to districts, AEAs, and stakeholders on data submissions and reporting processes.
- Ensure alignment and compliance with state and federal data reporting requirements, including ISASP, NAEP, and EDFacts.
- Support cross-system data integration to enable longitudinal analysis and data-driven decision-making.

Performance Measures and FY27 Targets

- 100% of core data collections reviewed, validated, and publicly reported according to established timelines.
- 100% compliance with required federal and state data submissions.

Statewide Student Assessment

This program supports districts to administer the Iowa Statewide Assessment of Student Progress (ISASP) for students in English Language Arts and Mathematics in grades 3 to 11 and Science in grades 5, 8, and 10. This program is aligned with **SG1: Literacy, Mathematics, Science.**

Program Outcome

To ensure the effective administration of ISASP to provide valid and reliable statewide academic performance data.

Key Activities

- Support the administration of required assessments for approximately 370,000 students.
- Provide data that serve as key indicators for the State, Department, districts, and schools.
- Distribute funding appropriately for test administration.

Performance Measure and FY27 Targets

- 100% of funds appropriately distributed.
- 99% student participation rate in ISASP.

Claim Your Future

This project provides information to Iowa seniors about their postsecondary opportunities with the goal to facilitate student postsecondary enrollment and attendance at Iowa Community Colleges, Regent Universities, and Private Colleges and Universities. This program is aligned with **SG4: Postsecondary Success**.

Program Outcome

To support seamless postsecondary transition into Iowa institutions of higher education..

Key Activities

- Send notice to Iowa seniors about their postsecondary enrollment options.
- Evaluate the effectiveness of the program to increase enrollment in Iowa postsecondary institutions.

Performance Measure and FY27 Target

- All seniors receive communication about their postsecondary options to attend Iowa institutions of higher education. e.

Accelerating Student Learning

This program recognizes teachers for accelerating student growth beyond one grade level per year in English Language Arts or mathematics in grades 3-8. Funds may also be used to support evaluation practices. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To recognize teachers who accelerate student growth in ELA and math.

Key Activities

- Identify and recognize eligible teachers.

Performance Measure and FY27 Target

- 50 teachers will receive TAL supplemental pay from round one grantees

Attendance Center and Iowa School Performance Profiles

This program provides data collection and reporting functions to support state and federal accountability. This program is aligned with **SG1: Literacy, Mathematics, Science**.

Program Outcome

To ensure accurate and timely reporting of accountability metrics for all public districts and charter schools.

Key Activities

- Collect and validate required data from districts.
- Analyze and calculate accountability metrics.
- Publish the Iowa School Performance Profiles annually each fall.

Performance Measure and FY27 Target

- 100% of the Iowa School Performance Profiles and accountability scores are updated annually for all public districts and charter schools.

Higher Education and Postsecondary Readiness Division

The *Higher Education and Postsecondary Readiness Division* oversees and supports secondary and postsecondary career and technical education (CTE) programs, promotes industry-recognized credentials and work-based learning opportunities, and administers community college accreditation and program approval processes. This division also manages state financial aid programs, authorizes postsecondary institutions and programs operating in Iowa, and leads initiatives that expand college access, persistence, and completion.

Community Colleges

Career Academy Incentive Fund

This program provides targeted grants through the Career Academy Incentive Fund to support partnerships between school districts and community colleges, expanding access to career academy programs, especially those delivered through regional centers. Each year, the Department awards grants totaling up to \$1 million to projects that best meet statutory criteria. This program is aligned with **SG4: Postsecondary Success**.

Program Outcome

To expand access to high-quality career and technical education (CTE) programs through partnerships between school districts and community colleges.

Key Activities

- Administer two CAIF grant cycles.
- Recruit strong applications.
- Review grant applications using a rubric.
- Provide technical assistance to the field, answering questions about the CAIF grant.

Performance Measure and FY27 Target

- 31 regional centers are established or supported.

Veterans Education

This program serves as the State Approving Agency contracted by the US Department of Veterans Affairs (VA) to approve GI Bill programs for veterans and other eligible persons. This program is aligned with **SG4: Postsecondary Success**.

Program Outcome

To ensure that educational and training programs offered to veterans and eligible individuals are of high quality and meet specific standards, ultimately protecting the integrity of the GI Bill program and providing valuable opportunities for veterans' educational advancement.

Key Activities

- Process completed applications for approval.
- Submit approval packages to the VA.
- Reapprove programs within 24 months of the prior full catalog review.
- Address findings from compliance surveys or referrals from the VA.
- Suspend or withdraw approval within 14 days of referrals from the VA.
- Take corrective action within 14 days of all referrals from the VA.
- Complete assigned risk-based surveys by September 15th.

Performance Measure and FY27 Target

- 90% of college catalogs are updated within thirty (30) days of receipt.

Guided Pathways

This program provides technical assistance, statewide coordination, and leadership to colleges implementing Guided Pathways, a national, research-driven college redesign model. The model helps students explore, choose, plan, and complete programs aligned with their career and educational goals efficiently and affordably, with the aim of improving student completion rates, closing achievement gaps, and increasing enrollments. This program is aligned with **SG4: Postsecondary Success**.

Program Outcome

To improve student success by providing a more structured and supportive approach to college education, ultimately leading to higher completion rates and better preparation for careers or further education. This involves streamlining the student experience, clarifying pathways to careers and further education, and ensuring students receive the necessary support to stay on their chosen path and succeed.

Key Activities

- Provide Pathway Pillars in Practice webinars.
- Implement the first year of statewide initiatives via Zoom meetings, workshops, and workalike groups.
- Share data via the Guided Pathways data dashboard.
- Hold annual convening in May for college work groups around Guided Pathway initiatives on mapping, faculty, and concurrent enrollment.

Performance Measure and FY27 Target

- 75% of Guided Pathways cohort students enrolled in term one persist to term two.

Transfer Majors

This program enhances student recruitment and success, improves advising, and increases the transferability of associate-level courses into baccalaureate programs. Transfer Majors include discipline-specific core elements and related courses, called "Discipline Frameworks," which allow students to build a common foundation of skills and credits that transfer to aligned baccalaureate programs. This program is aligned with **SG4: Postsecondary Success**.

Program Outcome

To provide a structured pathway for students to earn an Associate's degree (AA or AS) and then seamlessly transfer to a four-year college or university to complete a bachelor's degree. These majors ensure students acquire the necessary coursework and foundational knowledge to enter a four-year institution as a junior, ready to pursue their chosen major.

Key Activities

- Conduct training that provides guidance on the processes and requirements for adopting or modifying transfer majors within the State of Iowa Curriculum System (STICS).
- Convene the Transfer Major Steering Committee and oversee approval of all new transfer majors and discipline frameworks.
- Provide technical assistance to the field as it relates to transfer majors.
- Provide data on transfer major usage and success.

Performance Measure and FY27 Target

- 80% of community college students completing a transfer major graduate within three years of matriculation at a regent university.

OWI/DUI Training

This program manages the state-approved drinking and driving course required by Iowa law for individuals found guilty of operating a motor vehicle while intoxicated. The Department oversees the administration of this course throughout the state. These funds are fee-generated from individuals required to take a state-determined curriculum as a result of their OWI. This program is aligned with **SG5: Improve internal processes**.

Program Outcome

To ensure timely enrollment and completion of state-required OWI training.

Key Activities

- Enroll OWI clients in the Prime for Life course as requested.
- Follow up with clients to ensure completion of the Prime for Life course.

Performance Measure and FY27 Target

- 90% of OWI clients successfully complete the required Prime for Life training.

Corrections Education

This statewide advisory committee expands educational opportunities for individuals in correctional institutions. Its goal is to enhance public safety by reducing recidivism and promoting successful reentry into the community. This program is aligned with **SG4: Postsecondary Success**.

Program Outcome

To enhance public safety by reducing recidivism and promoting the successful reentry of individuals into the community. This is achieved through providing educational opportunities that help offenders develop the skills and motivation to enter the workforce.

Key Activities

- Collaborate with other state agencies to form a new Corrections Education Advisory Committee.
- Advise on issues related to correctional education in prison.

Performance Measure and FY27 Target

- 360 corrections students enrolled in credit and noncredit postsecondary education.

State Community College Accreditation

This program is focused on the accreditation process for community colleges, supporting three visits annually to ensure colleges meet both the Higher Learning Commission and state accreditation standards. This oversight helps ensure Iowa students have access to high-quality programs taught by qualified faculty. This program is aligned with **SG4: Postsecondary Success**.

Program Outcome

To ensure community colleges offer high-quality educational opportunities and services, meeting the needs of students, employers, and communities, and to ensure compliance with Iowa code and rules. State accreditation confirms that each college provides effective educational programs, learning environments, and support services, contributing to student success and the economic well-being of Iowa.

Key Activities

- Complete state accreditation visits for Northwest Iowa Community College, Southeastern Community College, and North Iowa Area Community College:
 - Complete desk review of materials submitted by colleges,
 - Attend site visits to conduct tours and interview sessions with staff, faculty, and administration, and
 - Complete accreditation report, presentation to the State Board, and follow-up on all report findings.
- Complete a review of college credit programs:
 - Program comparison for the college catalog and the STICS database, and
 - Review STICS program compliance report.

Performance Measure and FY27 Target

- 100% of required accreditation visits are completed annually.

Memorandum of Agreement (MOA) Equity Visits

This program provides oversight and coordination for equity compliance at Iowa community colleges, ensuring that campuses serve all students effectively, including those from protected populations with the highest needs. Under authority derived from Title VI of the Civil Rights Act of 1964, the Department of Education—through a Memorandum of Agreement with the U.S. Office for Civil Rights—administers compliance reviews for community colleges related to civil rights and vocational program supervision. This program is aligned with **SG2: Narrow Gaps**.

Program Outcome

To ensure compliance with federal civil rights law as directed by OCR via the MOA.

Key Activities

- Complete desk review and site visit to Southeastern Community College (SCC).
- Write and send a Letter of Finding (LOF) and Voluntary Compliance Plan (VCP), and facilitate monitoring of compliance remedies identified for the SCC visit.
- Continue monitoring Kirkwood Community College's (KCC) VCP from the FY25 visit and close out the visit once all items are submitted.

Performance Measure and FY27 Target

- 100% of required accreditation visits are completed annually.

Community College Program Approval

This program ensures all community college programs are compliant with state, regional, and federal standards related to program length and labor market demand. This program is aligned with **SG4: Postsecondary Success**.

Program Outcome

To ensure the quality and compliance of instructional programs with state, regional, and federal requirements, as well as to align them with workforce needs and promote student success. State approval of community college programs also aims to maximize the efficient and effective use of resources within the community college system.

Key Activities

- Conduct training to provide guidance on navigating the Statewide Technical Information Curriculum System (STICS) to ensure accuracy, compliance, and efficiency in curriculum management.
- Conduct training on the processes and requirements for adopting or modifying transfer majors within STICS.
- Review all new program requests and program modifications for compliance with state law.
- Return submissions for revisions as needed and secure final program approvals.

Performance Measure and FY27 Target

- 85% of new instructional program requests and modifications are approved without required revisions.

Workforce Prep Outcome Reporting System

This program supports the Department's administration of a system to collect and report data on the educational and employment outcomes of workforce preparation programs funded by the Skilled Worker and Job Creation Fund. This program is aligned with **SG4: Postsecondary Success**.

Program Outcome

To support the administration of a system to collect and report data relating to the educational and employment outcomes of workforce preparation programs funded by the Skilled Worker and Job Creation Fund. This data collection and reporting are crucial for understanding the effectiveness of community college workforce preparation programs in Iowa.

Key Activities

- Prepare Annual Condition of Community Colleges report.
- Prepare noncredit and credit outcomes reports.
- Update Tableau data on the Iowa Student Outcomes site to include concurrent enrollment, corrections education, guided pathways, program outcomes, and more.
- Update Community College Performance Profiles.

Performance Measure and FY27 Target

- 93% (14 of 15) of community colleges submit data by the required deadline.

Community College Data Collections and Reporting

This program supports the collection of data from Iowa community colleges on student enrollment, coursework, awards, human resources, and financial information. As mandated by state law, the data serve the informational, accountability, and research needs of policymakers, educators, administrators, and the public. Colleges submit data twice annually: comprehensive data by September 17 and Fall term data by October 7. This program is aligned with **SG4: Postsecondary Success**.

Program Outcome

To support the administration of a system to collect and report data relating to the educational and employment outcomes of workforce preparation programs funded by the Skilled Worker and Job Creation Fund. This data collection and reporting are crucial for understanding the effectiveness of community college workforce preparation programs in Iowa. (Funds the staff needed for this work.)

Key Activities

- Prepare Annual Condition of Community Colleges report.
- Prepare noncredit and credit outcomes reports.
- Update Tableau data on the Iowa Student Outcomes site to include concurrent enrollment, corrections education, guided pathways, program outcomes, and more.
- Update Community College Performance Profiles.

Performance Measure and FY27 Target

- 93% (14 of 15) of community colleges submit data by the required deadline.

Workforce Training & Economic Development

This program provides state-level oversight of the Workforce Training and Economic Development (WTED) Fund, which supports community colleges in meeting workforce needs through career and technical education, worker training, and program innovation. This program is aligned with **SG4: Postsecondary Success**.

Program Outcome

To provide state administrative oversight of the WTED program, which provides funds to community colleges to address the workforce development needs of the state. This is achieved by focusing on training and retraining workers to develop skills needed in targeted industries. The fund supports community college program innovation and development, particularly in career and technical education.

Key Activities

- Compilation of annual WTED program report and plan for State Board of Education approval.

Performance Measure and FY27 Target

- 100% of funds allocated per formula.

*Note that the Department only disburses the funding but does not control the formula.

Workforce Prep Outcome Reporting

This program supports the technical infrastructure for, and administration of, a statewide system for collecting and reporting educational and employment outcomes of workforce preparation programs funded by the Skilled Worker and Job Creation Fund. This program is aligned with **SG4: Postsecondary Success**.

Program Outcome

To support the administration of a system to collect and report data relating to the educational and employment outcomes of workforce preparation programs funded by the Skilled Worker and Job Creation Fund. This data collection and reporting are crucial for understanding the effectiveness of community college workforce preparation programs in Iowa. (Funds the technological infrastructure needed for this work.)

Key Activities

- Prepare Annual Condition of Community Colleges report.
- Prepare noncredit and credit outcomes reports.
- Update Tableau data on the IowaStudentOutcomes site, including data for concurrent enrollment, corrections education, guided pathways, program outcomes, and more.
- Update Community College Performance Profiles.

Performance Measure and FY27 Target

- 93% (14 of 15) of community colleges submit data by the required deadline.

CTE and Postsecondary Readiness

Career and Technical Education Administration

This program provides state funds used to meet the matching requirement for federal Perkins V funding under the Strengthening Career and Technical Education for the 21st Century Act. These funds support career and technical education (CTE) programs across Iowa, helping to improve access, quality, and alignment with workforce needs. This program is aligned with **SG4: Postsecondary Success**.

Program Outcome

To improve the quality of CTE programs and prepare students for in-demand careers.

Key Activities

- Approve CTE programs (secondary and postsecondary).
- Grant Perkins awards and process claims.
- Conduct Perkins monitoring.
- Oversee the CLNA process.
- Provide technical assistance and promote Work-Based Learning (WBL) and Industry-Recognized Credentials (IRC).
- Explore pathways to CTE authorization/endorsement and promote CTE cluster endorsement.
- Adopt the new modernized Career Cluster Framework (Advance CTE).
- Expand career exploration in middle grades.
- Support Career and Technical Student Organizations (CTSOs) through technical assistance and promotion.

Performance Measure and FY27 Target

- 70% of all high school students are enrolled in one or more CTE programs.

Computer Science Professional Development

This program provides incentive funds to assist school districts in covering the costs of professional learning or university coursework for teaching endorsements in computer science. These funds are available to districts through a competitive application process. This program is aligned with **SG3: High Quality Teachers**.

Program Outcome

To build the capacity of Iowa schools to provide high-quality computer science instruction.

Key Activities

- Issue grant materials to the field.
- Develop a grant review rubric.
- Convene the committee and review grant applications.
- Approve grant claims.
- Ensure appropriate usage of funds.

Performance Measure and FY27 Target

- 20 professional development grants are awarded.

Statewide Clearinghouse Work-Based Learning

This program operates the Iowa Clearinghouse for Work-based Learning, a virtual platform that enables Iowa K-12 students to gain in-depth work experience by integrating real-world applications into their education. This program is aligned with **SG4: Postsecondary Success**.

Program Outcome

To fund design and maintenance of the Work-Based Learning Clearinghouse, with the goal of connecting students, educators, and professionals to foster work-based learning opportunities that prepare students for future careers and to expand access to hands-on learning experiences statewide, bridging the gap between classroom learning and the workplace.

Key Activities

- Oversee enhancements to the Work-Based Learning Clearinghouse.
- Promote the Work-Based Learning Clearinghouse statewide to enhance usage of the site.

Performance Measure and FY27 Target

- 250 work-based learning opportunities are posted to the Clearinghouse.

Perkins V

This program provides federal support through the Strengthening Career and Technical Education for the 21st Century Act (Perkins V) for career and technical education (CTE) programs. Iowa receives approximately \$14 million annually, which is allocated between secondary and postsecondary CTE programs delivered by public school districts and community colleges. This program is aligned with **SG4: Postsecondary Success**.

Program Outcome

To improve the academic and technical skills of students, particularly those in career and technical education (CTE) programs, and to better prepare them for high-skill, high-wage, and in-demand occupations. These funds aim to create pathways for students to earn valuable credentials and secure employment after completing their training.

Key Activities

- Approve CTE programs (secondary and postsecondary).
- Grant Perkins awards and process claims.
- Conduct Perkins monitoring.
- Oversee the CLNA process.
- Provide technical assistance and promote Work-Based Learning (WBL) and Industry-Recognized Credentials (IRC).
- Explore pathways to CTE authorization/endorsement and promote CTE cluster endorsement.
- Adopt the new modernized Career Cluster Framework (Advance CTE).
- Expand career exploration in middle grades.

- Support Career and Technical Student Organizations (CTSOs) through technical assistance and promotion.
- Implement use of Perkins reserve dollars for College Career Transition Counselor grants and IRC to Careers grants

Performance Measure and FY27 Target

- 95% of CTE Concentrators graduate high school, as measured by the 4-year adjusted cohort graduation rate defined in section 8101 of ESEA.

Iowa College Aid

State Financial Aid Programs

The State Financial Aid Programs supports Iowans pursuing education and careers in high-demand fields and critical professions across the state. It includes the following: Rural Veterinarian Loan Repayment Program, Rural Veterinary Care Trust Fund, National Guard Benefits Program, National Guard STEM-Related Recruitment and Retention Incentive Program, National Guard Professional Qualification Scholarship Teach Iowa Scholars, Skilled Workforce Last Dollar Scholarship Program, All Iowa Opportunity Scholarships, , Skilled Workforce Shortage Tuition Grant, Future Ready Iowa Grant, Iowa Workforce Grant and Incentive Program, Foster Education and Training Voucher (ETV) Program, Court Reporter Equipment Grant Program, Iowa Tuition Grants (for non-profit and for-profit institutions), Vocational Technical Tuition Grants, Health Care Professional Incentive Program, Health Care Professional Recruitment Program, Health Care Award Program, Mental Health Professional Loan Repayment Program, and Rural Iowa Primary Care Loan Repayment Program.

These programs collectively provide scholarships, tuition grants, loan repayment benefits, and income incentives to students and professionals committed to serving Iowa's workforce needs, especially in rural and shortage areas, as well as members of the Iowa National Guard. The program aims to reduce educational equity gaps by increasing access to financial support for targeted populations. State Financial Aid Programs are aligned with **SG2: Narrow Gaps**.

Program Outcome

To ensure timely and effective distribution of state financial aid funds, increasing access to education and workforce participation in critical Iowa sectors.

Key Activities

- Collect applications.
- Award funds according to the Iowa Code and the Iowa Administrative Code.
- Verify completion of obligations (as applicable).
- Pay awards.

Performance Measure and FY27 Target

- 100% of distributed scholarships, loan repayments and tuition grants are compliant with program requirements.
- Process 150,000 Iowa resident FAFSA applications.

Scholarship and Grant Administration

This program supports the administration and ongoing management of all financial aid programs overseen by the Bureau of Iowa College Aid. This program is aligned with **SG5: Improve Internal Processes**.

Program Outcome

To successfully administer all state scholarship and grant programs.

Key Activities

- Implement new programs pursuant to the Iowa Code and the Iowa Administrative Code.
- Administer all programs pursuant to Iowa Code and Iowa Administrative Code.
- Perform compliance reviews on selected participating institutions.

Performance Measure and FY27 Target

- 100% of distributed scholarships, loan repayments and tuition grants are compliant with program requirements.
- 100% of newly enacted programs will be implemented and have a compliance audit completed.

Postsecondary Authorization

This program authorizes postsecondary institutions to operate in Iowa and ensures consumer protections for students in accordance with Iowa law. It includes ongoing authorization and compliance activities as well as managing the Postsecondary Authorization Closure Fund, which provides funds to cover student-related costs in the event of a college closure. Together, these efforts protect Iowa students and maintain the integrity of the postsecondary education system. This program is aligned with **SG5: Improve Internal Processes**.

Program Outcome

To authorize postsecondary institutions to operate in Iowa and provide consumer protections to students, including assistance in the event of college closures.

Key Activities

- Collect applications.
- Review compliance of postsecondary institutions with the Iowa Code and the Iowa Administrative Code.
- Receive student complaints and facilitate resolution.
- Coordinate with, and collect information from, closing institutions.
- Identify impacted students and qualifying charges.
- Use obligated funds to assist impacted students.

Performance Measure and FY27 Target

- 240 postsecondary institutions authorized.

Course to College Coaching

This program, supported by a competitive federal AmeriCorps grant, provides direct support to students as well as capacity development for schools by placing members in schools and on campuses, as well as virtually and via text messaging, to assist with college access, transition, and success. This program is aligned with **SG4: Postsecondary Success**.

Program Outcome

To provide direct support for high school and college students and their parents to access and succeed in postsecondary education.

Key Activities

- Recruit and provide oversight for different AmeriCorps member positions: Student Leaders, Summer Transition Associates, and College Coaches.
- Implement the Virtual College Coaching (Texting) program.

Performance Measure and FY27 Target

- 100% of membership slots filled.

Course to College

This program supports all Iowa high schools in fostering a college-going culture through five key steps: prepare, apply, finance, decide, and go. Support includes technical assistance, training, data, and resources to staff and students across all postsecondary pathways. This program is aligned with **SG4: Postsecondary Success**.

Program Outcome

To provide direct assistance to all high schools and their counseling staff to ensure all students can successfully prepare, apply, finance, decide, and go into their chosen postsecondary pathway.

Key Activities

- Register Iowa high schools to participate.
- Provide technical assistance to participating high schools.
- Implement FAFSA goal setting and support.
- Provide oversight of FAFSA data sharing for all public and participating private high schools

Performance Measure and FY27 Target

- 150 high schools set a FAFSA completion goal.

Iowa College and Career Readiness Academy

This program provides online, Iowa-specific professional development courses designed to equip college access and success professionals to offer equitable postsecondary opportunities for all students. This program is aligned with **SG4: Postsecondary Success**.

Program Outcome

To increase the number of college access professionals and educators trained to support students in accessing and completing postsecondary credentials.

Key Activities

- Provide oversight for multiple course offerings throughout the year.

Performance Measure and FY27 Target

- 50 individuals trained.

Local College Access Networks (LCAN)

This program provides competitive grants and technical assistance to community-led initiatives that increase college attainment and workforce preparation by aligning education, business, government, philanthropy, and community efforts. This program is aligned with **SG4: Postsecondary Success**.

Program Outcome

To improve a community's capacity to align education and workforce needs and increase postsecondary credential attainment of students within the community.

Key Activities

- Develop and manage the review and selection of grantees through Request for Proposals and eligible renewals.
- Provide technical assistance and support to grantees.

Performance Measure and FY27 Target

- 100% of LCANs meet all grant deliverables.

GEAR UP Iowa

GEAR UP Iowa provides comprehensive federal matching grant services aimed at increasing college readiness, access, and success for students in high-poverty middle and high schools across the state. This initiative integrates three core components: (1) **GEAR UP Iowa 2.0**, currently in evaluation to assess program effectiveness and long-term impact; (2) **GEAR UP Iowa 3.0**, which supports active implementation and service delivery for the class of 2029; and (3) the **GEAR UP Iowa 3.0 Scholarship**, offering financial support to eligible cohort members attending postsecondary institutions. Together, these three program components work to raise expectations for low-income students, deliver essential college and career readiness services, and help close educational equity gaps. This program is aligned with **SG4: Postsecondary Success**.

Program Outcome

To increase postsecondary readiness, access, and success for GEAR UP cohort students from low-income high schools in Iowa.

Key Activities

- Conduct ongoing evaluation and research to measure program effectiveness and inform improvements.
- Support partner districts with annual implementation plans and targeted services.
- Administer federal scholarship funds to eligible students through the GEAR UP Trust.

Performance Measures and FY27 Targets

- 100% of Annual Performance Reports are submitted on time.
- 80% of the GEAR UP cohort participates in program services.
- 100% of federal scholarship funds are deposited into the Trust.

Chief Financial Officer Division

The *Chief Financial Officer Division* manages the Department's financial operations, ensuring fiscal integrity, internal accountability, and compliance with state and federal requirements. Provides guidance to Department leadership and staff, navigating fiscal, accounting, and procurement procedures. Ensuring effective and efficient use of public funds plays a crucial role in advancing improved student outcomes across Iowa. Comprehensive oversight and strategic implementation fosters responsible financial stewardship that directly benefits educational initiatives throughout the state.

Iowa Communications Network Part III: Maintenance and Leases

This program pays for maintenance and lease costs associated with Part III fiber connections of the Iowa Communications Network (ICN), supporting schools and libraries. Since FY 2007, it has received an annual appropriation of \$2,727,000 to cover these expenses. The fiber optic cable is leased from private vendors, and the ICN administers digital data circuits to over 300 K-12 facilities, school districts, and AEAs. As the annual maintenance and lease costs exceed the appropriation, the Department leverages the State funds as a match to draw down additional federal funding through the E-Rate Program of the Universal Service Fund to cover the remaining costs. This program is aligned with **SG5: Improve Internal Processes**.

Program Outcome

To ensure high-speed Internet access and capacity to all participating LEAs and Nonpublic schools.

Key Activities

- Communicate with eligible entities for permission to apply to pay for their circuits on their behalf.
- Apply to pay for circuits for participating entities.

Performance Measure and FY27 Target

- 100% of participating public and private school districts, AEAs, and public libraries are served as planned.

Agency Finance Bureau

Agency Finance

Agency Finance manages the Department's internal accounting operations, ensuring the timely and accurate processing of financial transactions and budget management. This includes invoice payments, claims, travel reimbursements, procurement coordination, and fund oversight. The bureau supports the day-to-day fiscal operations of the Department by maintaining compliance with state and federal financial procedures and delivering responsive, reliable service to internal staff, program teams and external partners. This program is aligned with **SG5: Improve Internal Processes**.

Program Outcome

To provide timely, accurate, and compliant financial processing services that support the Department's operations and fiscal accountability.

Key Activities

- Process vendor invoices and financial claims.
- Manage staff travel reimbursements and related documentation.
- Coordinate purchase orders and procurement requests.
- Ensure timely fund releases for state and federal payments.
- Maintain compliance with State of Iowa accounting policies and systems.

Performance Measure and FY27 Target

- 100% of valid claims and reimbursements processed within required state timelines.
- 100% compliance with state financial reporting and transaction standards.